

Council Sustainability

- Average tenure of coordinator is reported to be only 1.5 to 3 years
- Possible impacts of turnover
 - Trust damaged
 - Networks interrupted
 - Organizational capacity diminished

Research Questions

- What factors have contributed to coordinator turnover?
- Is there an association between board-coordinator relationships and the level of coordinator job satisfaction?
- How do coordinators and boards distribute and negotiate roles?

Methodology

- Statewide survey of coordinators
 - Population (est.): 71
 - Responses: 49 (69%)
- 15 follow up interviews with coordinators
- 15 interviews with former coordinators
 - Population (est.): 30+ left in past 4 years

Overview of Findings

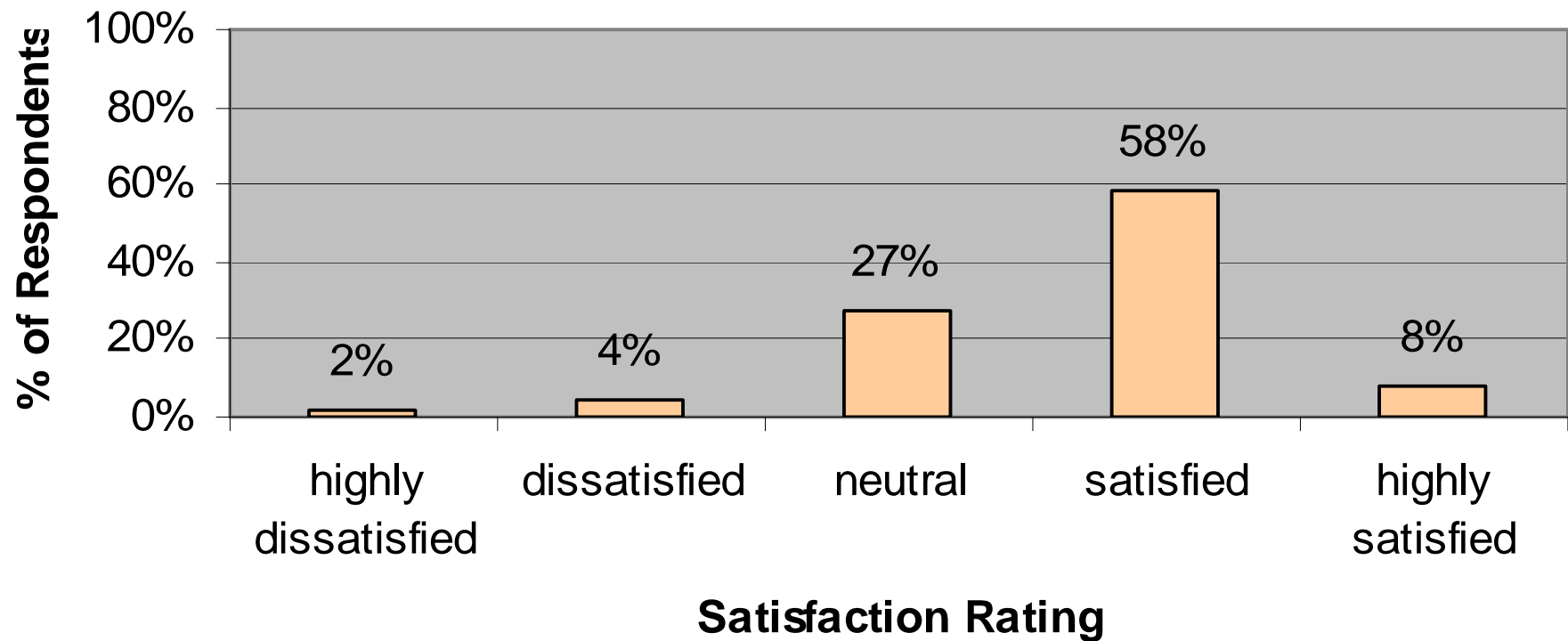
- Coordinators have left for four main reasons
 - financial reasons,
 - poor relationships with the board,
 - career advancement,
 - personal reasons
- Board-coordinator relationships are important to job satisfaction
- Same model of board-coordinator relationship will not suit all councils

Why Some Coordinators Have Left

- Financial reasons
 - Low compensation, no benefits
 - Lack of job security
- Relationship with the board
 - Lack of shared understanding of goals and roles
 - Insufficient level of board engagement
- Career advancement opportunities
 - New professional challenge
- Personal reasons
 - Family, location, etc.

Job Satisfaction

Overall Job Satisfaction of Respondents (N=48)



Job Satisfaction

Highly unimportant 1 2 3 4 5 Highly important

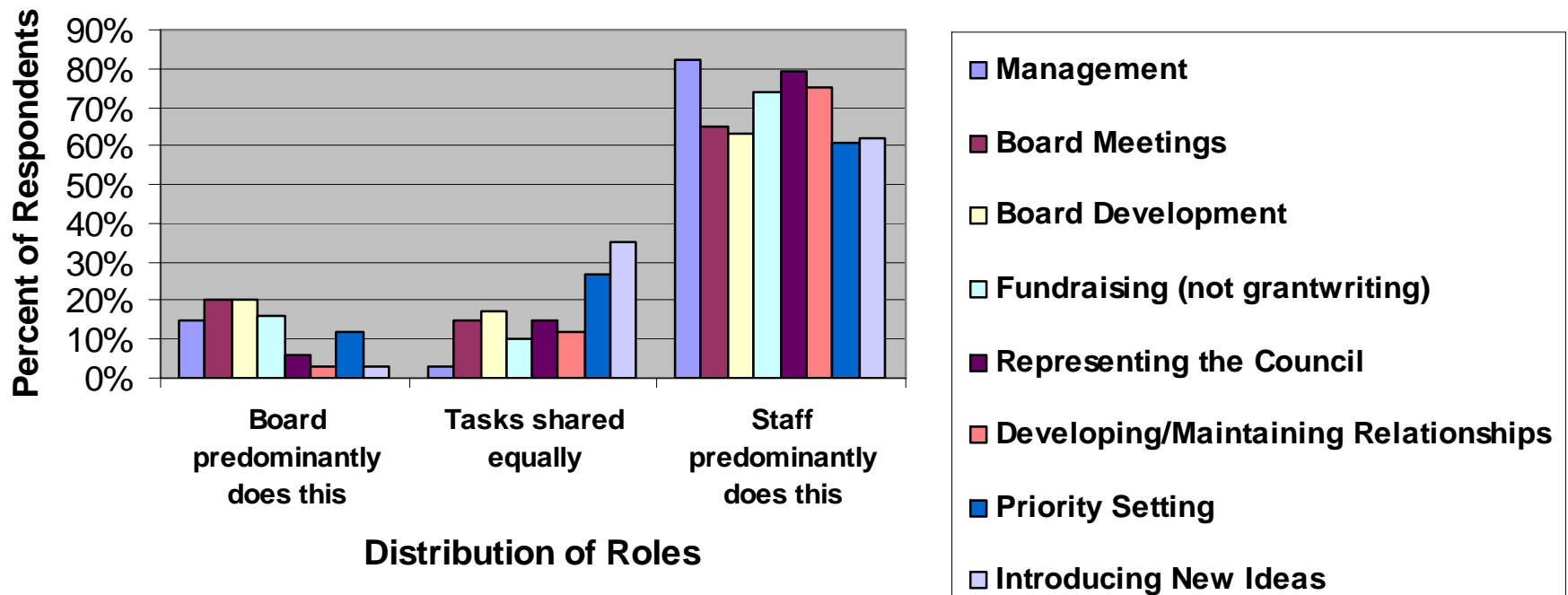
Respondents ranked as important (4 or 5):

- Relationship with the board 94%
- Nature of work responsibilities 92%
- Amount of work responsibilities 86%
- Pay and benefits 65%

Role Distribution

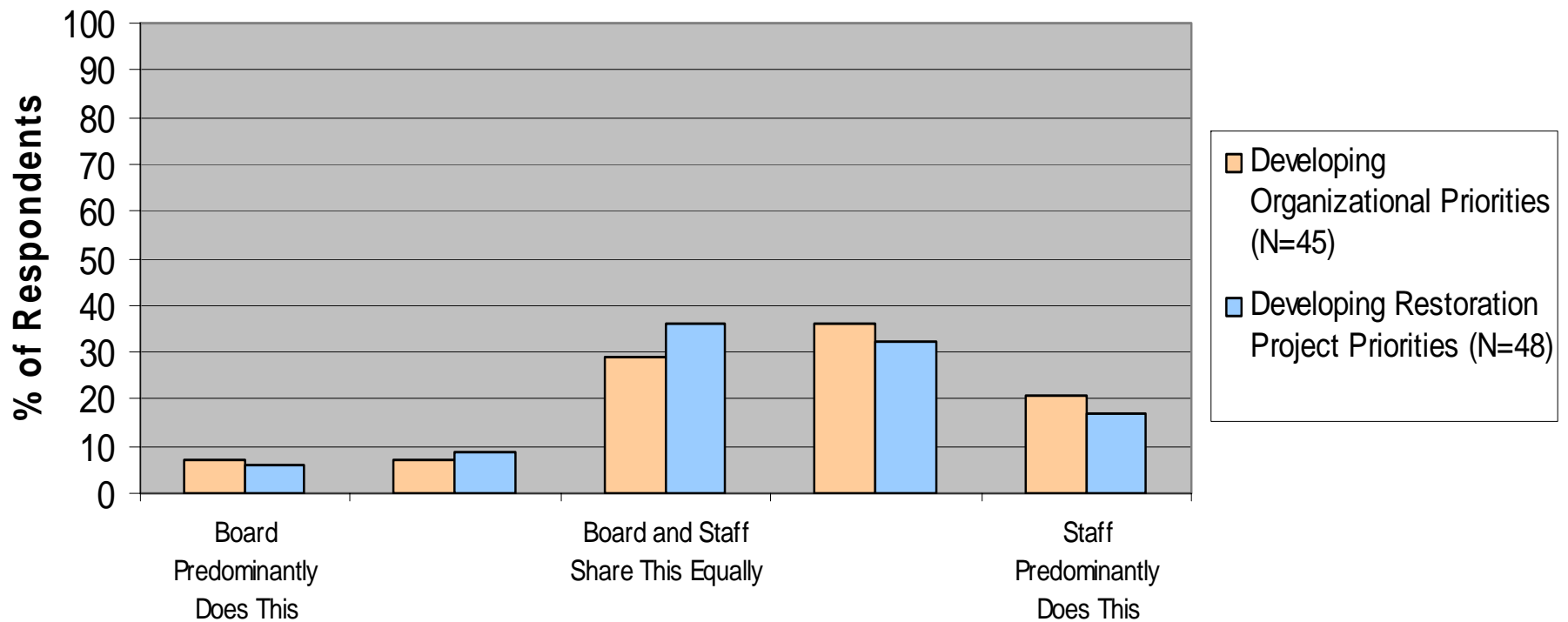
Board predominantly does this 1 2 3 4 5 Staff predominantly does this

Distribution of Roles Among 34 Councils



Distribution of Roles

Distribution of Prioritization Tasks



"They (board) are active and dedicated but generally let staff take the lead on setting priorities. They serve as the guiding light of the organization and best respond to specific requests and feedback from staff...I'm happy with the way it is."

"Coordinator pulls the board along more than being pushed by the Board...(Ideally) I would become an advisor and implementer pursuing Board goals that are thoughtfully and clearly enumerated through strategic plans."

Coordinator Turnover

- Councils are vulnerable to turnover
 - Financial situation
 - Career advancement
 - Personal reasons
- Transition planning may help mitigate negative impacts of turnover
 - Policies to guide transfer of information
 - Peer networking for new coordinators

Coordinator Retention

- Improve compensation and job security
- Also focus on other job characteristics that are important to coordinators:
 - Relationship with the board
 - Nature of work
 - Amount of work

"My relationship with the Board is excellent and I would not continue in this position if it were not. The challenges of funds, and level of funding for the position would not warrant dealing with difficult Board members!"

"...without the strong support from our board this job would be even more difficult. They often keep me 'hanging in there'."

Establishing Role Parameters

- Boards and coordinators need to clarify their respective needs and expectations:
 - Responsibilities
 - Workload
 - Governance issues