

**High Hopes Therapeutic Riding, Inc.**  
**Human Resources Advisory Committee**  
**Meeting Minutes**  
**September 20, 2016**

Attending: L. Giordano, J. Embree, C. Heffernan, D. Welles, B. Ballard, K. Stalsburg and P. McHale present. Barbara Wilkens absent.

The meeting was called to order at 5:00 pm at High Hopes.

**Current Staffing Situation**

Kitty Stalsburg provided an update to the committee on recent staff changes. Kitty explained there was an opportunity to hire an employee from within to fill the vacated Development Coordinator position. In addition, a current ITC candidate accepted the Volunteer Coordinator position on an interim basis. Kitty shared with the committee that the ITC candidate had previously volunteered with High Hopes and was a summer intern at Harkness. Kitty expressed that this was a good opportunity to assess this individual's compatibility with the organization and suitability for this critical role.

**Staff Retention**

A conversation ensued around staff turnover and retention. Kitty Stalsburg reviewed turnover rates for two separate three year periods, 2007 through 2010 and 2013 through 2016. Kitty explained the number of employees that left the organization during these two periods were essentially the same at 24 and 22 employees, respectively. After a brief conversation drilling down on contributing factors causing this level of turnover, the committee concluded the current level of staff changes reflected typical business trends. The need to 'tell the story' around staff turnover was discussed and the committee developed the message for updates to the Board of Trustees. Key message is that this is a cyclic business issue that is not specific to High Hopes. Challenges which exist include finding the specific, specialized talent, within the geographic area. There are opportunities for examining the organizational structure, examining promote ability and leveraging talent within.

Kitty Stalsburg updated the committee on progress made to date on the compensation survey currently being conducted. Kitty explained that available resources were costly and the survey available through PATH did not capture geographic disparities in compensation rendering it less than ideal for our needs. The nonprofit survey currently available is several years old and Paula McHale proposed an approach to adjust the salary ranges to reflect compensation growth over the last 5 years. The committee was comfortable with the proposed method in addition to collecting peer comparative information.

Kitty Stalsburg provided an overview of the work currently underway with Ceveal Consultants. Kitty thanked the committee members for their participation in the survey designed to develop a behavioral profile that could be employed in the High Hopes' hiring process.

**Strategic Plan Updates**

Cheryl Heffernan requested an update on the status of the Strategic Plan related to HRAC initiatives. The committee believed that many actions included in the Strategic Plan constitute ongoing initiatives and agreed to develop a 5 year plan once the Strategic Plan has been finalized and approved by the Board in January 2017.

There being no further business, the meeting was adjourned at 6:00 pm.

Respectfully submitted,  
Paul McHale, Finance Director