Human Resource and Volunteer Management

A nonprofits' relationship to its employees and volunteers is fundamental to its ability to achieve its mission... An organization's human resource policies should address both paid employees and volunteers, and should be fair, establish clear expectations, and provide for meaningful and effective performance evaluation.
Human Resource and Volunteer Management

Staff Responsibility

- Execute and administer the policies and programs established and approved by the Board of Directors
- Financial operations
- "Day to day" activities

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Review By-Laws - Ensure that organization is operating per its governing documents

Chamber Hiring Policy
  - Job Descriptions
  - Salary Structure
  - Screening – Background/Drug

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A nonprofit organization should have written personnel policies and procedures, approved by the board of directors, governing the work and actions of all employees and volunteers of the organization.
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**Written Policies:**
- Clarify what employers expect of their employees
- Ensures compliance with laws and regulations
- Provide clear guidance to both employers and employees when difficult situations arise
- Protect both employer and employees from legal issues that may arise
- Policies must be reviewed on a regular basis to ensure they are timely and current
- Must follow and administer in consistent manner

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**Additional Benefits of Written Personnel Handbook:**
- Promotes a congenial work atmosphere & productive work habits
- Reduces employee stress and dissatisfaction
- Signals to employees that they are all covered by the same workplace rules and will be treated fairly and consistently
- Give managers and supervisors clear and consistent guidelines
- Defines and ends confusion over policies
- Helps orient new employees
- Provides a reference for new and existing employees
- Provides the employer with an effective tool for training supervisors
- Can counteract "implied agreement" lawsuits
- Saves hours and money from having to revisit and decide anew your workplace policies
- Clarifies the relationship of employees to the organization
- May prevent employment-related disputes

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**Components of an Effective Employee Manual**

- Basic elements of the employment relationship:
  - Working conditions
  - Employee benefits
  - Vacation & Sick Leave
  - Dress code and hours of work
  
  **ADDITIONAL ELEMENTS:**
  - Employee evaluation
  - Grievance Procedures
  - Confidentiality of employee, client and organization records and information
  - Employee growth and development
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- Concern of "Implied Contract"
- Introduction of the Manual should clearly address this issue and many models include language at the bottom of each page that addresses "at will" employment.
- Emerging issue of use of Social Media

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- **Employee Orientation**
  Provides an introduction to an organization’s procedures and job responsibilities
  Effective orientations should cover pay information, work schedules, office layout and procedures
  Specific job responsibilities and resources
  *Good idea to create an orientation checklist to ensure consistency with supervisors*

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**Benefits of Compensation and Employee Evaluations**

- **Attracts and develops excellent employees**
  - Compensation is in line with "industry" standards
  - Expectations are clear on all sides
  - Salary adjustments, promotions, demotions and terminations are determined objectively and fairly
  - Employees receive regular, constructive feedback through evaluations
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Clarifies roles and responsibilities of board, CEO and staff
- Strengthens and supports the executive director’s role in an organization
- Improves board/administrator relationships
- Clarifies board expectations of the executive director
- Clarifies executive director’s expectations of staff

Protects your organization from needless conflict and risk
- A salary structure review helps to prevent discrepancies in compensation as a result of unlawful or arbitrary decisions
- A compensation Philosophy statement provides clear guidelines to follow in setting staff salaries and compensation packages
- Compensation for all legally disqualified persons is set by the board, as required by intermediate sanctions regulations

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The Executive
Can be Executive Director/President/CEO
The Board is responsible for hiring, evaluation and compensating the chief executive

COMPENSATION
Setting compensation for the Executive is an important part of the recruiting and hiring process
Survey to determine compensation and ranges for like positions – important to retain staff – resources
*consider staff, responsibilities, structure
** Salary survey should be undertaken every three years

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• EVALUATION
  • Executive
  • Should be performed on an annual basis
  • Why Evaluate?
  • Components of evaluation – input from both sides
  • Guidelines for Evaluations

• STAFF
  • Reinforce organization’s accountability and stewardship
**Human Resource and Volunteer Management**

**Evaluations**
- Systematically assess performance and accomplishments relative to job descriptions and responsibilities
- Provides a structure for communicating with employees about their job performance
- Constructive feedback detailing an employee's attainment of specific job requirements
- Allow supervisors to objectively determine salary adjustments, promotions, demotions and terminations
- Vehicle to allow employees to contribute ideas about ways they can enhance their own performance.

**Volunteer Leadership**

- Volunteer job description
- Procedures for recruitment and dismissal of volunteers
- Changing face of volunteers today
Volunteers

- Does your organization have a volunteer handbook?
- Does your organization outline procedures and code of conduct for volunteers that represent your organization?
- What are your volunteer perks?
- How do you recognize your volunteers?

Chamber Volunteers

- Believe in the mission of your organization.
- Are people with high expectations of themselves and others.
- Are motivated toward action and goals.
- Can be both reactive and proactive.
- Bring unique perspectives and experiences.
- Often are agents of change, but sometimes of inertia.
- Are stakeholders focused on personal and organizational success.

Create the opportunities they want

- Execute committees in terms of what they do, not what they’re called.
- Areas of interest vs. general business to business.
- Consider:
  - Development and growth
  - What they bring and what they get out of it
  - Their company concerns
  - Issues impacting their bottom line
- Find their passion!
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Policies should be user-friendly and easy to implement and enforce.

Areas to cover in Volunteer Policy:
- Initial Assessment & Screening
- Assignment to and training for appropriate work responsibilities
- Ongoing supervision and evaluation
- Opportunities for advancement

Human Resource and Volunteer Management

1. Model/Volunteer Program Policies and Procedures
   a. INTRODUCTION
      - Mission
      - Volunteer/Staff Relations
      - Equal Opportunity Policy
   b. VOLUNTEER RIGHTS AND RESPONSIBILITIES
   c. VOLUNTEER PROGRAM PROCEDURES/DEVELOPMENT
     - Application Form
     - Interviewing/Screening
     - Orientation & Training
     - Supervision
     - Feedback & Evaluation
     - Recognition & Opportunities for Advancement
     - Volunteer Recordkeeping
     - Schedule & Record of Hours

Recruiting

- Be truthful and clear on goals/results.
- Listen carefully to gauge volunteer's expectations and motives.
- Understand the issue and/or project requirements.
- Open communications by volunteer and staff.
- Deal breakers and how will they define success?
The "New Face" of Volunteering

- Must present a win-win situation.
- Prove well worth the investment of time, energy and brainpower.
- Be an extremely positive experience.
- Overcome everything else competing for their time and attention.

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Model Volunteer Program Policies & Procedures cont’d:

IV. VOLUNTEER CONDUCT
- *Job Description
- *Standard of Conduct
- *Absenteism
- *Grievance Procedure
- *Discontinuation of
- *Volunteer Service
- *Media Conduct
- *Alcohol/Drugs

*Harassment Policy
*Dress Code
*Confidentially
*Conflict of Interest
*Partisanship
*Proselytizing
*Change of Placement
*Reimbursement of Expenses

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Model Volunteer Program Policies & Procedures cont’d:

V. SAFETY AND LIABILITY
Safety
Legal Liability
-Waiver
-Insurance Coverage
Certificate of Ability
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VOLUNTEER OPPORTUNITIES & CHALLENGES

We love you but..........

Human Resource and Volunteer Management

GOOD LUCK & GREAT SUCCESS!!!

Resources for future learning

- State Executives Associations of AR, KS, LA, OK, TX
- Bob Harris, CAE – nonprofitcenter.com
- American Chamber of Commerce Executives (ACCE)
- Western Association of Chamber Executives (WACE)
- United States Chamber of Commerce
- Oklahoma Center for Non-Profits
- Texas Association of Business/TCCE
  - Operating the Volunteer Organization
  - Recognizing Your Role as a Volunteer
- www.e-volunteerism.com (charge)
- www.volunteertoday.com
- www.boardsource.org (for non-profit boards)
- www.independentsector.org (for non-profit boards)
Resources on Human Resource and Volunteer Management

Oklahoma Center for NonProfits  www.oklahomacenterfornonprofits.org

Bob Harris, CAE   Over 25 years in association and chamber management. All resources can be downloaded from the website.  www.nonprofitcenter.com

Edward J. McMillan, CPA CAE  Extensive experience in policy, procedures and internal controls.  www.nonprofitguru.com

Books and Articles


Websites:

Gov/docs:  http://home.govdocs.com  Good site for obtaining poster-download of federal posters:
FREE. State Posters: $21.99 or $14.99 depending upon whether federal laminated posters are ordered
** OKLAHOMA – Workforce Oklahoma office provide free of charge the most updated posters

http://www.nonprofitrisk.org  Good advice on how to avoid and protect against risk in your organization

www.energize.com  Energize, Inc. is and international training, consulting and publishing firm specializing in volunteerism.

http://dol.gov/elaws:  this part of the government website contains information about the federal employment laws.