



March 29, 2017

Heather Stewart & Ian MacRae
Sage Transitions
3983 Lakevale Place
Kelowna BC
V1W 3Z5

Dear Ms. Stewart and Mr. MacRae

Enclosed is the Business Research Report titled: *Examining the links between leadership traits and the recruitment, selection, and retention of nonprofit boards and executive directors*. Focus groups were conducted with leadership teams from seven nonprofit organizations throughout the Okanagan Valley. The questions asked determined an overview of the recruitment, selection, and retention practices utilized for board members and executive directors.

Secondary research found several benefits of understanding and capitalizing on leadership traits when used in alignment with HR practices and organizational strategy. Primary research findings identified opportunities to improve the work of nonprofit organizations through the introduction of the HPTI assessment as a selection and/or training tool. The research conducted was exploratory and therefore should not be used to generalize about the population. Recommendations for workshop topics and future research have been included.

Thank you for the opportunity to work with you over the past seven months. I appreciate the time and effort you have invested; this has been an incredible learning experience.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Adrianna Knuth".

Adrianna Knuth, Student Researcher
340 Royal Avenue
Kelowna BC
V1Y 5L2

(250) 826-3051, adrianna_aek@hotmail.com

(c.c.) Professor Dr. Lynn Sparling

Enclosed: Business Research Report

WHAT'S NEXT IS WHAT'S HERE.

EXAMINING THE LINKS BETWEEN LEADERSHIP TRAITS AND THE RECRUITMENT,
SELECTION, AND RETENTION OF NONPROFIT BOARDS AND EXECUTIVE
DIRECTORS

EXAMINING THE LINKS BETWEEN LEADERSHIP TRAITS AND THE RECRUITMENT,
SELECTION, AND RETENTION OF NONPROFIT BOARDS AND EXECUTIVE
DIRECTORS

Presented to: Heather Stewart & Ian MacRae, Owners, Sage Transitions
Prepared by: Adrianna Knuth, Student Researcher
Prepared on: March 29, 2017

ABSTRACT

Focus groups were conducted with board members and executive directors (EDs) from seven nonprofit organizations in the Okanagan Valley. There was a gap in previous studies that directly compared the recruitment, selection, and retention practices of these positions. Primary research found that none of the organizations used identical HR practices for both board members and EDs. Experts within the field lack consensus on whether or not the voluntary sector should be using mainstream HR practices found successful in the for-profit sector. Mainstream HR practices were used by the participating organizations, however, the effectiveness of their use was beyond the scope of this study.

Employment tests in the form of personality assessments was not used as a selection tool for board members or EDs by any of the organizations. When asked if more resources were spent on recruitment versus onboarding, most invested more into training for both board members and EDs. It is recommended that training and workshops be developed for NPOs that focus on the benefits of assessment tools and how to use them as both a selection and retention tool.

Previous studies show that retention strategies are becoming a requirement for organizations to be successful in today's environment (Belcourt & McBey, 2016). Training and development was identified as the most common retention component for both board members and EDs with four NPOs offering training as an incentive for board members and six offering it for EDs. The High Potential Trait Indicator (HPTI) assessment has been identified as a training tool for leadership teams in the for-profit sector and there exists room for personality assessment training within this sample group.

It is recommended that future research focuses on determining the mainstream HR practices most effective in NPOs. Experts are inconclusive on whether best practices in for-profits should be applied to nonprofits. Examining if best practices are effective for both sectors is too large a study, so a smaller scale is suggested to help tailor consulting services to the voluntary sector.

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GLOSSARY

Applicant Pool- “The set of potential candidates who may be interested in, and who are likely to apply for, a specific job” (Catano, Wiesner, & Hackett, 2016, p.226).

Job Analysis- “A systematic process for gathering, documenting, and analyzing data about the work required for a job” (Catano et al., 2016, p.114).

Judgmental Composite- “An approach in which judgmental and statistical data are combined in a judgmental manner” (Catano et al., 2016, p.469).

Pure Judgment Approach- “An approach in which judgmental data are combined in a judgmental manner” (Catano et al., 2016, p.474).

Recruitment- “The generation of an applicant pool for a position or job in order to provide the required number of candidates for a subsequent selection or promotion program” (Catano et al., 2016, p.4).

Satisficing- “Making an acceptable or adequate choice rather than the best or optimal choice” (Catano et al., 2016, p.474).

Selection- “The choice of job candidates from a previously generated applicant pool in a way that will meet management goals and objectives as well as current legal requirements” (Catano et al., 2016, p.5).

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Last but not least, I apologize to those who have journeyed with me over the past year whose names I have not mentioned.

CHAPTER 1: INTRODUCTION

1.1 INTRODUCTION

This research report was conducted to expand the knowledge surrounding the HPTI assessment in the nonprofit sector and whether or not a second assessment should be developed.

Additionally, the report was developed to determine the recruitment, selection, and retention practices of nonprofit organizations within the Okanagan Valley and how the services of Sage Transitions can be enhanced to assist these organizations.

1.2 BACKGROUND

The HPTI assessment was developed by Adrian Furnham and Ian MacRae, co-founders of High Potential Psychology Ltd. In mid-2016 Thomas International (Thomas), a worldwide provider of assessment tools for people, launched the assessment as exclusive, internal distributors (MacRae, 2016). Co-founder of Sage Transitions, Heather Stewart, has interim accreditation by Thomas in preparation of HPTI being commercially launched in North America. The purpose of the research conducted was to explore the potential of using the HPTI assessment as a tool to improve the recruitment, selection, and retention practices of nonprofit leaders.

Previous studies have identified trends in the increase in demand for nonprofit services and a decrease in volunteer participation (Bartram, Hove, & Cavanagh, 2014). It is becoming increasingly important that nonprofit organizations (NPOs) manage their human resources effectively and efficiently as demographic trends are shrinking the potential pool of applicants for leadership positions. A relatively small amount of research focusing on human resource management (HRM) in the nonprofit sector has been conducted worldwide (Bartram et al., 2014) and minimal studies have directly compared the differences in recruitment, selection, and retention of board members and EDs.

1.3 PURPOSE

A decision statement was developed to clarify the purpose of the research conducted which was then broken down into three specific research objectives:

Decision Statement: How can the leadership traits of non-profit voluntary boards and executive directors be analysed, through the use of HPTI, to enhance recruitment, selection, and retention?

RO1: Determine the recruitment, selection, and retention practices for board members and executive directors.

RO2: Analyze the relationship between organizational strategy (vision, mission, values, and goals) and leadership traits.

RO3: Examine how leadership traits can aid in the recruitment, selection, and retention practices of board members and executive directors.

1.4 SIGNIFICANCE

The factor that all NPOs share in common is how critically important human resources are to managing scarce resources and the ability to affect participation level (Bartram et al., 2014).

There is a lack of consensus on the ideal set of personality traits a leader should have and whether or not the same traits are required for both the for-profit and nonprofit sectors. However, a national Canadian study examined the most important attributes that nonprofit leaders should possess from the perspective of EDs and board members and found that leadership skills were the most important attribute, even outweighing experience (HR Council, 2012).

This study focused on identifying the current recruitment, selection, and retention practices used for board member and ED positions and whether or not they can be improved through the use of the HPTI assessment. As volunteer participation continues to decline and the need for NPOs services and goods grow (Bartram et al., 2014), it is more important than ever that human resources are used effectively and efficiently.

1.5 NATURE AND SCOPE OF THE REPORT

The remaining chapters of this report break down the process and findings used to solve the three research objectives. Secondary research in chapter two isolates literature gaps which supports the need for primary research. Chapter three includes a summary of the methodology used, which consists of the research design, sample design, data collection methods, instrument evaluation, and analysis. The outline of the results as well as detailed information about the participants is given in chapter four. Finally, chapter five includes a discussion of the conclusions and recommendations based off the previous chapter. Limitations are also listed in chapter five which identifies the methodological weaknesses from the study and possible remedies.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

The purpose of secondary research is to uncover what is known about the research objectives and decision statement, to isolate relevant literature gaps, and to understand challenges and solutions from experts within the field. The subsections of this chapter are presented according to the correlating research objective, beginning with research objective one.

2.2 HRM IN NONPROFIT ORGANIZATIONS

Human resource management is important to NPOs for three main reasons: physical capital investments cannot replace the services given by volunteers or employees, these volunteers and employees are more motivated and attracted to intrinsic factors compared to other organizations, and due to the changing funding environment, it can be argued that these individuals are the most important stakeholders when implementing strategy (Akingbola, 2006). Because of the scope of operations and the environmental context, the nature, clientele, capacity, and operations will differ between NPOs, as well as their use of HRM practices. (Bartram et al., 2014). The one factor these organizations share in common however, is how critically important human resources are to managing scarce resources and the ability to affect participation level (Bartram et al., 2014). As volunteer participation continues to decline and the need for NPOs' services increases, it is more important than ever that human resources are used effectively.

A relatively small amount of research focusing on HRM in the nonprofit sector has been conducted worldwide (Bartram et al., 2014). The relevance of current, mainstream HRM in this sector is unclear with most past research focusing on retention and recruitment of volunteers. Some argue that effective practices in the for-profit sector will not translate effectively to the nonprofit sector because of differences in paid and volunteer work. In contrast, many NPOs perform mainstream HR practices including recruitment and selection, training and development, and performance management (Bartram et al., 2014). Despite these advances in closing the knowledge gap, the implementation and use of HRM is largely unknown in this sector (Bartram et al., 2014).

Minimal research has been conducted that compares the recruitment and selection practices of voluntary board members and EDs. However, the differences become apparent when analyzing board members and EDs exclusively as opposed to comparatively.

2.2.1 RECRUITMENT AND SELECTION OF VOLUNTARY BOARD MEMBERS

The majority of Canadian nonprofit boards are made up of voluntary board members (Volunteer Canada, 2012). Governance in this sector is not a one size fits all approach; there is no easy formula for board member composition, ideal number of members, perfect committee structure, or definitive job description for directors (Metelsky, 2011). Board members' recruitment and selection needs to be undertaken thoughtfully and deliberately because when applicants are selected carefully, they bring important resources to advance the mission of the organization.

Board size is determined by the NPO and influenced by government regulations and bylaws. According to the BC Societies Act, a NPO requires a minimum of three directors and one of which must be a resident of BC (Societies Act, 2017). Larger boards tend to have increased diversity, better representation of key stakeholder groups, greater community connections, and more new ideas and perspectives important for board deliberations (Metelsky, 2011). Large boards also tend to be more challenging to manage, make decision making more difficult, and may lead to members feeling dissatisfied if they are underused. Small boards, on the other hand, are easier to manage and make decisions more effectively but have less diversity, fewer community connections and are more likely to burn out if responsibilities are carried out by too few members (Metelsky, 2011). The NPO leaders must consider the needs of the organization and balance the pros and cons when determining size. Although there is no consensus on optimal board size, the majority of authors agree that the average board is 8-14 members (Wyland, 2014).

The composition of the board should be based on the organization's needs and strategic direction, (Metelsky, 2011) which should be determined before the recruitment process begins. The recruitment process is designed to fill gaps, which may include knowledge, expertise, skills, resources, and contacts. Desirable personal attributes include skills such as facilitation, consensus building, knowledge of accounting, research or education, qualities like passion, a sense of humor, organization, and risk taking, experience with the services or good offered and time spent on other boards. The benefits of population or stakeholder representation has become popularized, however, most board lack diversity (Metelsky, 2011).

Recruitment is of critical importance in the nonprofit sector and a major HRM function. Boards tend to view recruitment as an annual responsibility, whereas it should be treated as an ongoing process (Metelsky, 2011). The organization's mission has a significant part in attracting

applicants and retaining them (Akingbola, 2006). When recruiting current contacts, care must be taken to ensure the applicant meets the qualifications and does not simply contribute to a homogenous member. A trap many boards fall for is recruiting based on the number of connections or the high socioeconomic status of the individual. These individuals often lack the time or interest to make a good fit. The recruitment techniques used will vary between organizations, however popular techniques include inviting the applicant to a meeting or event, informal and formal interviews, and the use of application forms (Metelsky, 2011).

If the recruitment process has been approached strategically and the applicant pool includes diverse prospects who would fill the gap, the selection process should be uncomplicated (Metelsky, 2011). The process should begin by collecting the required information, which can include skills, characteristics, background, abilities, experience, and personality. Those involved in the selection process should be continually asking three specific questions: what can the applicant do, what will he/she do, and what does he/she want to do (MacRae & Furnham, 2014)? The hiring committee should use a matrix to determine who would best help the organization achieve its short and long term goals.

2.2.2 RECRUITMENT AND SELECTION OF EXECUTIVE DIRECTORS

Qualified leaders are a scarce resource in the nonprofit sector, potentially scarcer than money. To avoid a leadership crisis, which is growing more likely every year, board members and committees need to expand their applicant pool through previously unused methods. Most EDs are between age 34 and 54 years, and with the first baby boomers entering their 70s, the potential applicant pool that will fill their positions is shrinking (Tierney, 2006). The majority of nonprofits are unable to recruit internally for the ED position because of their size and lack of resources to invest in training, giving little choice but to recruit externally (Tierney, 2006). External recruitment is usually more expensive and riskier than internal recruitment. These organizations cannot compete for talent with for-profit companies because of their limited resources to invest in developing their applicant pool. It is important to have up-to-date and accurate job descriptions before the recruitment process begins (The Muttart Foundation, 2008). NPOs tend to develop an applicant pool for the ED through networking, but as competition increases, those in charge of the recruitment process will need to broaden their horizons. Three pools of potential leaders remain untapped: baby boomers in the 50-70 year old age bracket who

want to continue working, midlife professionals looking to change careers, and graduates who have studied related courses who are often committed to this sector and qualified to work in it (Tierney, 2006). Additionally, the applicant pool can be broadened by looking at those who lack significant connections. Women re-entering the workforce, civil servants, and veterans have been excluded in the past from the process (Tierney, 2006). Experimenting with job sharing, part-time positions, mentoring programs, and training and development can also widen the pool and encourage greater diversity among the leadership team. A challenge recruiting EDs is compensation. Studies have shown that salaries, on average, tend to be lower than comparable positions in government roles and in the for-profit sector (Froelich, McKee, & Rathge, 2011).

2.2.3 RETENTION OF BOARD MEMBERS AND EXECUTIVE DIRECTORS

Retention for both for-profit and nonprofit organizations is becoming increasingly important with the rise of the baby-boomers reaching retirement and fewer qualified people to fill these key positions (Froelich et al., 2011). According to Belcourt and McBey (2016), retention programs are becoming a requirement for organizations. A variety of factors can be included in a retention program, such as the following:

- Communication Programs
- Maintaining a Positive Atmosphere
- Meaningful Job Design
- Performance Management
- Flexible Work Arrangements
- Mentoring Programs

These factors come out of the for-profit sector, however, as previously mentioned, many nonprofit organizations are implementing mainstream HR practices. Previous studies examining the effectiveness of these systems for voluntary board members and EDs has received very little research attention. Although there are major differences between the sectors, human capital can be the key competitive advantage for both (Belcourt & McBey, 2016).

Since compensation is known to be below market value for EDs in the nonprofit sector, professional development is commonly used as a substitute (Stahl, 2013). Recent statistics emerging from the US nonprofit sector show that 27% of the surveyed organizations offer \$500-\$1000 for professional development, 60% of NPOs in 2012 added to their workloads without increasing staff, and 55% of nonprofit leaders feel that in order to advance their careers they must leave their organizations (Stahl, 2013). Furthermore, retention has become chronically weak in this sector and emerging trends are making the situation more urgent.

After a thorough search of previous studies, a gap in research has been identified. Research objective one helps to bridge this gap by examining the differences between recruitment, selection, and retention practices:

ROI: Determine the recruitment, selection, and retention practices for board members and executive directors.

2.3 LEADERSHIP TRAITS IN NOTPROFIT ORGANIZATIONS

Some authors argue that leadership in a nonprofit should not differ from a for-profit (Row, 2014); others counter that these two types of leaders are fundamentally different because of dissimilarities in values, motives, and personality characteristics (Ridder & McCandless, 2010), and a third group argues that leadership traits between these two sectors do not have a definitive conclusion based on the limited studies conducted to date (Petroff, 2015). Although there is a gap in research, previous studies have determined a number of defining characteristics about leadership traits in NPOs.

The voluntary sector is attractive to individuals who are intrinsically motivated with studies showing these workers are willing to give up compensation for the cause and have greater commitment than workers in the for-profit sector (Ridder & McCandless, 2010). Additionally, leadership is more diffused in the voluntary sector because of shared influence with key stakeholders. With a broader range of stakeholders to share decision making with, “softer” leadership skills should be the focus of development (Johnson, 2012).

A Canadian study examined the most important attributes that nonprofit leaders should possess from the perspective of EDs and board members. Leadership skills were considered the most important factor, even outweighing experience (HR Council, 2012). The ability to lead is also one of the main ways in which makes a nonprofit effective, and effectiveness is one of two main criteria a donor will use when deciding whether or not to donate (Exponent Philanthropy, 2014).

Determining a set list of leadership traits a NPO’s leadership team should have is subjective at best. The studies that try to explain a set list often differentiate between the board members and the ED. A study from Carson Valley Trails Association (2012) stated five traits of ideal board members as follows: mission focused, visionary, analytical, objective, and motivating/inspirational. A study from the University of Texas at Arlington defines the leader of

a NPO as the ED, solely (Watson & Hoefler, 2014). The basic skills needed of the ED include: consideration, innovation, envisioning change, improvising, and facilitating interaction with board members. In addition to lacking consensus on what the leadership traits are needed to lead a nonprofit, there lacks consensus on who is leading the organization: the ED, the board, or both?

2.3.1 ORGANIZATIONAL STRATEGY AND LEADERSHIP TRAITS

The strategic models used for for-profits should not be used for nonprofits (Ridder & McCandless, 2010). The reason nonprofits need their own strategic model is that they measure success differently, focusing on social purpose rather than financial measures. Unlike for-profits who link strategy primarily to maximizing shareholder values, NPOs' strategies are much more ambiguous as they pursue double or triple bottom lines and the tendency for unclear social goals (Ridder et al., 2012). Stakeholders often have differing interests and views of organizational goals which leads to strategies subject to interpretation. This results in greater difficulty aligning key functions, such as HR practices, compared to the for-profit sector. Additionally, NPOs cannot compete with for-profits on overall efficiency because of limited finances and human resources, but they can maintain a competitive advantage through the emphasis of the value-driven part of their strategy (Ridder & McCandless, 2010).

The organizational strategy of a NPO is critical. The strategic plan usually covers 2-5 years but the planning process should be continual. The roles of boards will vary, however, there are broad philosophies which are consistent (Davidson, 2014):

- Participate in Strategy Development
- Communication Transparency
- Evaluate the Board's Performance
- Fiscal Responsibilities
- Evaluate the NPO's Performance
- Maintain Key Partnerships

Leadership traits, specifically the HPTI traits, have a direct relation to a multitude of positive outcomes (MacRae & Furnham, 2016). Many of the traits can be tied to leadership success; one method to measure leadership success is in association with goal attainment and organizational success. Certain traits are more important for board members and EDs in order to achieve organizational success. For example, conscientiousness is associated with success and strong performance in nearly every area of work (MacRae & Furnham, 2014). A list of trait descriptors is given in Appendix A for each of the six HPTI traits taken from the 2016 *Leadership Capacity Report-Testing Manual* by MacRae and Furnham. Alignment between organizational strategy

and the traits of the leadership team will allow for higher chances of success by minimizing conflict and stress.

RO2: Analyze the relationship between organizational strategy (vision, mission, values, and goals) and leadership traits.

2.4 IMPROVEMENT OF HR PRACTICES

Human resource challenges facing NPOs are unique to the sector. People are the most important asset and the strongest source of competitive advantage (Mesch, 2010). To compete for limited resources, human capital must be utilized effectively and in alignment with the organization's strategy towards mission achievement (Mesch, 2010).

Strategy is directly tied to the success of the recruitment, selection, and retention practices. The mission and values are important because neglecting them negatively affects the organization's reputation, ability to fundraise, and recruitment and selection efforts (Riddler & McCandless, 2010). It is important for the leadership teams of NPOs to have HR expertise and commitment in order to create and implement human resource practices aligned with current strategy (Akingbola, 2013).

A key element for nonprofit board members and staff are leadership skills (Stewart, 2016). It is vital that these organizations recruit, select, and retain individuals who work well together and share a set of values. Values and culture come from the top down (MacRae, June 24, 2016). Thorough selection processes are necessary for identifying potential leaders. Understanding group leadership traits can be used in alignment with strategic planning to strengthen recruitment and retention behaviors (Stewart, 2016). Implementing HPTI in leadership teams have proven to provide a wide range of benefits including: recruiting internally by identifying leadership potential, increasing self-awareness, understanding the strengths and weaknesses of the team, and retaining top talent through training and development investments (MacRae, June 20, 2016). Future leadership should be a key focus for the voluntary sector in the coming years. These leaders must be able to manage fundamental HR issues effectively and to be able to groom the next generation for success in the changing external environment (Mesch, 2010).

RO3: Examine how leadership traits can aid in the recruitment, selection, and retention practices of board members and executive directors.

2.5 CONCLUSION

In summary, the three research objectives that will be the focus of primary research are as follows:

RO1: Determine the recruitment, selection, and retention practices for board members and executive directors.

RO2: Analyze the relationship between organizational strategy (vision, mission, values, and goals) and leadership traits.

RO3: Examine how leadership traits can aid in the recruitment, selection, and retention practices of board members and executive directors.

There exists a gap in research on how voluntary board members are recruited, selected, and retained and how these practices compare to those of EDs. Whether or not NPOs should be using mainstream HR practices found successful in the for-profit sector also lacks consensus among experts in the field. Organizational strategies should differ from for-profit strategies because the voluntary sector pursues multiple bottom lines, often with vaguely defined social goals. Nonprofits must work to increase efficiencies and improve their biggest asset, human capital, as the external environment changes. Recruitment, selection, and retention practices are a key component in goal attainment when aligned with organizational strategy; HPTI is a tool which has been proven to further goal attainment in the for-profit sector, and the degree to which the success of its utilization in the nonprofit sector will be further expanded through primary, exploratory research.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 INTRODUCTION

The research design, sample design, data collection methods, instrument evaluation and analysis are discussed in chapter three. The information provided demonstrates how the findings were gathered before describing the results in chapter four.

3.2 RESEARCH DESIGN

The research study is exploratory, which is ideal for highly ambiguous decision situations, when the typical approach is unstructured, and when the nature of the results will likely need further research (Zikmund, Babin, Carr, & Griffin, 2013). The research is not designed to give conclusive evidence from which a decision, or course of action, can be determined. This type of research is usually the first step, where it is expected that additional research is required to provide a course of action.

Exploratory research is suited to this study because of the extent of uncertainty, the stage of the decision making, and the nature of the decision statement and research objectives. The decision situation is not well defined. Information is sought to expand the knowledge, rather than answer a specific question, surrounding the recruitment, selection, and retention practices of nonprofit organizations in the Okanagan Valley, with the aid of the HPTI assessment. Gaining knowledge of this highly ambiguous situation is characterized as being conducted at the beginning stage of the decision making process. Knowledge gained can help define the focus of additional research as to how the HPTI assessment can be used in the nonprofit sector, and how the services offered by Sage Transitions can be tailored to meet the needs of NPOs. The decision statement and research objectives have been written to support this type of research and are constructed to expand the knowledge base without answering a specific business question.

3.3 SAMPLE DESIGN

The unit of analysis determines who or what will provide the data as well as the aggregation level (Zikmund et al., 2013). For this study the unit of analysis is nonprofit organizations located within the Okanagan Valley. Individual members of the organizations were not the appropriate level of analysis because of the decision statement, and subsequently the nature of the questions asked. The focus of the information sought after is that of the organization's leadership team as a whole, and not the perspective of the individual members. The questions have been designed to

limit subjectivity to allow for representatives of the organization to answer on behalf of those board members unable or unwilling to attend.

The population describes a complete grouping of entities sharing a set of characteristics. The population analysed were voluntary nonprofit boards comprised of 8-10 members, including the ED. The number of members was chosen because this is the average size of a nonprofit organization, excluding those governing hospitals and other medical institutions (Wyland, 2014).

The sample is a part of the larger population, in this case, voluntary nonprofit boards of 8-10 members. The sample size was 7 voluntary nonprofit boards. A sample is used as a less expensive and time-consuming alternative to a census, which investigates all members of the population (Zikmund et al., 2013). This sample cannot be used to generalize about the population because it is too small. The size was selected based on what was mutually agreed upon as appropriate, based on time and resource allocations, between the client and the student researcher. The sample organizations were selected based on willingness, timing, and whether or not they met the pre-determined criteria. To maximize efficiency, the NPOs that were contacted were deemed most likely to be interested in participating in both the focus group and the HPTI debriefing, by the client. For those who were interested, they also needed to be available between mid-January and early-February for the focus group. Finally, the organizations needed to have a voluntary board, be located within the Okanagan, and be registered as a NPO.

3.4 DATA COLLECTION METHODS

Data came from both primary and secondary sources. A focus group interview was used to bring board members and EDs together, grouped by organization, to discuss the recruitment, selection, and retention practices of board members and EDs. Although the majority of the questions have been structured to be objective, and therefore could be answered by one member on behalf of the board, a few remain subjective. The subjective questions are best answered using a focus group technique based on the assumption that member willingness to talk increases within a discussion group format (Zikmund et al., 2013). Also, individuals can expand on each other's answers to create a more accurate picture. Each board was emailed an identical list of questions 1 week in advance of the focus group to be completed before the meeting and either emailed to the student researcher or handed back in person. The pre-focus group questions could be answered by the board collectively, by the chairperson, or the ED. The focus groups were conducted at the

nonprofit organization's place of business or at Okanagan College, depending on the preference of the NPO. The student researcher acted as the moderator during the focus group, which was given a maximum of 45 minutes per organization. An audio recording device was used to avoid inaccurate note taking and multi-tasking at the expense of quality discussion (see Appendix B for a copy of the pre-focus group questions and Appendix C for the focus group questions).

Secondary data used includes the HPTI assessments. The members of the NPOs were offered the opportunity to take the assessment with the results being summarized by the client and given to the student researcher. The individual results were not used for this study. Each organization's summary was used in conjunction with the pre-focus group and focus group data to determine how the HPTI assessment could be used in this sector and how the HR practices could be improved.

3.5 INSTRUMENT EVALUATION

Reliability, validity, and sensitivity are all necessary criteria to ensure good measurement. Reliability indicates the measure's internal consistency (Zikmund et al., 2013). To maintain internal consistency, several similar questions were asked to participants. For example, participants were asked "do you recruit internally for board members?" and "do you recruit externally for board members?" Both ask how board members are recruited without using identical questions. Conflicting answers such as answering "no" for both indicates that there is a lack of trustworthiness in the response as it can be assumed that a board member must be internally and/or externally recruited.

Validity demonstrates how accurate a measure is (Zikmund et al., 2013). It is important for a measure to be both accurate and consistent to help justify the continued use of the measure, as well as to back up the results of the findings and recommendations. Establishing validity is not a simple task, however a variety of measures have been used to assess it. Face validity is an approach which relies on subjective agreement between professionals that the scale reflects the measurement intended. Questions have been designed to be as clear and understandable as possible to increase ease of assessment by professionals. The questions passed through several stages of approval before there were asked to participants, therefore achieving face validity. Those who assessed the questions include the student researcher, the client, the professor, and the Okanagan College Research Ethics Board (REB).

Sensitivity refers to how well an instrument can measure variability within responses (Zikmund et al., 2013). Asking a dichotomous question disallows the opportunity to measure subtle changes. Sensitivity is increased by asking open-ended questions and following up dichotomous responses with a probe for an explanation of the initial response. For example, “what challenges do you have recruiting board members?” allows the participants to fully explain and discuss the answer rather than giving two options and asking respondents to choose between them.

3.6 ANALYSIS

The HPTI assessments, pre-focus and focus group questions have been analysed together to determine trends based on grouping variables: employee number, volunteer number, and sector. These trends include whether there is a strong correlation between recruitment challenges and leadership skills, and the influence of the vision, mission, and values on the recruitment, selection and retention processes. Data has been compiled into tables, where appropriate, to give a visual of the types of responses given.

3.7 CONCLUSION

Outlined in this chapter is the reasoning behind the design and collection of data using both primary and secondary research. A focus group interview was determined as the most appropriate technique for capturing the specified exploratory information. The reliability, validity, and sensitivity of the measure used have been checked to ensure accurate data collection, processing, and analysis. The subsequent findings and discussion of the data captured are outlined in detail in chapter four.

CHAPTER 4: FINDINGS AND DISCUSSION

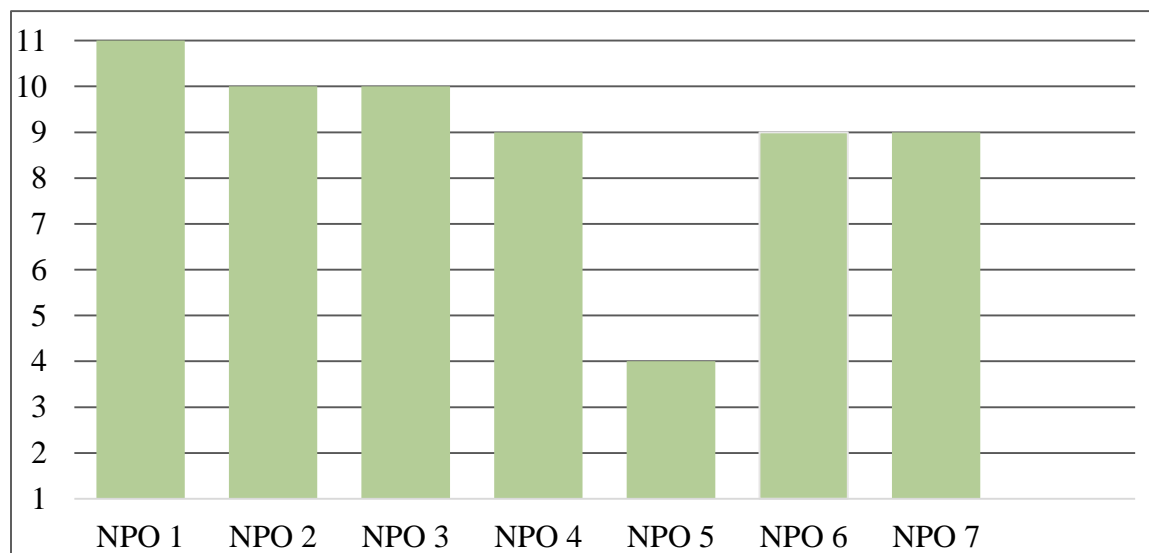
4.1 INTRODUCTION

Following the methodology outlined in chapter three, the analysis from the research conducted is presented here. Information provided in chapter four includes descriptive data about the participants, relevant patterns of data organized in accordance to their relative research objectives, and a summary of the significant findings. Subsequently, a detailed conclusion and recommended action plan based on both the primary and secondary research conducted are given in chapter five.

4.2 PARTICIPANTS

Seven NPOs took part in the focus groups and six also participated in the HPTI team result debriefings. NPO five was excluded from the HPTI team results because the board size was too small to accurately compile a group assessment. Table 4.01 illustrates the size of the leadership teams, which includes board members and the ED.

Table 4.01 Size of Participating Leadership Teams



Three demographic questions were asked prior to the focus groups to gain sufficient descriptive data about the participants for the purpose of categorization. The first two questions asked about the number of volunteers and employees (Table 4.02).

Table 4.02 Number of Employees and Volunteers

	NPO 1	NPO 2	NPO 3	NPO 4	NPO 5	NPO 6	NPO 7
Employees	30	4	12	5	5	100	33
Volunteers	400	125	150	120	365	3	50

The third question asked participants to classify their organization. The answers given were then analyzed against the four categories outlined by the Government of Canada’s Income Tax Act: Social welfare, civic improvement, pleasure or recreation, and other. Six were categorized as social welfare and one was categorized as both social welfare and civic improvements. Social welfare is defined generally as “that which provides assistance for disadvantaged groups or for the common good and general welfare of the people of the community” (Canada Revenue Agency, 2002, Section 5). Civic improvement refers to “the enhancement in value or quality of community or civic life” (Canada Revenue Agency, 2002, Section 5).

4.3 RECRUITMENT, SELECTION, AND RETENTION

Twenty-four questions were asked about the recruitment, selection, and retention practices of board members and EDs in focus groups. Fifteen questions were asked prior to the focus groups to allow the respondent time to determine the answers as it was expected that he or she would not know immediately.

4.3.1 RECRUITMENT OF BOARD MEMBERS AND EXECUTIVE DIRECTORS

Each of the NPOs were asked for their current and ideal applicant pool size for open board member and ED positions. NPOs 1 and 7 are achieving their ideal applicant pool size for board members, NPOs 2, 4, 5 and 6 have smaller applicant pools than desired, and NPO 3 answered that this was not applicable to their organization. NPOs 2, 4, 5 and 6 have smaller applicant pools for EDs than desired, NPOs 1 and 7 have larger pools than what they identified as ideal, and NPO 3 answered that this was not applicable to their organization

Six NPOs advertise internally for open board member positions and four advertise internally for an open ED position (Table 4.03). The most common methods to advertise are word-of-mouth for board members and internal job postings for EDs. Two NPOs used the same internal recruitment methods for both board members and the ED.

Table 4.03 Internal Recruitment Methods

	Word-of-Mouth		Nominations		Internal Job Posting	
	BM	ED	BM	ED	BM	ED
NPO 1	X	X				X
NPO 2			X			
NPO 3	X					
NPO 4	X	X			X	X
NPO 5			X	X		
NPO 6						X
NPO 7	X		X			

All NPOs advertise externally for both board members and EDs. Job advertisements were the most popular choice for board members and the Internet was most common for the ED position (Table 4.04). Job advertisements were further categorized into five subgroups (Table 4.05). The most common type of job advertisement for board members is referrals, and newspapers for EDs. None of the participating NPOs used identical external recruitment methods for board member and ED positions.

Table 4.04 External Recruitment Methods

	Job Advertisements		Internet		Social Networks		Employment Agency	
	BM	ED	BM	ED	BM	ED	BM	ED
NPO 1	X		X	X				
NPO 2	X	X	X	X	X			
NPO 3	X			X				X
NPO 4	X	X		X				
NPO 5	X	X		X		X		
NPO 6	X					X		X
NPO 7	X	X		X		X		

Table 4.05 Job Advertisement Sub-Categories

	Newspaper	Public Displays	Job Fair	Referrals	Networking
	BM ED	BM ED	BM ED	BM ED	BM ED
NPO 1				X	
NPO 2	X	X		X	X
NPO 3				X	X
NPO 4	X X			X X	X X
NPO 5	X		X	X X	X X
NPO 6	X			X	X
NPO 7	X			X	X X

When asked “Do you have organizational policies that influence how you fill vacant positions?” all said yes except for NPO 1. Six out of the seven NPOs said they have a formal job description for board members and all who said yes stated the descriptions were up to date. All seven have a formal job description for the ED but two admitted they were out of date. The most common methods of developing a job description were through a job analysis or benchmarking for both types of positions (Table 4.05). NPO 6 was unsure of how the job descriptions were developed for board members.

Table 4.06 Job Description Source

	Job Analysis	Benchmarking	Employment Agency	Collaboration with NPOs	Other
	BM ED	BM ED	BM ED	BM ED	BM ED
NPO 1		X			
NPO 2	X X	X X			
NPO 3			X		X
NPO 4		X X		X	
NPO 5	X				X
NPO 6	X				
NPO 7	X X				

Participants were asked what they looked for in board members and EDs during the recruitment process. A variety of responses were given which were then classified into 10 possible answers: reputation, skills, abilities, passion, knowledge, culture, experience, education, and personality (Table 4.07). None of the NPOs looked for the same criteria in both board members and EDs. The most common criterion is experience for board members and abilities for EDs.

Table 4.07 Criteria for Potential Board Members and EDs

	Reputation	Skills	Abilities	Passion	Knowledge	Culture	Experience	Education	Personality
	BM ED	BM ED	BM ED	BM ED	BM ED	BM ED	BM ED	BM ED	BM ED
NPO 1		X X	X	X X	X		X		X X
NPO 2	X X	X X	X		X		X	X	X X
NPO 3	X	X	X	X	X		X X	X	X X
NPO 4	X X	X	X	X			X X	X	
NPO 5		X	X	X X	X	X X	X		X
NPO 6	X X					X	X	X	
NPO 7	X	X X	X			X	X X	X	X

When asked about whether or not the organization evaluated the effectiveness of their recruitment process, six organizations said that they did evaluate. Out of those that said yes, four said the process was informal and was usually evaluated through a group discussion if a problem came up. One organization said they evaluated only the ED’s process and not the board’s process, with another saying yes they reviewed both the board and the ED’s processes but were unsure of how the evaluation process was handled.

The most common recruitment challenges identified for board members were finding applicants who are qualified and who were diverse and/or represent the population (Table 4.08).

Compensation was the most common challenge for recruiting an ED.

Table 4.08 Recruitment Challenges

	Finding Qualified Applicants	Applicants Who Have the Time	Population Representation/ Diversity	Compensation	Other
	BM ED	BM ED	BM ED	BM ED	BM ED
NPO 1	X	X		X	X
NPO 2	X X	X	X	X	
NPO 3		X	X		
NPO 4	X		X	X	X
NPO 5	X X			X	
NPO 6		X	X	X	
NPO 7	X X				

4.3.2 SELECTION OF BOARD MEMBERS AND EXECUTIVE DIRECTORS

All NPOs used a variety of methods to screen potential board members and EDs (Table 4.09).

Interviews, reference checks and resumes were the most common methods for both positions.

Two of the NPOs used the same screening methods for both board members and EDs. The most

common answers included in the ‘other’ category were: criminal record checks, bankruptcy checks, and curriculum vitae. NPO 3 outsources the screening process to an employment agency. None of the participants implement employment testing for board members and NPOs 3, 4, and 7 used employment testing for EDs in the form of work samples/simulations.

Table 4.09 Screening Methods

	Resume	Interview	References	Social Media	Application Form	Other
	BM ED	BM ED	BM ED	BM ED	BM ED	BM ED
NPO 1	X X	X X	X X	X		X X
NPO 2	X X	X X	X X	X X		X X
NPO 3	X	X	X		X	
NPO 4	X X	X X	X X		X X	X X
NPO 5	X X	X X	X	X	X	X X
NPO 6	X X	X X	X X	X		X X
NPO 7	X	X X	X X			

Five of the NPOs conducted a second interview near the end of the selection process in the form of a panel interview, for both board members and EDs. To determine who the successful applicants were, four approaches were used (Table 4.10). NPO 6 was uncertain and therefore could not be classified.

Table 4.10 Selection Approaches

	NPO 1	NPO 2	NPO 3	NPO 4	NPO 5	NPO 6	NPO 7
BM	Satisficing	Satisficing	Judgmental Composite	Judgmental Composite	Pure Judgment Approach		Judgmental Composite
ED	Judgmental Composite	Judgmental Composite	Outsourced	Judgmental Composite	Pure Judgment Approach		Judgmental Composite

When asked if more resources were spent on recruitment versus initial training and development (onboarding) the majority spent more on training for both board members and EDs (Table 4.11).

Table 4.11 Recruitment versus Training

	NPO 1	NPO 2	NPO 3	NPO 4	NPO 5	NPO 6	NPO 7
BM	Recruitment	Training	Training	Training	Training	Recruitment	Recruitment
ED	Training	Training	Recruitment	Training	Training	Recruitment	Training

NPO 6 was the only organization that identified a challenge with the board member selection process. They defined the problem as not having the time required for interviewing candidates. NPO 7 was the only organization that identified a challenge with selecting an ED. They identified the challenge as blending the importance of social work experience with business and leadership skills.

4.3.3 RETENTION OF BOARD MEMBERS AND EXECUTIVE DIRECTORS

Two of the pre-focus group questions asked about the current and ideal turnover rates for board members and EDs. NPOs 1 and 5 indicated that their turnover rate was higher than they wanted for board members. When asked about ED turnover, NPOs 1, 2, 4, 5 and 7 have in place their first or second ED. Turnover was identified as an issue for only NPO 6 which had their fourth ED in place.

Six of the NPOs identified having a retention strategy for board members and all seven had a strategy for the ED. None of the participants used an identical strategy for both board members and the ED. Training and development was the most common component for both positions.

Table 4.12 Retention Strategies

	Performance Evaluations	Training and Development		Autonomy	Compensation	Mentorship/ Support	
	BM ED	BM ED		BM ED	BM ED	BM ED	
NPO 1	X		X				
NPO 2	X	X	X	X	X		
NPO 3		X	X		X		
NPO 4	X	X	X			X	X
NPO 5		X		X			
NPO 6			X	X	X	X	
NPO 7	X	X		X	X	X	X

4.4 ORGANIZATIONAL STRATEGY AND LEADERSHIP TRAITS

In this section the relationship between organization strategy and leadership traits are analyzed. Organizational strategy is made up of the vision, mission, values, and goals. Leadership traits are defined as consciousness, adjustment, curiosity, risk approach, ambiguity acceptance, and competitiveness, in accordance with the HPTI assessment. Each organization is examined individually and then in comparison; organization five has been excluded because of board size.

To determine the relationship between organizational strategy and leadership traits, the vision, mission, values, and goals were analyzed to determine if they contained keywords/phrases linked to the six personality traits, as shown in Tables 4.13-4.18. Also included in the tables are how the NPOs ranked on the select HPTI traits as a team.

Table 4.13 NPO 1 Organizational Strategy Keywords

HPTI Traits	HPTI Ranking	Keywords and Phrases
Conscientiousness	High	Results Driven (high+), Client Centered (high+), Professional (high+)
Adjustment	High	Compassion (low+)
Competitiveness	Low	Results Driven (high+)

Table 4.14 NPO 2 Organizational Strategy Keywords

HPTI Traits	HPTI Ranking	Keywords and Phrases
Conscientiousness	High	Flexibility (low+), Quality (high+), Sustainable (high+)
Risk Approach	Moderate/High	Co-operate (low+)
Competitiveness	Low	Inclusivity (low+), Co-operate (low+), Enhance Partnerships (low+)

Table 4.15 NPO 3 Organizational Strategy Keywords

HPTI Traits	HPTI Ranking	Keywords and Phrases
Conscientiousness	High	Leading (high+), Excellence (high+)
Adjustment	Very High	Passion (low+), Support (low+)
Curiosity	High	Learning (high+)
Ambiguity Acceptance	Moderate/High	Learning (high+)
Competitiveness	Low	Leading (high+), Empower (high+)

Table 4.16 NPO 4 Organizational Strategy Keywords

HPTI Traits	HPTI Ranking	Keywords and Phrases
Conscientiousness	High	Quality (high+), Sustainable (high+), Professional (high+)
Ambiguity Acceptance	Moderate/High	Open Communication (high+), Embrace Opportunities (high+), Diversity (high+)
Competitiveness	Low	Team Spirit (low+), Recognize all Contributions (low+)

Table 4.17 NPO 6 Organizational Strategy Keywords

HPTI Traits	HPTI Ranking	Keywords and Phrases
Conscientiousness	High	Quality (high+), Leadership (high+), Empowerment (high+)
Curiosity	Moderate/High	Innovation (high+)
Competitiveness	Low	Outcome Orientation (high+), Leadership (high+), Empowerment (high+)

Table 4.18 NPO 7 Organizational Strategy Keywords

HPTI Traits	HPTI Ranking	Keywords and Phrases
Conscientiousness	High	Productive (high+), Empowerment (high+)
Adjustment	Very High	Support (low+), Fulfillment (low+), Tailor Services (low+)
Curiosity	High	Tailor Services (high+)
Ambiguity Acceptance	Moderate/High	Diversity (high+)

Table 4.19 below shows the comparison of the number of organizational strategy keywords between the six NPOs.

Table 4.19 Comparison of the Number of Keywords

	NPO 1	NPO 2	NPO 3	NPO 4	NPO 6	NPO 7
Conscientiousness	3	3	2	3	3	2
Adjustment	1		2			3
Curiosity			1		1	1
Risk Approach		1				
Ambiguity Acceptance			1	3		1
Competitiveness	1	3	2	2	3	

4.5 IMPROVEMENT OF HR PRACTICES

All of the NPOs identified at least one challenge with their recruitment, selection, and retention practices, which leads to the conclusion that improvements can be made. None of the organizations are currently using any form of employment testing for board members, and those that use it for the EDs do so in the form of work samples/simulations. Previous studies show the benefits of understanding personality traits in group cultures which have direct implications for recruitment, selection, and retention specifically.

The use of personality testing in the selection process can be used to fill gaps in skills or minimize conflict by choosing an individual with similar scores to the team as a whole. Risk approach is one trait where it may benefit the team to select an individual with a high score if the board scored low overall. High risk approach can be an asset for confronting problems as they arise, however, too many in the optimal-excessive range could result in conflict. NPOs with low curiosity will tend to dislike new techniques and methods and prefer to stick with what they have been doing. All six organizations that were assessed as a team ranked high on curiosity which indicates willingness to try new approaches to alleviate identified problems. Finding qualified applicants was the most common challenge for recruiting board members and the second most common for recruiting an ED. High curiosity suggests that the organization's leadership team would be open to trying a new way of recruiting which could help to expand their applicant pool. Paired with high conscientiousness, new methods and knowledge would be gained in accordance with the goals defined by the organization's strategy.

4.6 CONCLUSION

The research conducted determined the recruitment, selection, and retention practices of voluntary board members and EDs in seven nonprofit organizations. The practices between these two distinct groups are dissimilar and the differences have been noted. The HPTI assessment can be used in the nonprofit sector to improve these practices in order for organizations to achieve their strategies. Employment testing in the form of personality assessments is currently not being used for board members or EDs at any of the organizations involved; this is a tool that has the potential to improve goal attainment through HR practices.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

Based on the findings and discussion in chapter four, the following conclusions describe the inferences drawn from the results. The recommendations provide suggestions for a course of action. All limitations encountered during the research have been identified along with possible remedies, based on the methodology chosen in chapter three.

5.2 CONCLUSIONS ABOUT RESEARCH OBJECTIVES

The following conclusions have been organized according to the research objectives and follow an identical structure to chapter four.

5.2.1 RECRUITMENT AND SELECTION

The recruitment and selection practices differed between board members and EDs for each of the participating NPOs; although there were minor overlaps no two approaches were identical throughout the entire process. There is a lack of research conducted on the direct comparisons between these two groups, however, differences become apparent when analyzing each group separately. The research conducted is aligned with previous studies supporting the idea that the recruitment and selection practices are different between board members and EDs. Also consistent with previous studies is the finding that most boards want to increase their diversity; four of the seven NPOs identified this as a recruitment challenge. Compensation for EDs is a major recruitment challenge for the participating NPOs, which is consistent with past research. Popular screening techniques for board members identified by Metelsky (2011) included interviews and application forms. All seven NPOs utilize interviews, however only three use application forms. Metelsky goes on to state that selection should be simple if the recruitment process has been approached strategically. Only one NPO identified a challenge with the board member selection process, which was defined as not having the time required for interviewing candidates. A matrix can be used when selecting board members to decrease subjectivity and bias, however this tool was not used by all organizations.

Research from Tierney (2006) examines how most NPOs cannot recruit internally for an ED giving little choice but to recruit externally. Three of the seven NPOs advertise internally for EDs, however whether or not they successfully recruited internally was beyond the scope of this research. Networking is the most common method to create an applicant pool for EDs. Three NPOs currently use networking to advertise externally, however, six organizations used this method for advertising open board member positions.

Each of the organizations utilized aspects of mainstream HR practices to varying degrees, however questions remain whether or not these practices are effective for the nonprofit sector.

5.2.2 RETENTION OF BOARD MEMBERS AND EXECUTIVE DIRECTORS

Six of the NPOs have a retention strategy for board members and all seven have a strategy for the ED. Retention strategies are becoming a requirement for organizations to be successful in today's environment (Belcourt & McBey, 2016). Training and development was identified as the most common retention component for both board members and EDs with four NPOs offering training as an incentive for board members and six offering it for EDs. Other components used include performance evaluations, autonomy, compensation (for EDs), and mentorship/support. All of these are consistent with mainstream components of retention programs identified in the for-profit sector. The effectiveness of these programs offered jointly or in isolation in the nonprofit sector is currently inconclusive.

Board member turnover was identified as an issue for two of the NPOs and one organization for ED turnover. Retention is chronically weak in this sector so it is surprising that there is not a higher number of NPOs with turnover challenges. Emerging demographic trends may increase this number unless preventative measures are taken.

5.2.3 ORGANIZATIONAL STRATEGY AND LEADERSHIP TRAITS

Six of the NPOs were asked for their vision, mission, values, and goals which were then compared to the leadership traits identified in the HPTI team assessments. First, all organizations were analyzed in isolation to determine if the organization's strategy shared descriptors with any of the six traits. Secondly, the results were analyzed in comparison between all participating NPOs. All organizations used a minimum of two descriptors of conscientiousness in their organizational strategy. Descriptors of risk approach was used the least between the organizations. Looking beyond the vision, mission, values, and goals and analyzing further

documentation may result in greater alignment between strategy and leadership traits; doing so was beyond the scope of this research.

5.2.4 IMPROVEMENT OF HR PRACTICES

The HPTI leadership traits were examined as to how they can improve recruitment, selection, and retention of board members and EDs. None of the organizations utilized personality assessments in their selection processes. Secondary research shows that thorough selection processes are necessary for identifying potential leaders (MacRae, June 24, 2016) and strong leaders are essential for success in this increasingly competitive and changing environment. Understanding group leadership traits can be used in alignment with strategic planning to strengthen recruitment and retention behaviors (Stewart, 2016). There exists a gap in the use of leadership trait assessments both as a training tool and as a selection tool. When used in conjunction, the HR practices can be made more efficient to increase organizational success.

5.3 CONCLUSIONS ABOUT THE DECISION STATEMENT

Secondary research demonstrates the importance of strategic alignment between strategy and HR practices. As the external environment continues to change, it is vital that these organizations understand the importance of human capital and how to best approach and manage their HR practices. Self-awareness of leadership traits has been proven to benefit individuals, leadership teams, and organizational performance in a variety of ways, including: stronger succession planning, leadership development, recruitment, and retention. The research conducted, although not able to generalize about the population as a whole, shows potential for the HPTI assessment to be used as a selection and retention tool in the voluntary sector. None of the seven participating organizations utilize employment testing in the form of personality assessments for board members or EDs and training and development is the most common component of retention strategies for both positions. Secondly, the NPOs were most likely to spend more resources on training (onboarding) than on recruitment. To conclude, the leadership traits of nonprofit voluntary boards and EDs can be analyzed using the HPTI assessment to improve HR practices. Specifically, areas of importance include its use as a selection tool and as a component of the retention strategy.

5.4 LIMITATIONS

As identified in chapter three, focus groups were the qualitative research tool used. Based on the time constraints of participants, the group size shrunk to 1-6 participants per focus group. The ideal size of a focus group is 6-10 people (Zikmund et al, 2010). Having too small a group may have allowed members to intimidate others which can result in poor or inadequate participation. Increasing the group sizes would have minimized the risk of intimidation.

Secondly, the sample size conducted was too small to generalize about the population. The findings from this research may or may not be consistent with other NPOs. The questions asked to participants were broken into two sections: pre-focus group questions sent through email and the 45 minute focus groups. Emailing a portion of the questions may have reduced the depth of response. Although the questions were written to minimize subjectivity, feedback from one participant indicated that a few of the answers would differ based on the person responding. This limitation could have been avoided by asking all questions during the focus groups, however, this would have resulted in longer sessions.

5.5 RECOMMENDATIONS

The goal of exploratory research is to expand the body of knowledge and identify gaps for future studies. The research identified two key recommendations for Sage Transitions.

The first recommendation is that training and workshops be developed for organizations in the voluntary sector that focus on implementing assessments as both a selection and retention tool. By understanding the current traits of the leadership team, the recruitment and selection process can be improved to attract the needed applicants and select out those who would be counterproductive to goal achievement. Emphasis would need to be placed on teaching the benefits of using these tools in alignment with organizational strategy. As volunteer participation continues to decline and the need for NPOs services and goods grow (Bartram et al., 2014), it is more important than ever that human resources are used effectively and efficiently.

The second recommendation is that primary research be conducted to determine the mainstream HR practices most effective in NPOs. Previous studies are inconclusive on whether best practices in for-profits should be applied to nonprofits. Examining if best practices are effective for both sectors is too large a topic, so a smaller scale is suggested to help tailor consulting services to the voluntary sector.

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APPENDIX A-HPTI TRAIT DESCRIPTORS

Table 2. Descriptors of Conscientiousness

	Low Conscientiousness	High Conscientiousness
Positive Descriptors	Easy-going Flexible Adaptable Spontaneous Accommodating	Disciplined Self-motivated Organized Focused Driven Dedicated
Negative Descriptors	Unmotivated Sloppy Unpredictable Impulsive Careless	Inflexible Perfectionistic Pedantic Rigid Strict

Table 3. Descriptors of Adjustment

	Low Adjustment	High Adjustment
Positive Descriptors	Sensitive Responsive Perceptive Passionate Emotive	Self-confident Unflappable Steady Dependable Calm
Negative Descriptors	Emotional Unstable Neurotic Self-conscious Moody High Strung	Cold Distant Insensitive Aloof Unapproachable

Table 4. Descriptors of Curiosity

	Low Curiosity	High Curiosity
Positive Descriptors	Steady Focused Traditional Dependable Sensible	Interested Open-minded Responsive Innovative Creative
Negative Descriptors	Close-minded Inflexible Unadventurous Disinterested	Distractible Radical Inconsistent Unpredictable

Table 5. Descriptors of Courage

	Low Risk Approach	High Risk Approach
Positive Descriptors	Cautious Careful Prudent Cooperative Compliant	Valiant Action-oriented Problem solver Daring Adventurous
Negative Descriptors	Avoidant Risk averse Meek Shy Cowardly	Headstrong Impulsive Thrill-seeking Confrontational Reckless

Table 6. Descriptors of Ambiguity Acceptance

	Low Ambiguity Acceptance	High Ambiguity Acceptance
Positive Descriptors	Steady Focused Reliable Consistent Precise	Open-minded Versatile Approachable Receptive Analytical
Negative Descriptors	Pedantic Close-minded Nitpicker Uncritical	Inconsistent Unfocused Abstract Disconnected

Table 7. Descriptors of Competitiveness

	Low Competitiveness	High Competitiveness
Positive Descriptors	Cooperative Amenable Compliant Accommodating Modest	Outspoken Driven Outcome-oriented Assertive Ambitious
Negative Descriptors	Unambitious Timid Disengaged Submissive	Confrontational Authoritarian Argumentative Aggressive

APPENDIX B-PRE-FOCUS GROUP QUESTIONS

1. How many employees does your organization have?
2. How many volunteers does your organization have?
3. What sector is your organization in?
4. What is the turnover rate for board members?
5. What is the ideal turnover rate for board members?
6. What is the turnover rate for EDs?
7. What is the ideal turnover rate for EDs?
8. What is the ideal applicant pool size for board members?
9. What is your applicant pool size, on average, for board members?
10. What is the ideal applicant pool size for the ED?
11. What is your applicant pool size, on average, for the ED?
12. What is your mission statement?
13. What is your vision statement?
14. What are the organization's values?
15. What are the organization's goals and objectives?
16. What are some challenges you have recruiting board members?
17. What are some challenges you have selecting board members?
18. What are some challenges you have recruiting EDs?
19. What are some challenges you have selecting EDs?

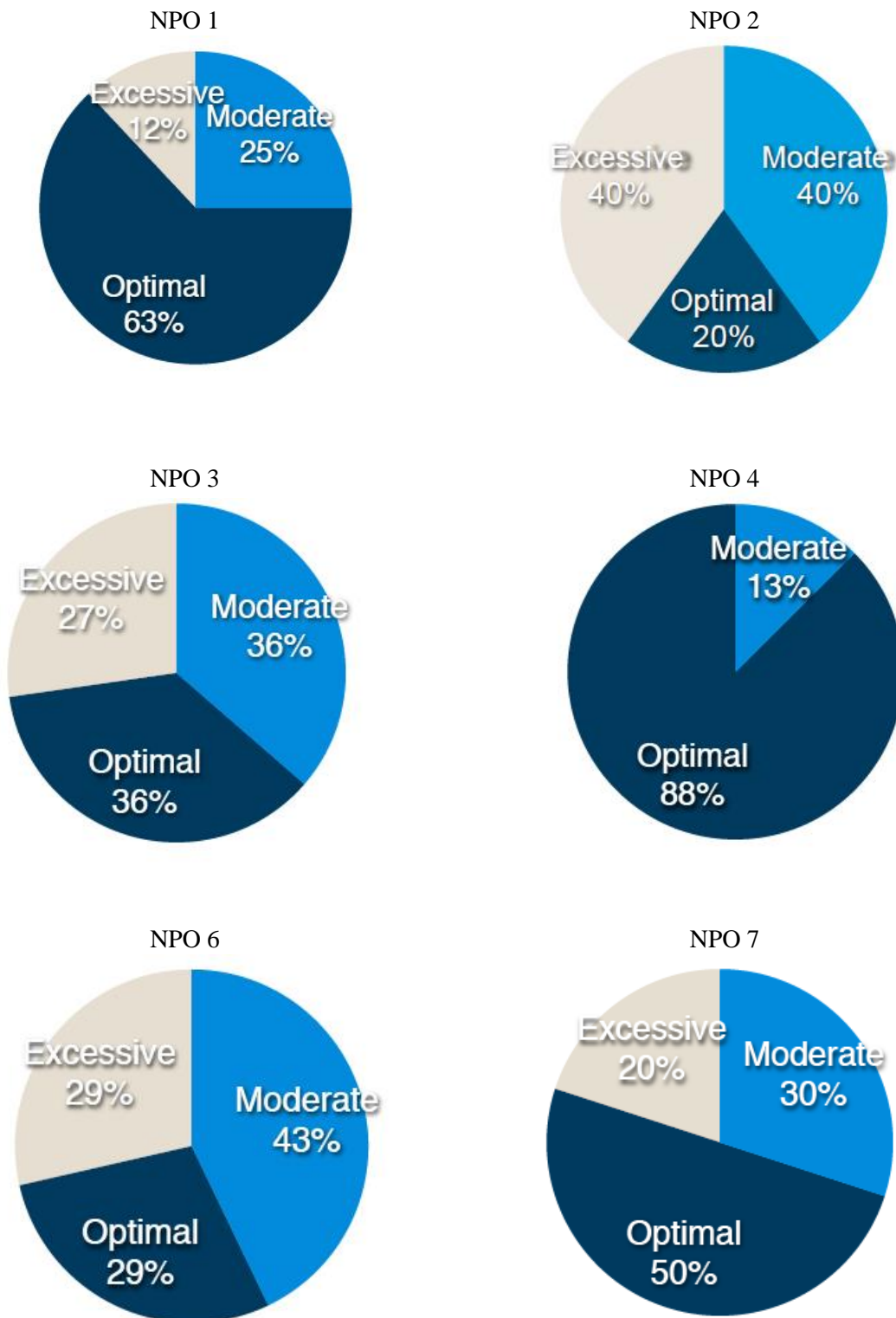
APPENDIX C-FOCUS GROUP QUESTIONS

1. Do you recruit internally for board members?
 - a. If yes, what methods do you use?
2. Do you recruit internally for the ED?
 - a. If yes, what methods do you use?
3. Do you recruit externally for board members?
 - a. If yes, what methods do you use?
4. Do you recruit externally for the ED?
 - a. If yes, what methods do you use?
5. Do you have organizational policies that influence how you fill vacant positions?
 - a. If yes, what are the policies?
6. Are there formal job descriptions for board members?
 - a. If yes, are they up to date?
 - b. If yes, was it based on a job analysis (Definition: process of collecting information about a job, such as working condition, responsibilities, required KSAOs)?
7. Is there a formal job description for the ED?
 - a. If yes, is it up to date?
 - b. If yes, was it based on a job analysis (Definition: process of collecting information about a job, such as working condition, responsibilities, required KSAOs)?
8. When recruiting board members, what do you look for from them?
9. When recruiting EDs, what do you look for from them?
10. Do you evaluate the effectiveness of your recruitment process?
 - a. If yes, how do you evaluate the recruitment process?
11. What screening methods do you use for evaluating board member applicants?
12. What screening methods do you use for evaluating ED applicants?
13. Do you use employment testing for board member positions?
 - a. If yes, what type of test?
14. Do you use employment testing for the ED position?
 - a. If yes, what type of test?
15. Do you interview board member candidates near the end of the selection process?
 - a. If yes, what type of interview do you use?
16. Do you interview ED candidates near the end of the selection process?
 - a. If yes, what type of interview do you use?
17. How do you select a board member? /What criteria do you use to make a decision?
18. How do you select an ED? /What criteria do you use to make a decision?
19. How do you notify a board member applicant of their acceptance?
20. How do you notify an ED applicant of their acceptance?
21. On average, do you spend more money on recruiting a new board member than on the new hire's training and development?

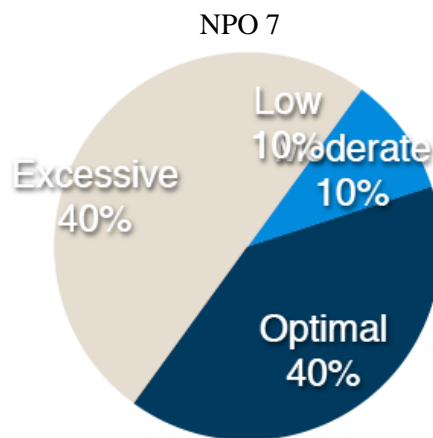
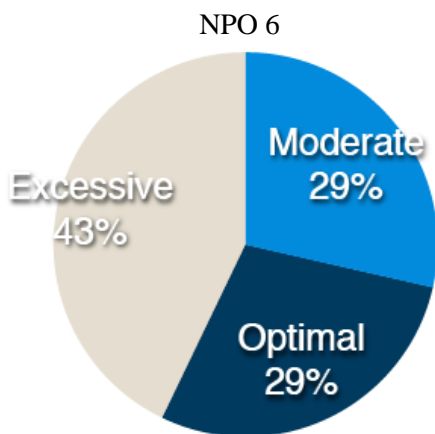
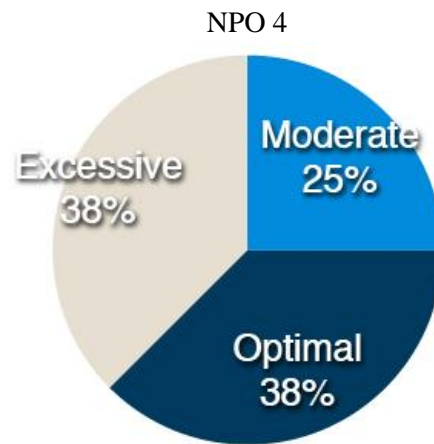
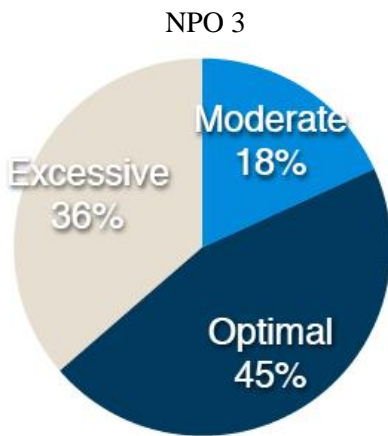
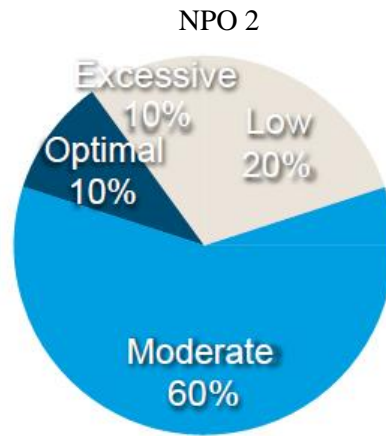
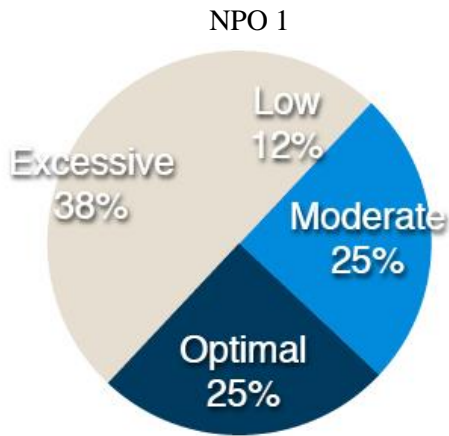
22. On average, do you spend more resources on recruiting a new ED than on the new hire's training and development?
23. Do you have a formal retention strategy for board members?
 - a. If yes, what is the strategy?
24. Do you have a formal retention strategy for the ED?
 - a. If yes, what is the strategy?

APPENDIX D-HPTI TEAM ASSESSMENT OVERVIEW

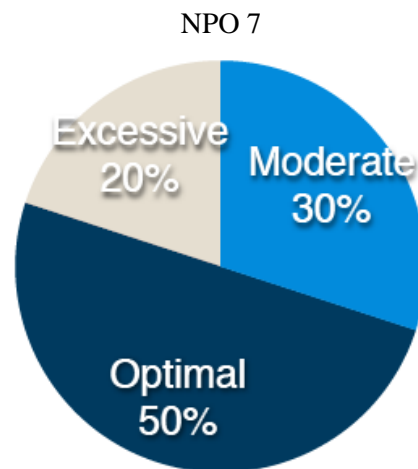
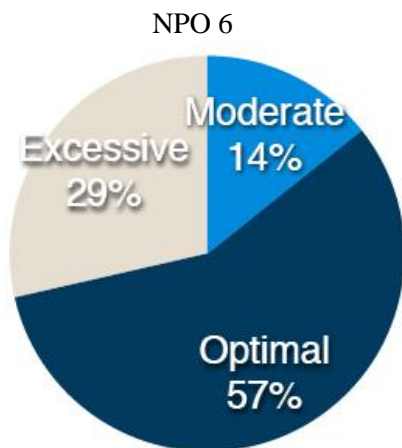
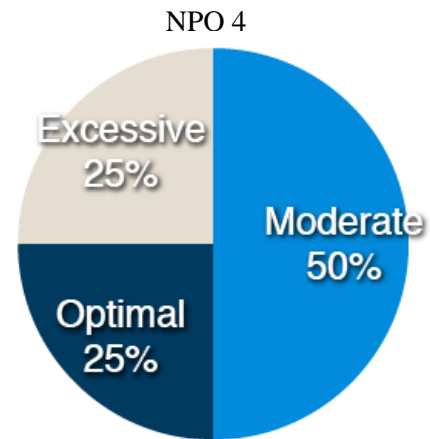
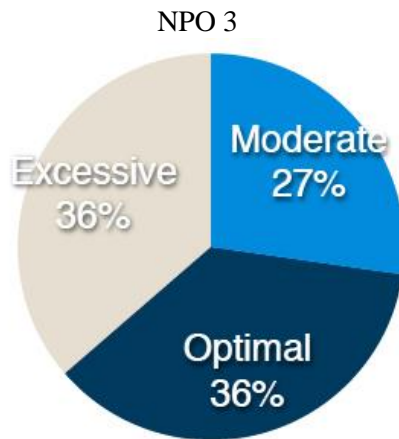
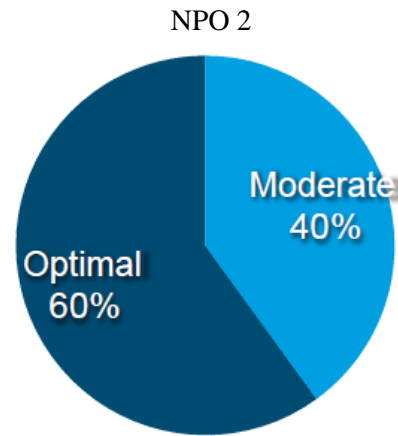
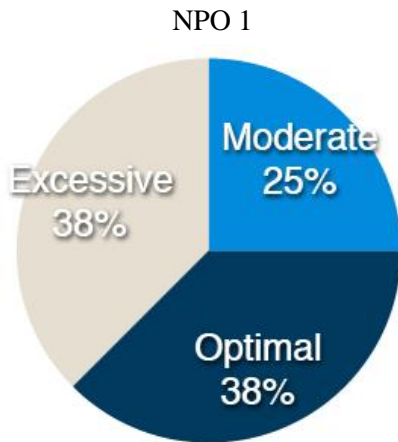
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ADJUSTMENT

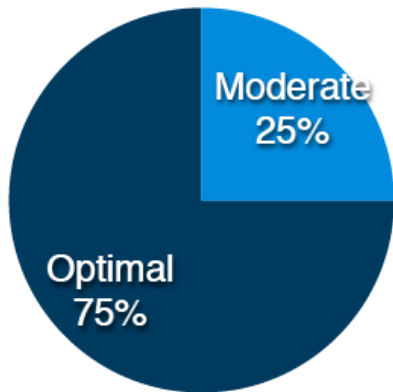


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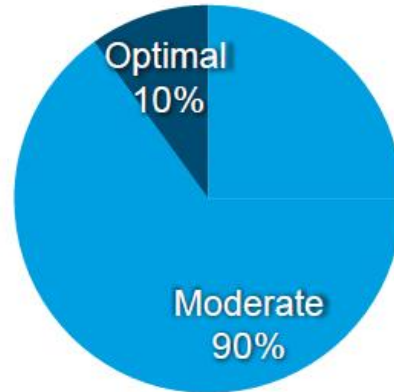


RISK APPROACH

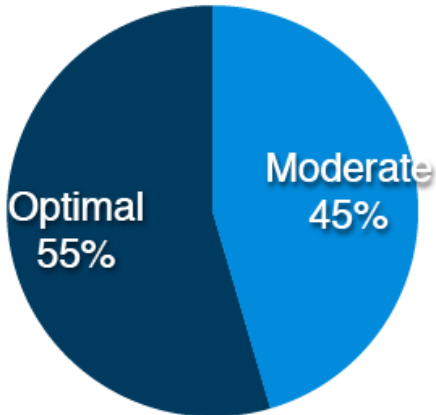
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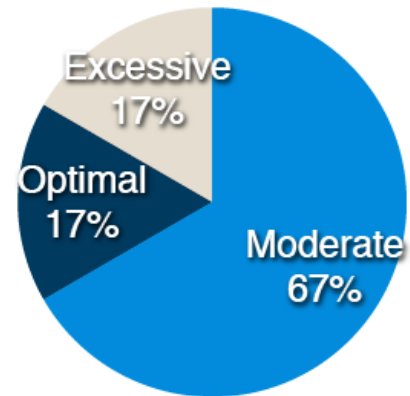
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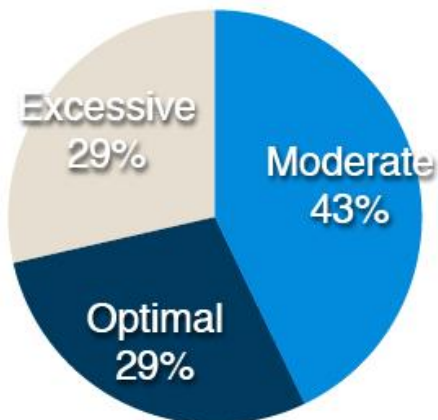
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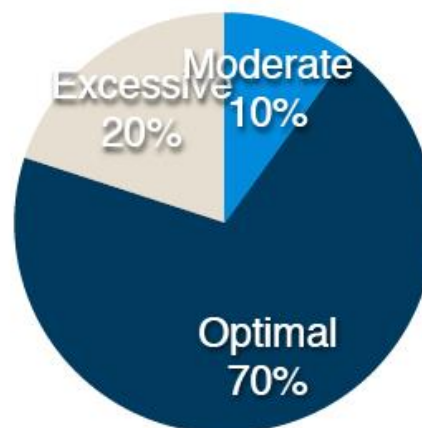
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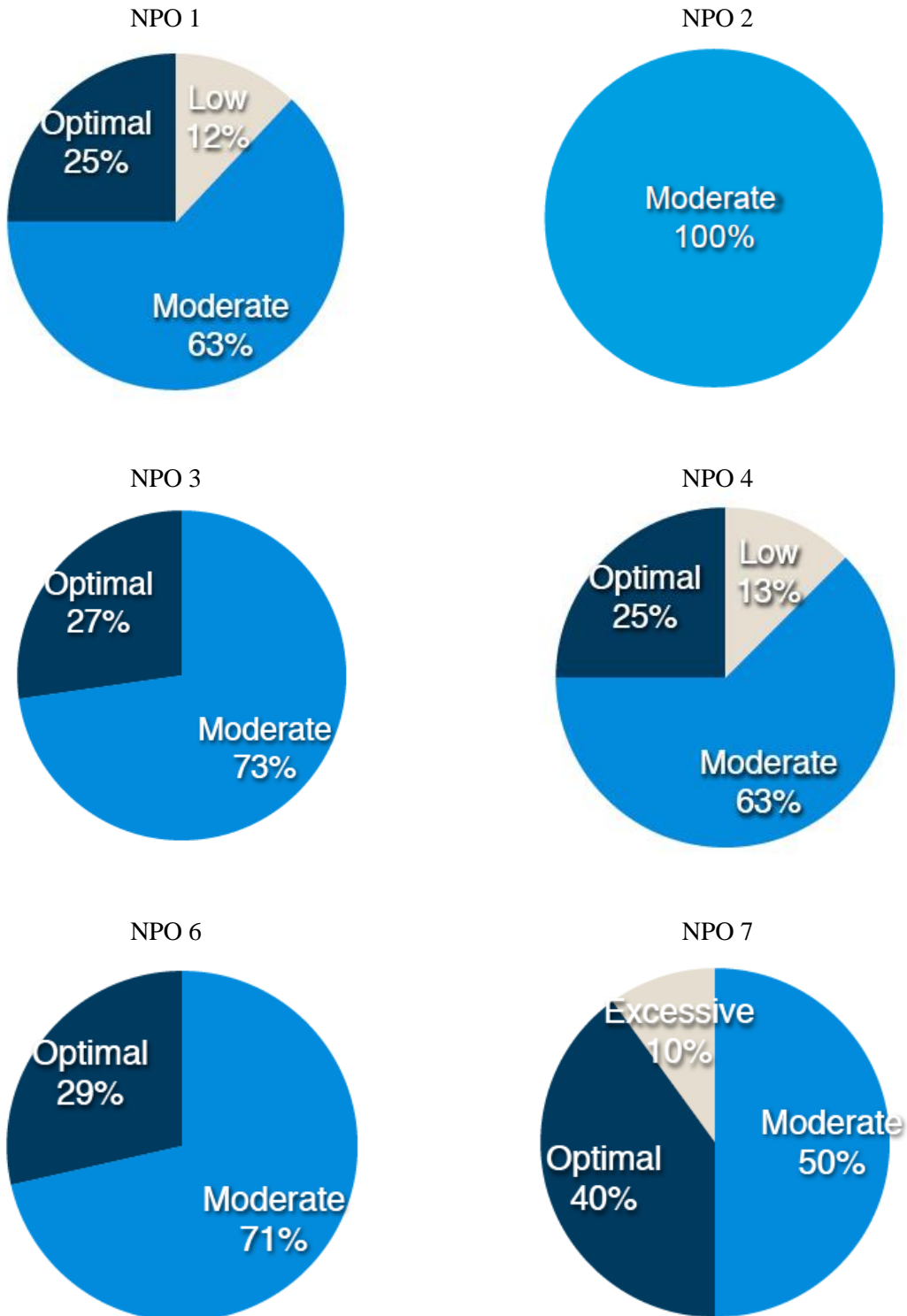
NPO 6



NPO 7



AMBIGUITY ACCEPTANCE



COMPETITIVENESS

