CSS Shared Resources, Ontario East
HR Leadership & Management







Land Acknowledgment

accesscss
Connect to Community Support Services

HR Management and Staff Leadership



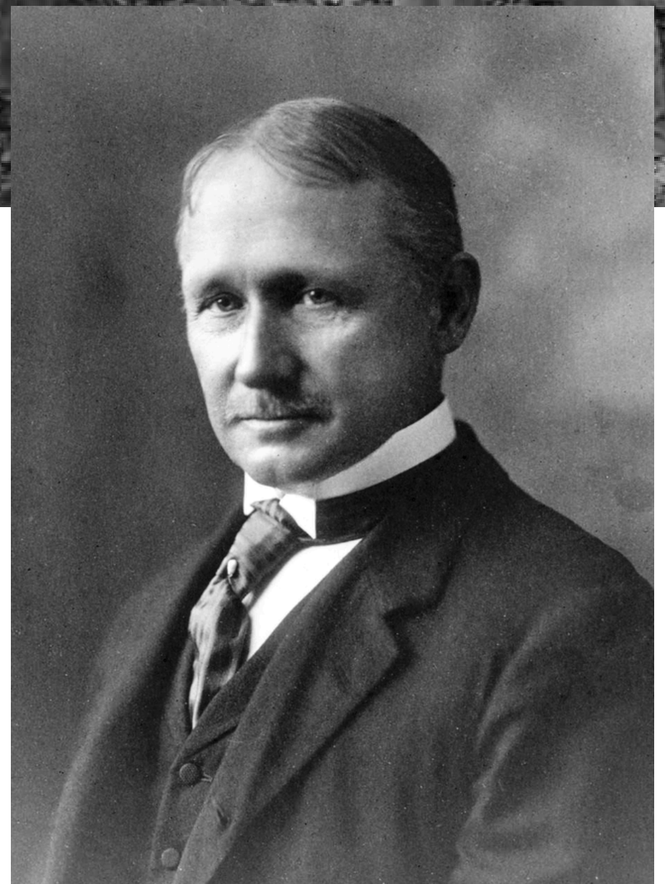
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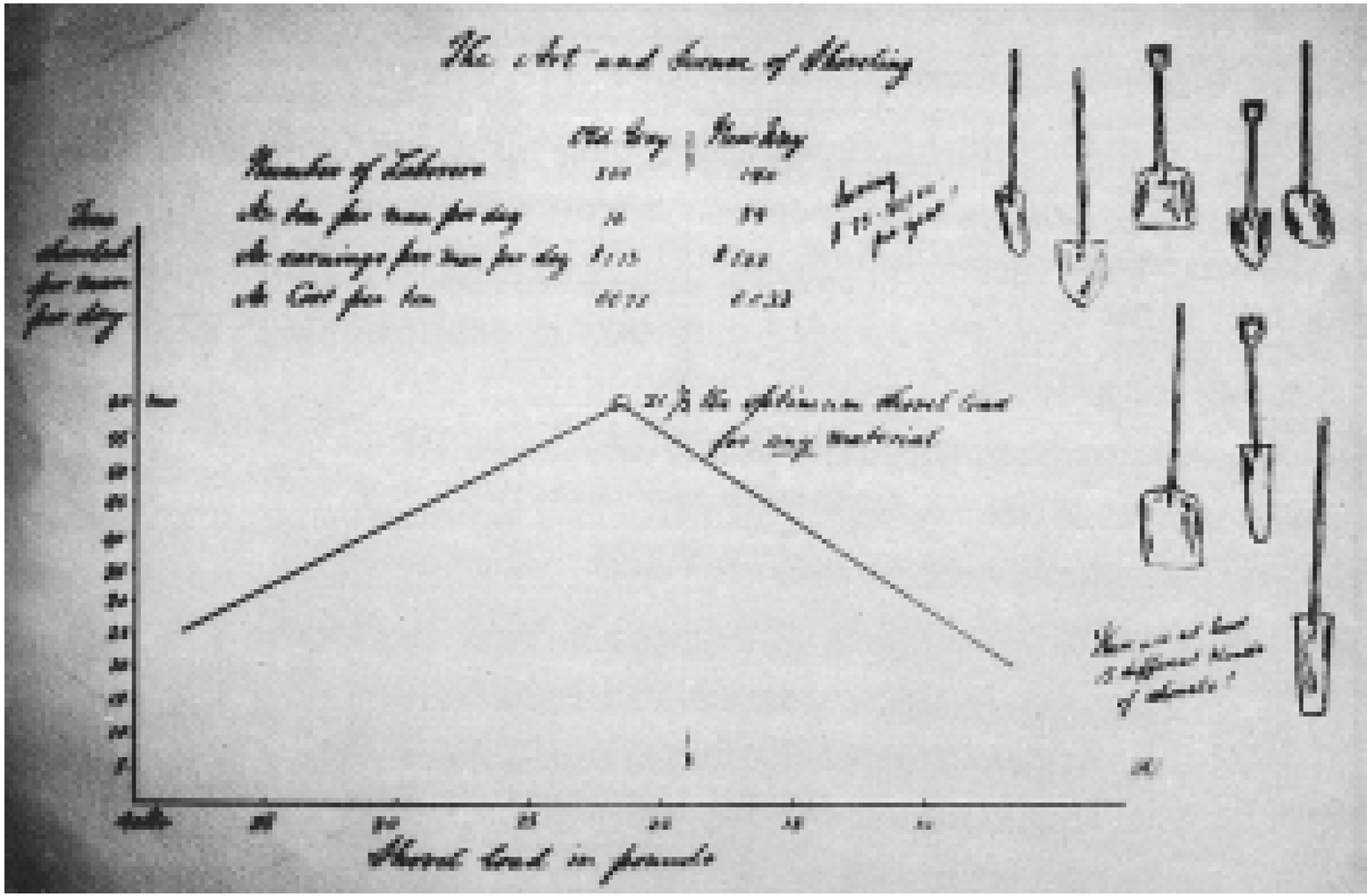
Dr. Daniel O. Livvarcin
livvarcin@vectorsgroup.com



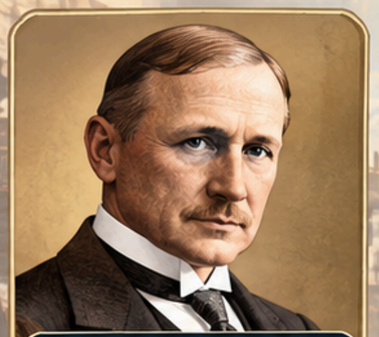
Which one is the best?





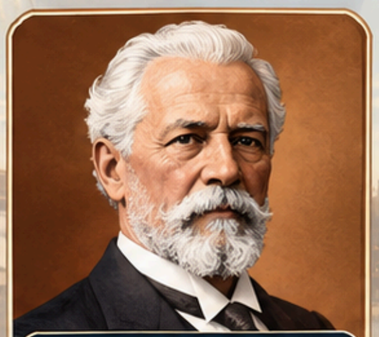

The Art and Science of Shoveling
Old Way
New Way
Number of Laborers
Ave. tons per man per day
Ave. earnings per man per day
Ave. Cost per ton
Tons shoveled per man per day
Shovel Cost in pennies

Scientists of the Classical School of Management



Frederick W. Taylor

Scientific Management, time studies, standardization.



Henri Fayol

Administrative Management, 14 principles, planning-organizing-controlling.



Max Weber

Bureaucratic Management, hierarchy, rules, rational authority.



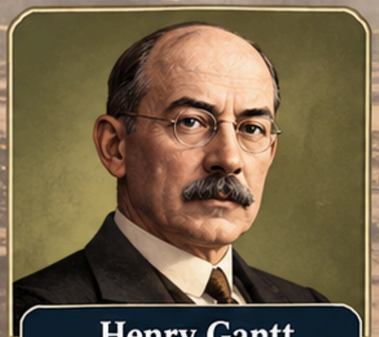
Frank Gilbreth

Motion studies and work efficiency.



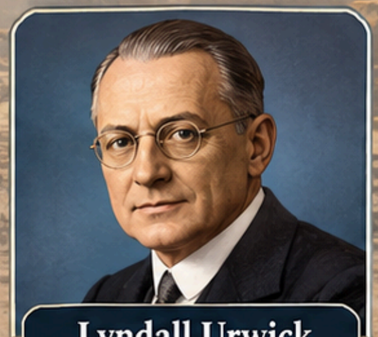
Lillian Gilbreth

Human factors and work psychology.



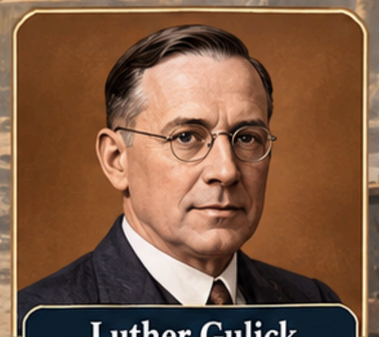
Henry Gantt

Gantt chart and scheduling.



Lyndall Urwick

Management principles and organization structure.



Luther Gulick

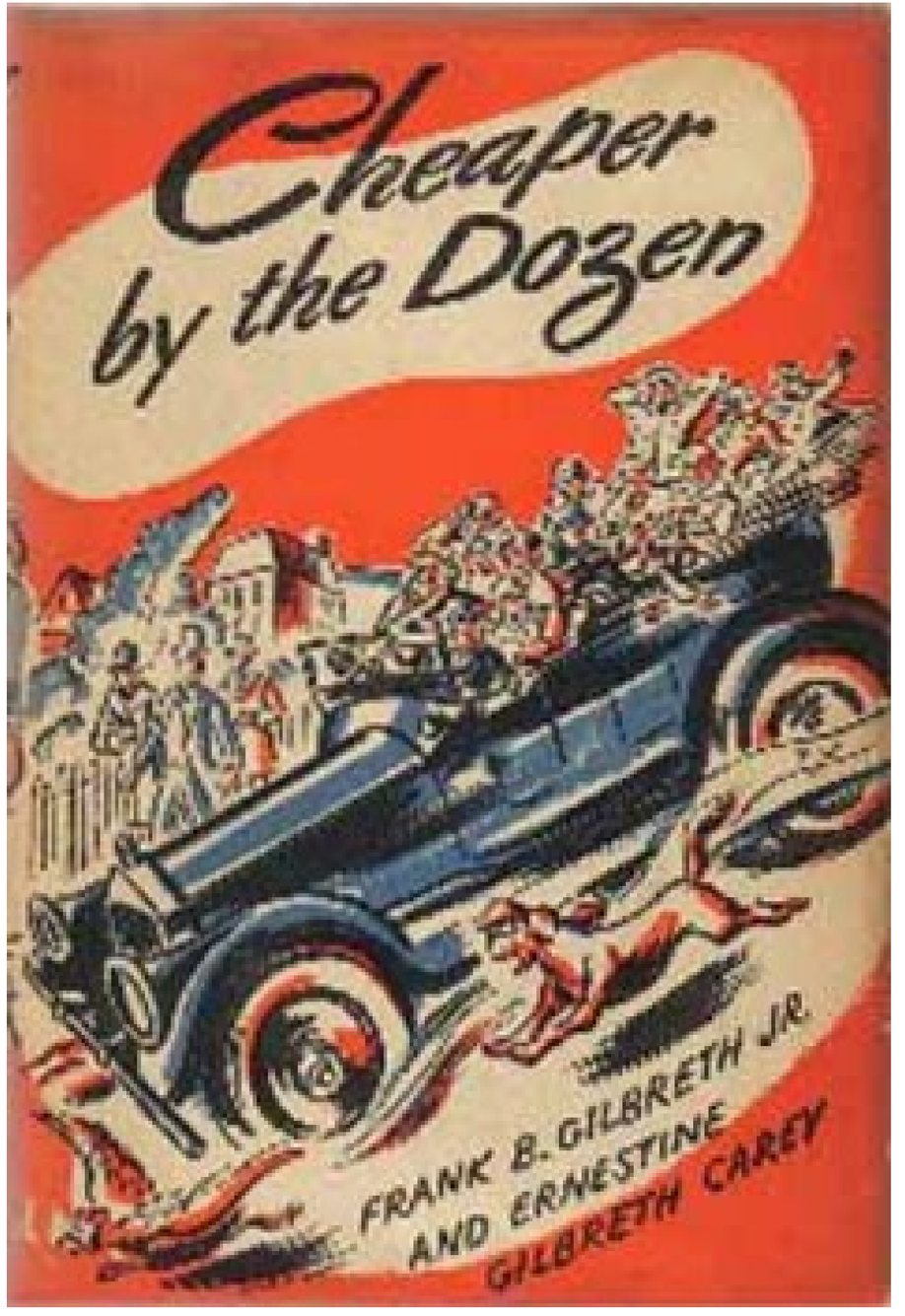
POSDCORB and executive functions.



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FRANK & LILLIAN GILBRETH





The

Human Problems

of an

Industrial Civilization

ELTON MAYO

Foreword by F. J. Roethlisberger



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What makes a workplace somewhere you want to stay?



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WORLD ECONOMIC FORUM

Why great employees love their jobs

1. Freedom and autonomy
2. Real teamwork
3. Clear expectations
4. Shared purpose
5. Genuine input
6. Respect as a person
7. Fair treatment
8. Constructive feedback
9. Recognition and praise
10. Growth opportunities

https://www.weforum.org/stories/business/10-reasons-the-best-employees-love-their-jobs

Today’s Agenda

Seven Steps to Effective HR Management



Five Don’ts of HR Management



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Who will you hire?



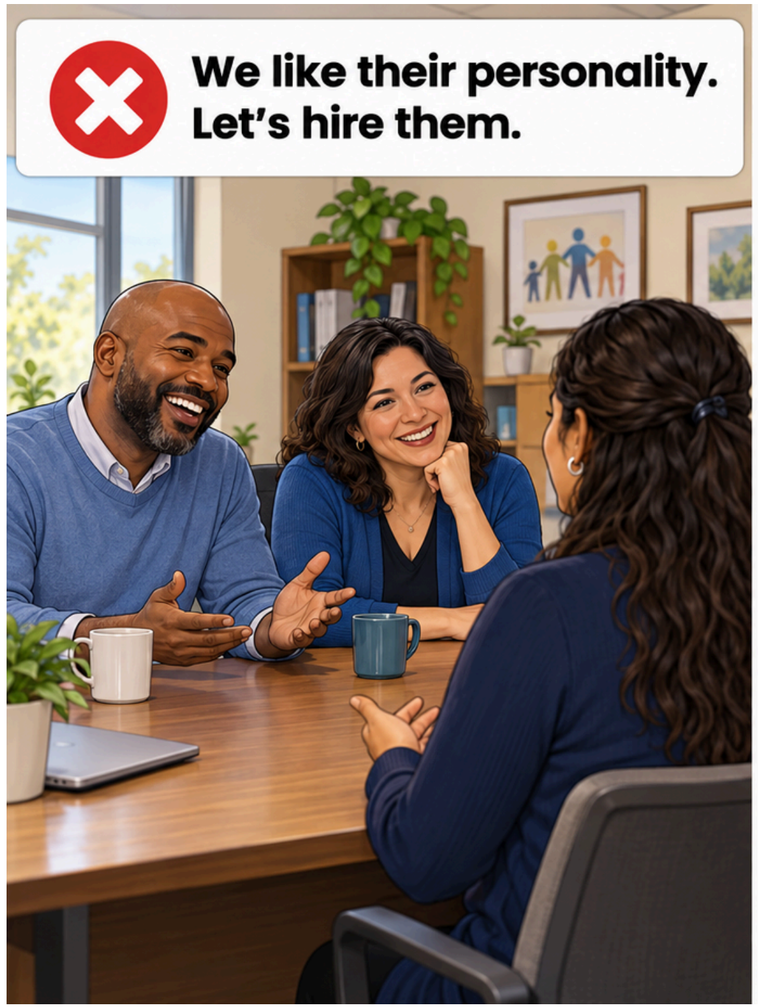
Seven Steps to Effective HR Management



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Recruit Fairly







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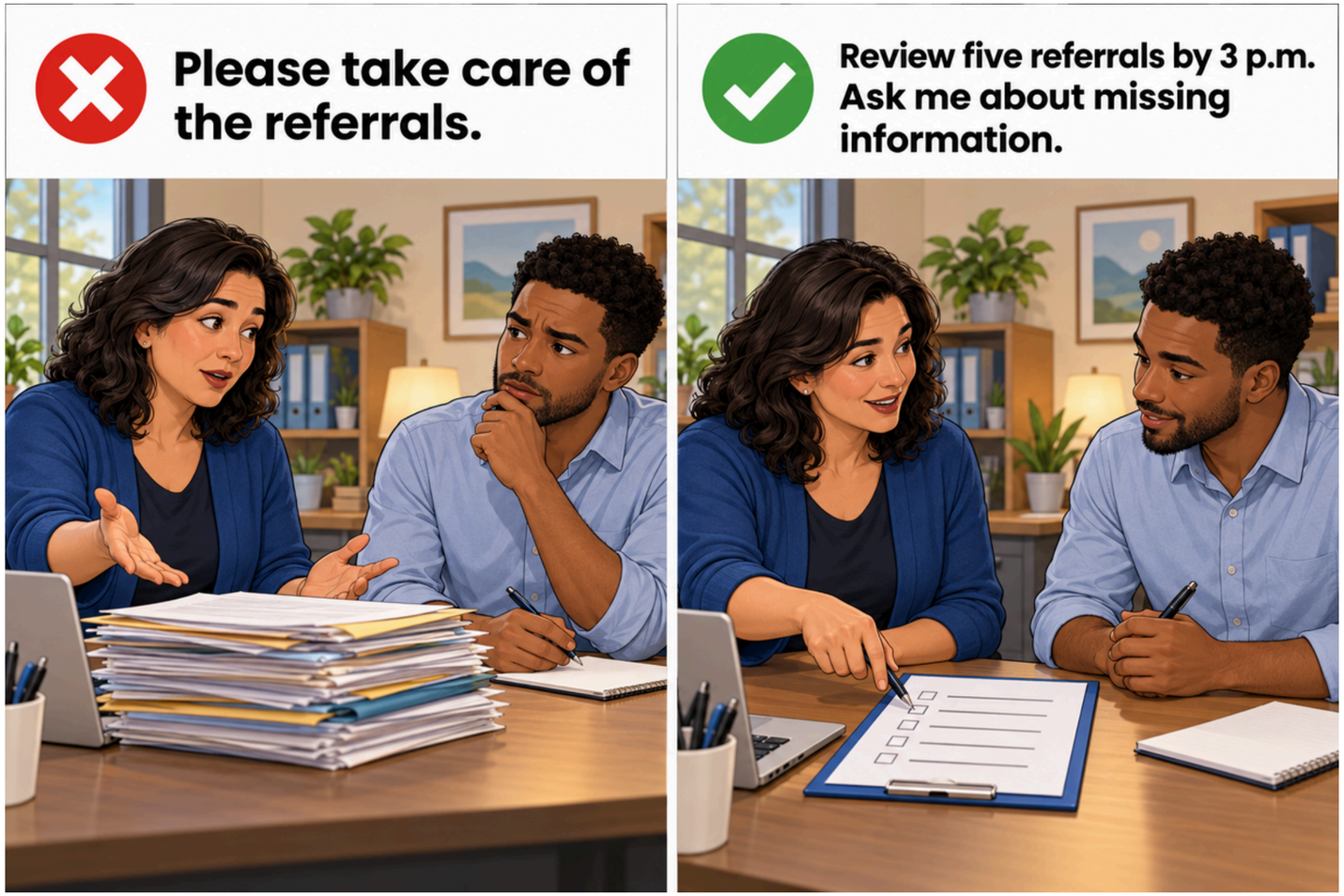
53% of Ontario nonprofits surveyed report challenges recruiting and retaining staff.

https://theonn.ca/topics/advocacy/nonprofit-sector-surveys/2026-survey-results/?utm_source



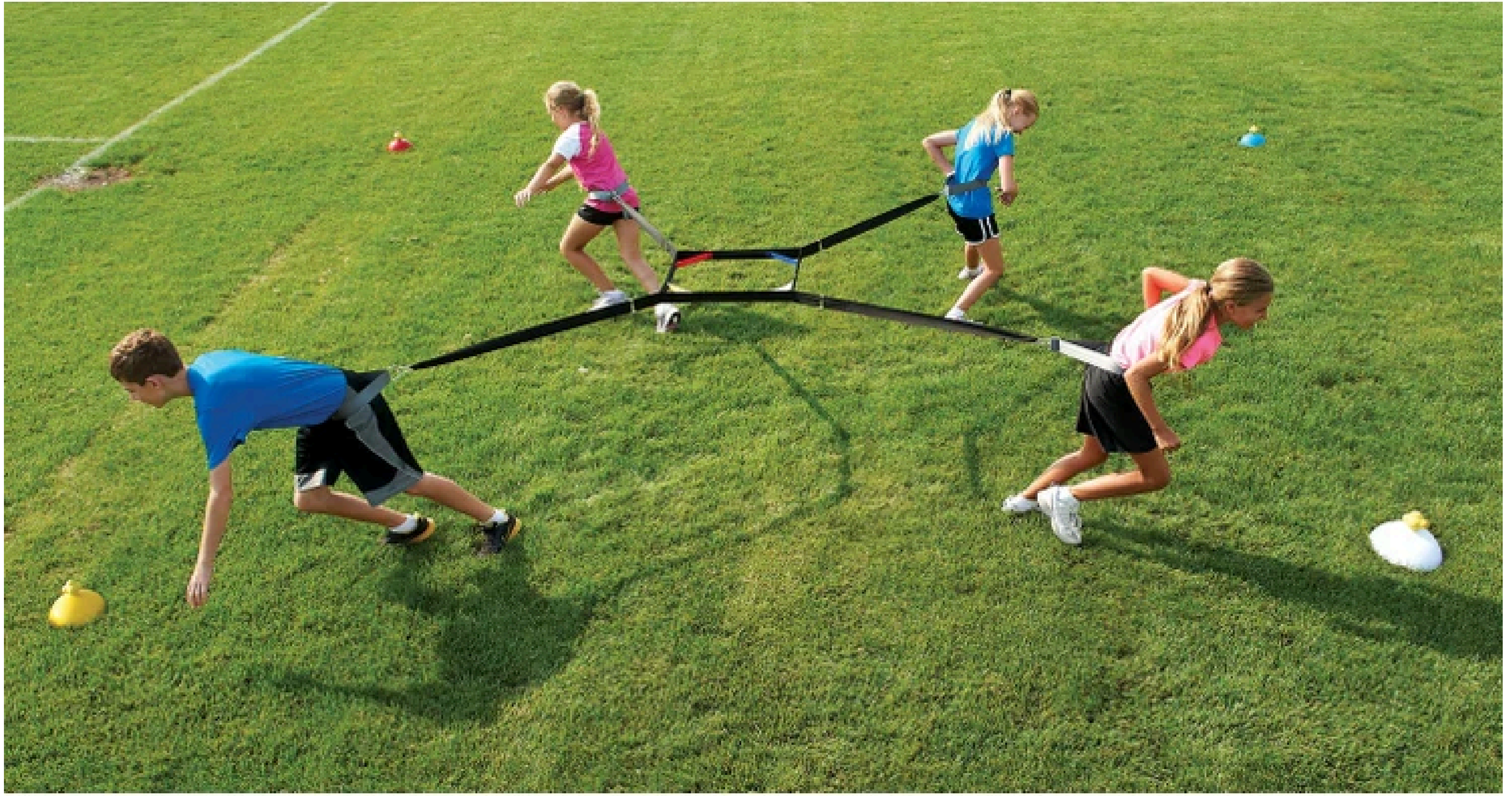
How can we make our hiring process more consistent and inclusive?

Establish Clear Expectations





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Florence Chadwick

A STORY OF MINDSET, PERSISTENCE AND BELIEVING YOU CAN

1 A RECORD-BREAKING SWIMMER

Florence Chadwick was an exceptional swimmer.



2 THE GOAL

Swim to the California coast (≈ 21 miles).



3 AN UNEXPECTED OBSTACLE

Thick fog made the shore invisible.



4 SO CLOSE, BUT SHE STOPPED

After hours in cold water, she stopped less than one mile from shore.



5 A POWERFUL REALIZATION

It wasn't her body.
It was her mind.

> "It wasn't my body that failed. It was my mind. I couldn't see the shore."
>
> – FLORENCE CHADWICK



6 SHE CAME BACK

Two months later.
Same route. Same distance.

This time, she kept the shoreine in her mind.



7 SHE BROKE THE RECORD

Even through the fog, she finished—and set a new record.



YMCA WORKWELL PUBLISHED THE 2024 WORKPLACE WELL-BEING REPORT: THE STATE OF EMPLOYEE WELL-BEING IN CANADIAN NONPROFIT ORGANIZATIONS



Canadian Nonprofit Staff Wellbeing

Engaged, but exhausted

2024 workplace study | 13,000+ nonprofit employees across Canada

58%

of nonprofit employees experience burnout at least semi-regularly

71%

of nonprofit leaders experience burnout at least semi-regularly

76%

report healthy engagement scores

Support Staff Wellbeing





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Do employees feel comfortable asking for support?



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Promote learning and growth



LinkedIn | Learning

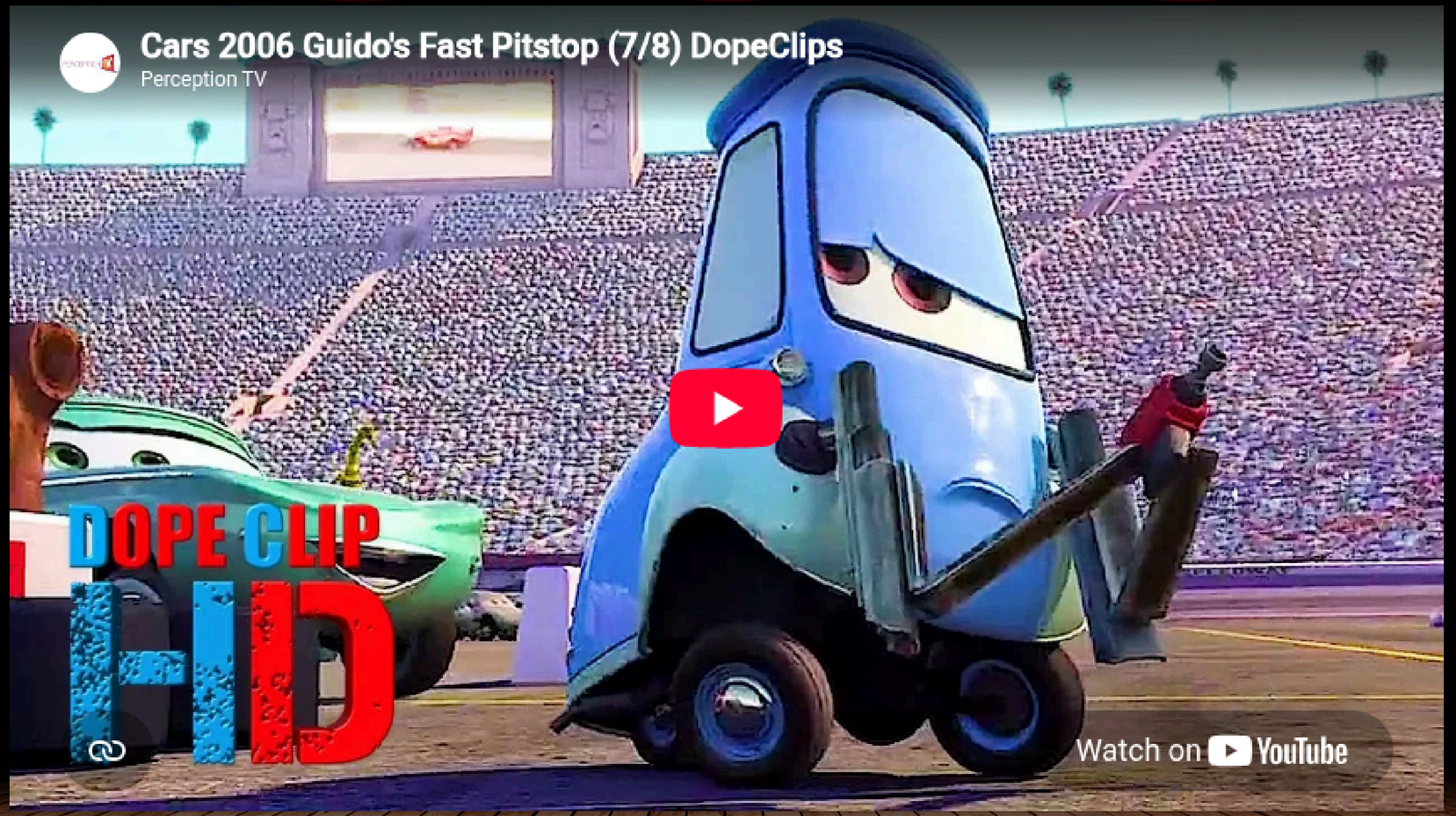
Workplace Learning Report 2025

The rise of career champions

88%

of organizations are concerned about employee retention. Providing learning opportunities is survey respondents' No. 1 retention strategy.

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Cars 2006 Guido's Fast Pitstop (7/8) DopeClips
Perception TV
DOPE CLIP
HD
Watch on YouTube

What opportunities do you give your staff to learn, grow, and develop?



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Encourage Open Communication

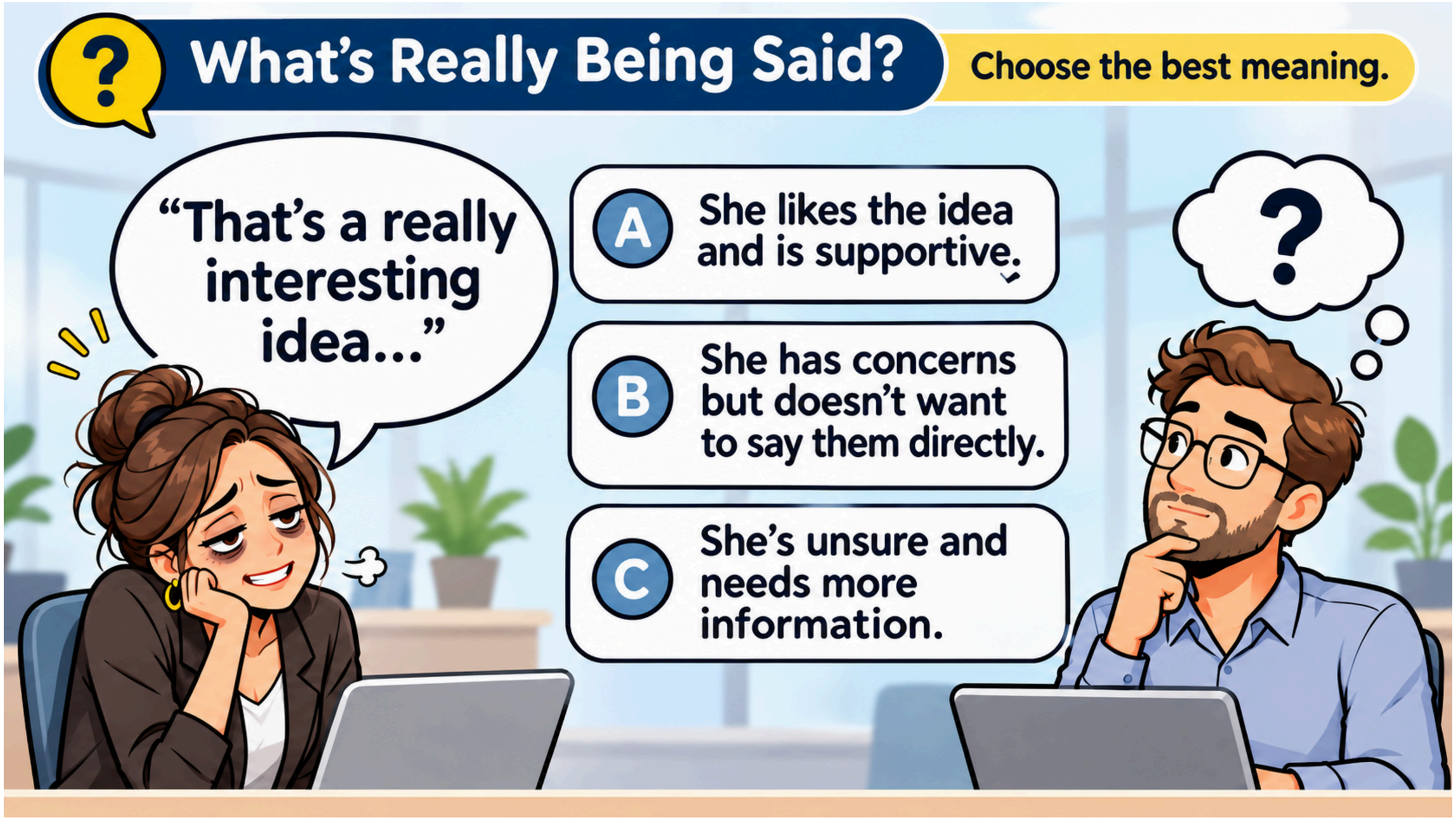




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What's Really Being Said?

Choose the best meaning.



A She likes the idea and is supportive.

B She has concerns but doesn't want to say them directly.

C She's unsure and needs more information.

How do you communicate with your supervisor?



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How does your staff communicate with you?

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Simple, Complicated, and Complex Problems

Simple



- Clear cause and effect
- Known solution
- Repeatable outcome

Leaking faucet: find the problem and fix it.

Complicated



- Many parts
- Requires expertise
- Can be planned and managed

Building a bridge: difficult, but it can be designed and built.

Complex



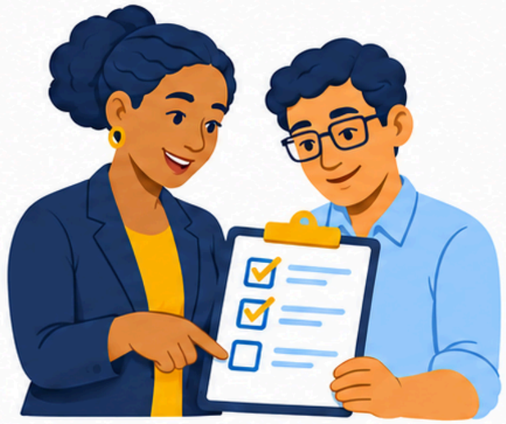
- Many interacting factors
- Unpredictable outcomes
- No fixed formula

Complexity cannot be fully formulated. There is no single formula.

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Coach for Better Performance





Discuss the issue

Explain what happened and how it affected the work.



Listen to the employee

Ask what made the task difficult.



Agree on a plan

Choose an action, offer support and set a review date.

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Because plants have
the same senses*
as human beings.

BORED TEACHERS
CELEBRATING EDUCATORS EVERY DAY.



Sep 26

2 minutes read

Real Talk

Plant Experiment Intended to Show Students the Damaging Effects of Bullying – Debunked!


Watch: Little Girl's Face Lights Up Seeing Family At Recital
TODAY
TODAY
Watch on YouTube

Workplace Coaching Drives Better Performance



Set Clear Goals → Build Skills → Reflect & Adjust → Improve Performance

The Evidence

37 randomized studies
2,528 participants

Moderate positive effect
(g = 0.59)

Coaching leads to improvements in:

- Performance
- Skills
- Wellbeing
- Work attitudes
- Goal achievement

https://pmc.ncbi.nlm.nih.gov/articles/PMC10597717/?utm_source=chatgpt.com

Thank and Recognize Staff





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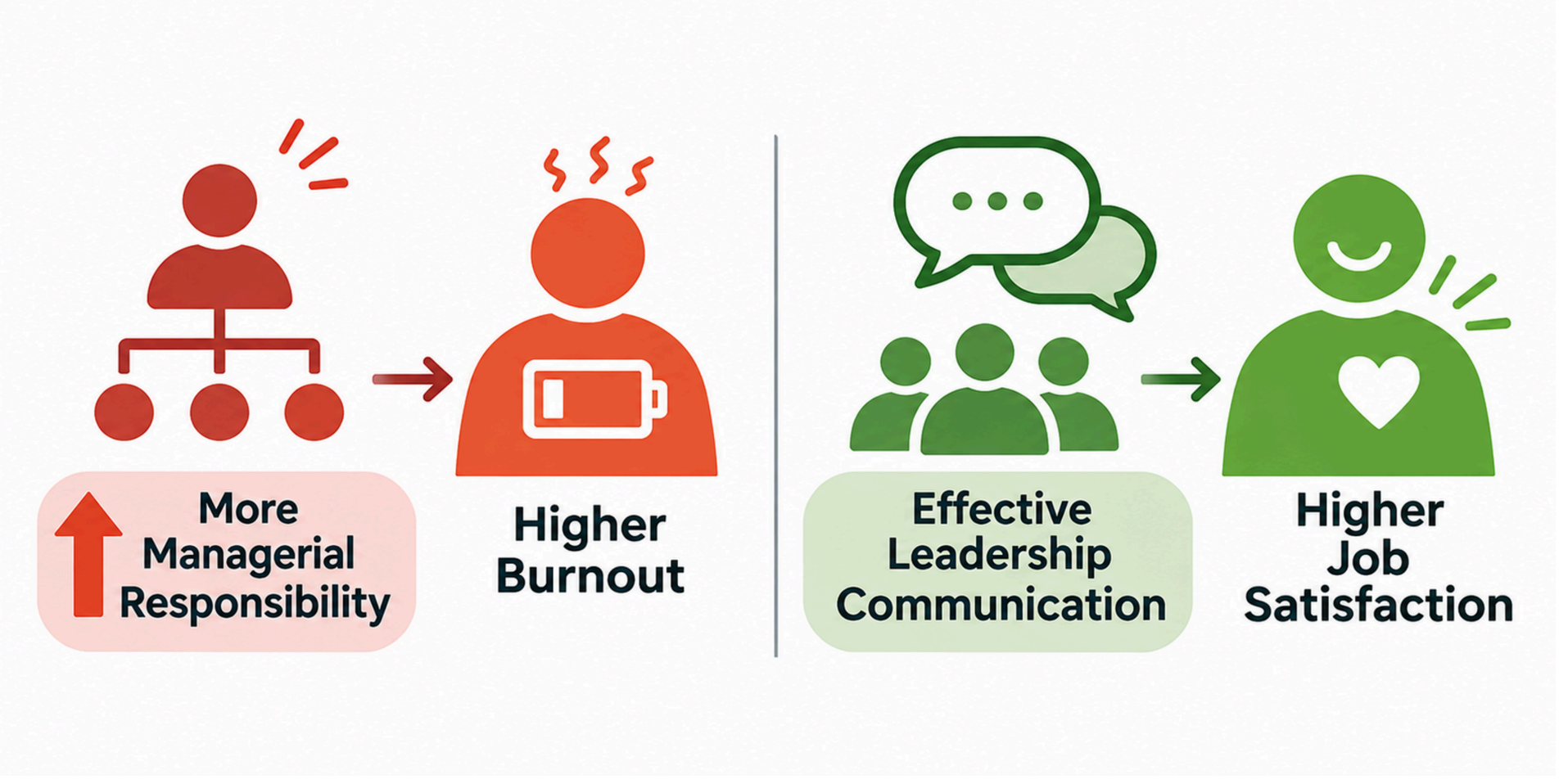


Five DON’T’s of HR Management

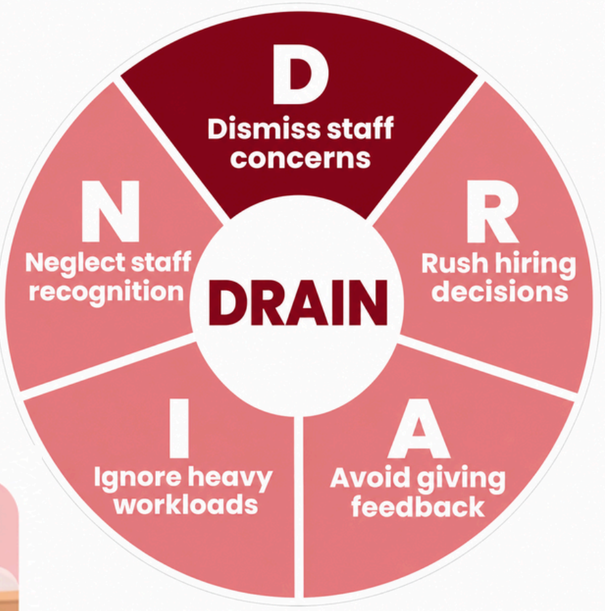


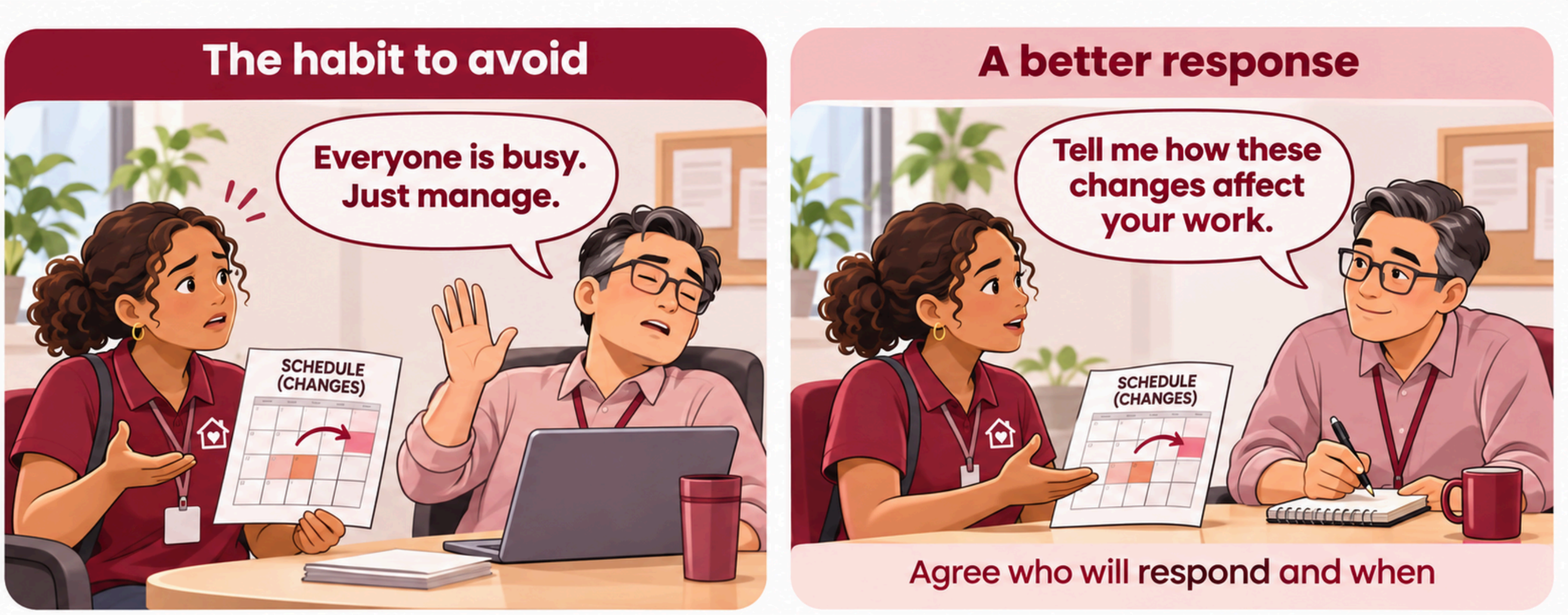
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Understanding job satisfaction and burnout in nonprofits



Dismiss staff concerns





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OBSERVATION

How Many Seconds to a First Impression?

Eric Wargo

July 1, 2006

TAGS: FACE PERCEPTION | FACIAL RECOGNITION | PERCEPTION

OBSERVATION

How Many Seconds to a First Impression?

Eric Wargo

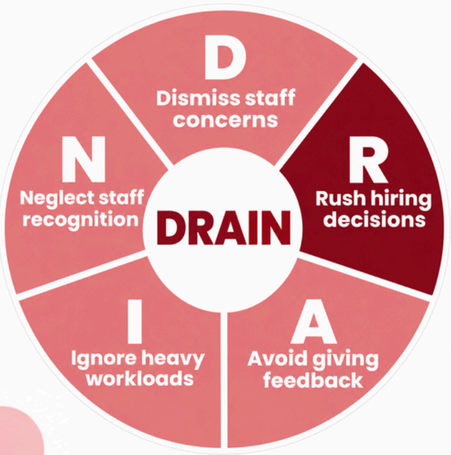
July 1, 2006

TAGS: FACE PERCEPTION | FACIAL RECOGNITION | PERCEPTION

A series of experiments by Princeton psychologists Janine Willis and Alexander Todorov reveal that all it takes is a tenth of a second to form an impression of a stranger from their face, and that longer exposures don't significantly alter those impressions (although they might boost your confidence in your judgments). Their research is presented in their article "First Impressions," in the July issue of *Psychological Science*.

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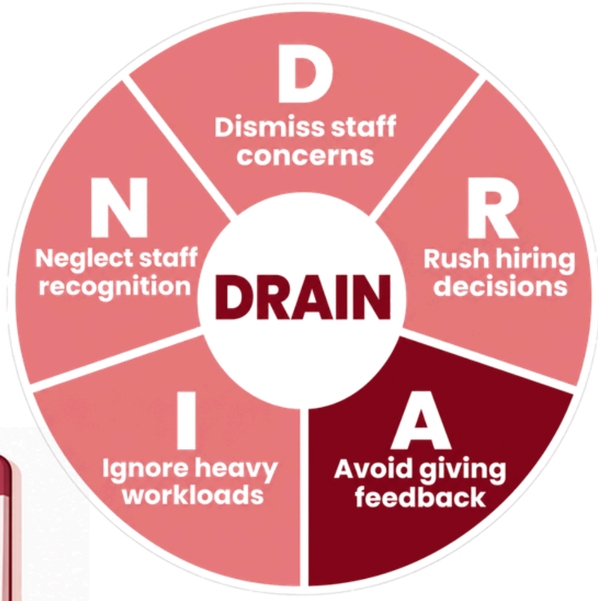
Rush hiring decisions







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Avoid giving feedback

A timely conversation helps staff improve

1 Describe what happened
The handover update was missing.

2 Ask for their perspective
What made it difficult?

3 Agree on support
What will help next time?

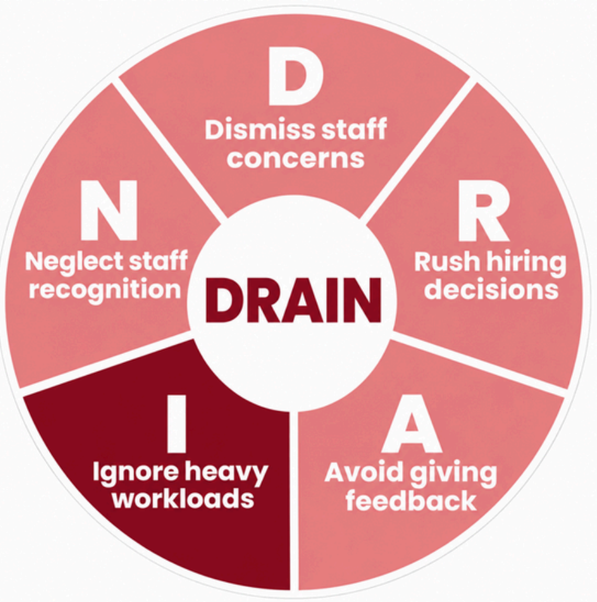


How would you open the conversation?

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Let's change...

Ignore heavy workloads

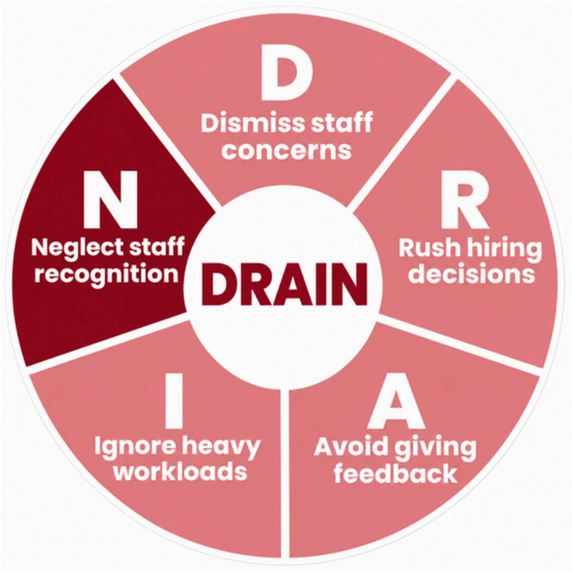




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Neglect staff recognition





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Lead with



Avoid the





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Thank you
for your attention



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PLEASE COMPLETE SURVEY:

LET US KNOW WHAT YOU THINK!



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