



HUMAN RESOURCE MANAGEMENT

TABLE OF CONTENTS

TITLE	PAGE
Introduction	01
Structure	02
01 Assessing Organizational Needs	02
02 Job Description	04
03 Recruitment	05
04 Screening And Recruitment	06
05 Orientation	07
Attaining And Retaining Volunteers	08
H.R. Checklists	09
Tips For Small Non Profits	12
So, you need to hire someone...	12
No one goes into non-profit for the money!	12
When your financial resources are weak, your philosophy must be strong!	12
What's your philosophy?	13
What Is the Package You Have to Offer?	13



INTRODUCTION

Successful human resource management practices recognize and utilize people's competencies to maximize the efficiency and effectiveness of an organization. Regardless of the size of the organization, it is critical for personnel managers to view staff and volunteers as valuable resources as opposed to production tools. By identifying people's skills, knowledge, attitudes and values, organization leaders are able to connect staff members to job functions they can best thrive in.

Balancing passionate staff with powerful leadership can amplify the impact of your organization on society and bring you closer to your goals.



STRUCTURE

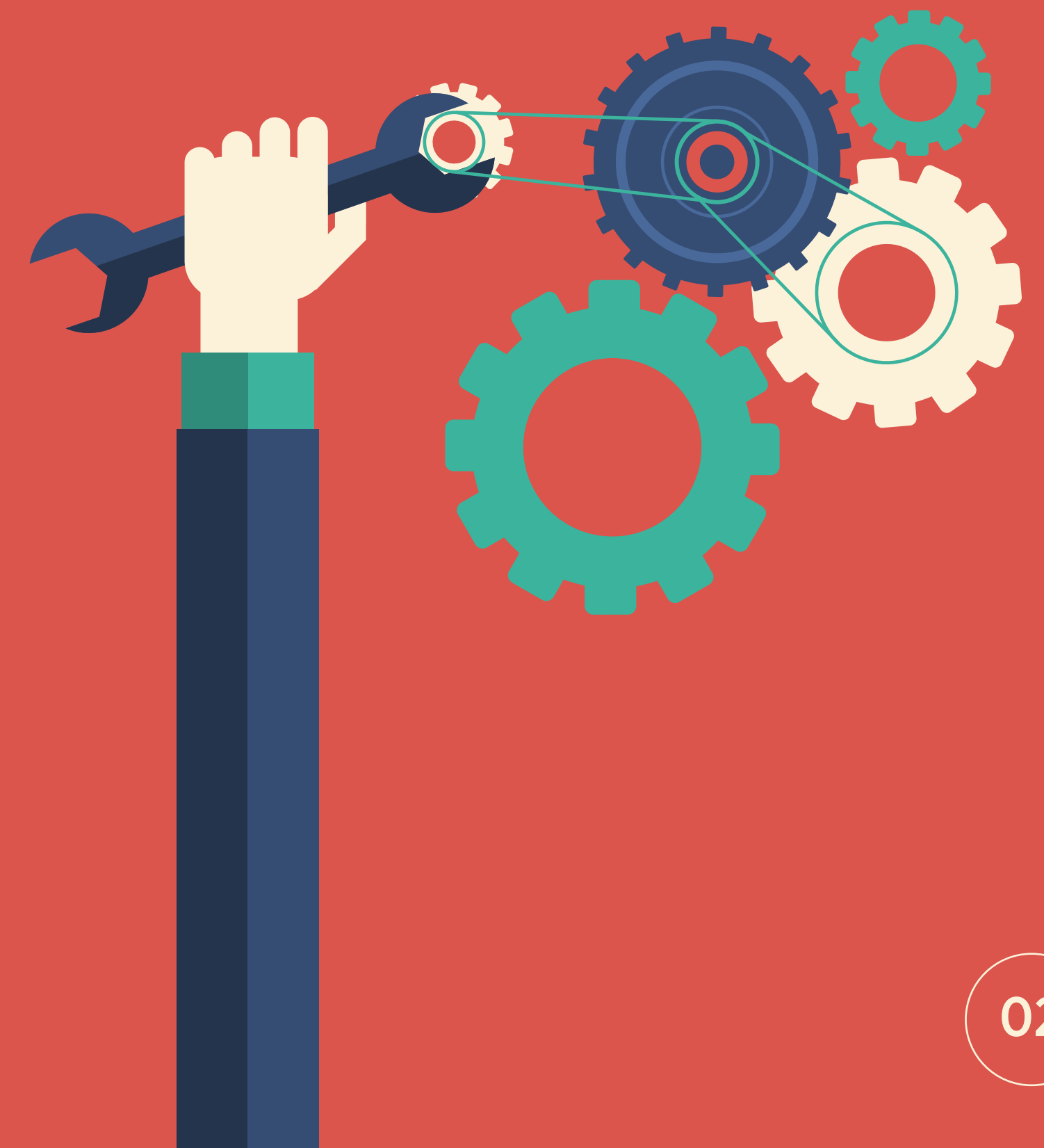
01 ASSESSING ORGANIZATIONAL NEEDS

What are the critical positions to be filled – and when?

To better assess the organization's need, you should look at each department's workload history as well as prospective initiatives. Political, environmental and social changes also have an impact on personnel demands and timeframe for employment. Precise and realistic job and skill specifications for each position ensure that it will be filled by the ideal candidate.

Types of non-profit organization staff:

Job Description	Category
Direct work with primary stakeholders as a facilitator, adviser, manager	Change Agent
Technical support, problem solving, consultation in areas of expertise	Technical Specialist
Providing services to change agents, specialist staff and managers	Support/Administration
Direct function of support and guidance	First-line Manager
Direct responsibility and authority for staff, costs, operations and performance	Middle Manager
Highest authority and responsibility for strategy, and accountability to the governing body	Senior Manager



What is your organization's culture?

The personal characteristics of staff play a vital role in maintaining a harmonious organizational culture. Elements you should consider are generation gaps, cultural and religious values, attitudes, and socioeconomic background. Team cohesiveness derived from an aligned organizational culture maintains high employee morale, and ensures consistent and efficient employee performance.

Components of a harmonious organizational culture:



VISION

Each staff member needs to be aligned with the ultimate vision of the organization starting at the recruitment stages and carrying on into operations.



VALUES

A cohesive culture requires commonalities in behaviors and mindsets. Think about the values, or guidelines you value most as an organization, and recruit individuals who share the same ethics.



PEOPLE

Your staff is your greatest asset. Their effectiveness, apart from their credentials and talent, depends on how they blend with other team members.



PLACE

Some members prefer quiet private spaces while others, a vibrant open-space environment. Creating a comfortable workplace climate can be challenging with space and resource constraints. However, essential elements such as health procedures and safety standards must be addressed.

02 JOB DESCRIPTION

Job descriptions must be brief, straightforward and include all or a combination of the following elements:

- Job status
 - Paid/not paid
 - Fulltime/part time
 - Permanent/contract basis
 - Internship
 - Volunteer
- Position title
- Job summary
- Detailed duties and responsibilities
- Skills required
- Educational degrees required
- Minimum experience required in a certain field
- Point of contact
- Deadline for application submissions



03 RECRUITMENT

INTERNAL

- Often the best match for the position you are looking to fill can be found within your organization. Promoting current staff or relocating them based on where they can be utilized most might be beneficial.
- Responsible and committed volunteers frequently get overlooked. Systematically assess active volunteers for potential hiring possibilities.

REFERRAL

- Engage your network on the search. Before posting vacancies on the web or in print advertisements, ask your colleagues, friends, and CSO network if they can recommend someone who may fit in with the organization culture and specific role.

ADVERTISING

- Posting public advertisements, online or through traditional media, attracts individuals from various backgrounds, academic levels, and industries – be prepared to go through a long screening and filtering process to zero in on the right candidates.

VOLUNTEER ORGANIZATIONS

- Recruiting through volunteer organizations gives you the advantage of targeting individuals who have some experience in the specific field you choose.

RECRUITMENT AGENCIES

- If you are searching for specific skill sets or specialties, online recruitment websites can filter and present you with the desired potential staff. For upper management hires, contacting a recruitment agency would be a valid option, provided you have a budget set aside for these services.

CAREER FAIRS

- Career fairs spring up at different public and private colleges around graduation. Take advantage of the energy and untapped potential of fresh graduates to refuel your organization.



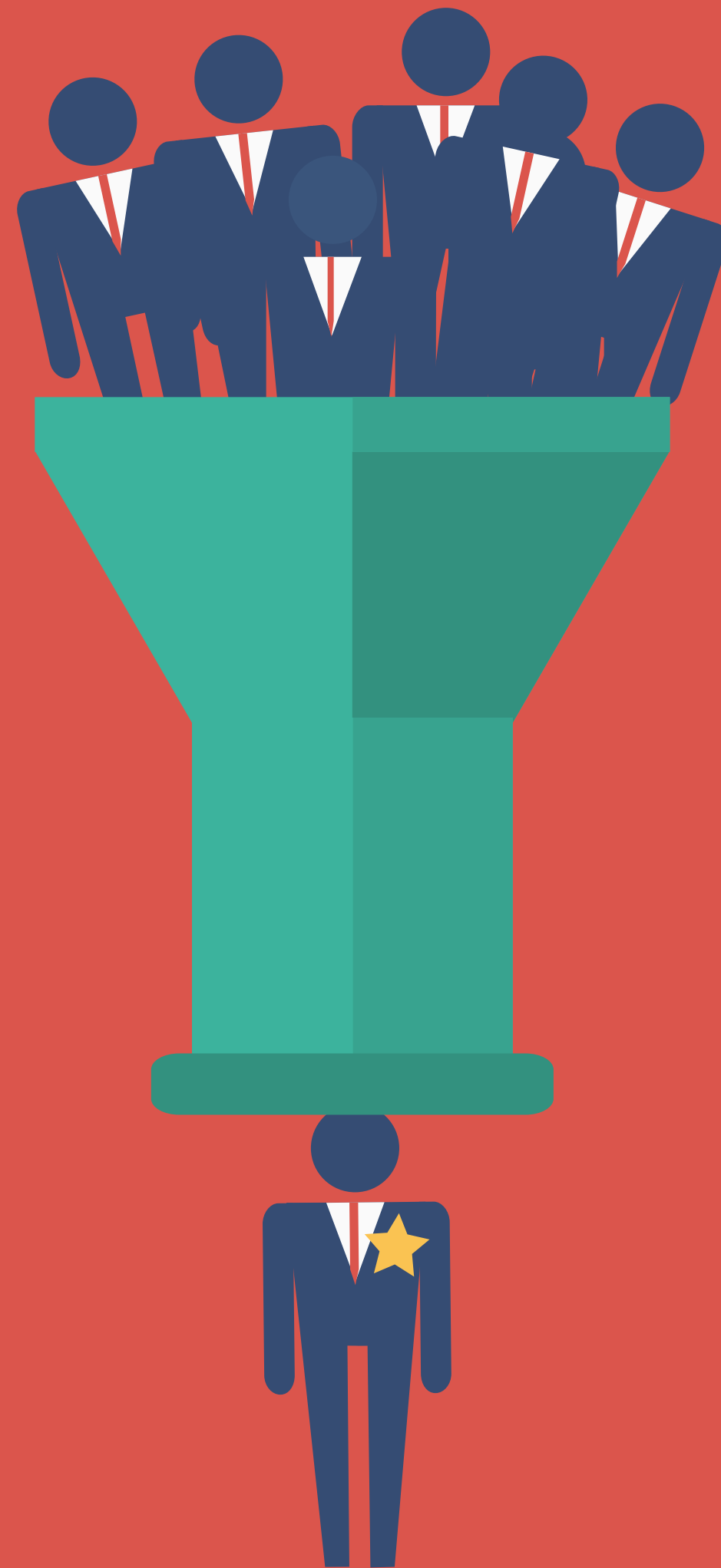
04 SCREENING & RECRUITMENT

Before you recruit a candidate, you need to make sure you:

- o Develop selection criteria
- o Screen resumes
- o Prepare interview questions
- o Assess each candidate against the criteria and other candidates
- o Provide justification and input about the final selection

Managers of nonprofit organizations should make sure that they do the following when engaged in the process of staffing, screening and selection:

- Recognize that all personnel, whether they are heading up your organization's annual fundraising drive or lending a hand for a few hours every other Saturday, have an impact on the group's performance. Certainly, some positions are more important than others but countless nonprofit managers can attest to the fact that an under-performing, unethical, or unpleasant individual can have an enormously negative impact on organization morale and/or organization reputation in the community. This can be true of the occasional volunteer as well as the full-time staff member.
- Use an application form that covers all pertinent areas of the applicant's background.
- Ensure that your screening process provides information about an individual's skills, attitudes, and knowledge.



- Try to determine if the applicant or would-be volunteer is interested in the organization for legitimate reasons (professional development and/or advancement, genuine interest in your group's mission) or primarily for reasons that may not advance your organization's cause (loneliness, corporate burnout, etc.).
- Objectively evaluate prospective employees and volunteers based on criteria established in the organization's job specifications.
- Be realistic in putting together your volunteer work force. Managers cause most of the problems with volunteers by making unreasonable assumptions about their intentions and capabilities. An organization that sets the bar too high in its expectations of volunteers (in terms of services provided, hours volunteered, etc.) may find itself with a severe shortage of this potentially valuable resource.
- Recognizing that would-be volunteers and employees bring both assets and negative attributes to your organization, nonprofit groups should be flexible in accommodating those strengths and weaknesses.

05 ORIENTATION

Depending on the position of the staff hired, the following information should be provided:

- o CSO Profile (Including history, Vision, Mission and Values)
- o CSO Strategic plans and active programs
- o Staff policy handbook
- o Meet & greet with fellow colleagues
- o Assigning a mentor for a few weeks



Attracting & Retaining Volunteers

What benefits can we offer potential volunteers?

- o Skill development
- o Rewards
- o Educational opportunities
- o Training opportunities and personal development and growth
- o Social events



RETAINING VOLUNTEERS

- o Be in constant communication with volunteers and timely in your response to their questions
- o Respect their time when calling for meetings and arranging for the volunteer schedule
- o Offer them exposure to your network of volunteers
- o Always express how appreciative you are of their time and efforts
- o Listen to their recommendations on how to improve your programs, make them feel included
- o Provide variety. Don't expect a volunteer to enjoy the same tasks for a long period of time
- o Watch out for signs of volunteer burnout
- o Give them a task suited to their skills – make them understand that this is a learning opportunity
- o Give them a job title to make them feel valued
- o Provide them with reference letters – volunteering is an investment in one's career
- o Acknowledge their efforts at committee and board meetings, at events, etc.
- o Provide opportunities for volunteer mobility, e.g. added level of responsibility and satisfaction
- o Give them a certificate of appreciation at the end of their engagement.

H.R. Checklists

The Greater Twin Cities United Way organization has developed the following checklist to help organizations assess their general human resources and volunteer management systems:

RATING	INDICATOR	MET	NEEDS WORK	N/A
E	1. The organization has a written personnel handbook that is regularly reviewed and updated: a) to describe the recruitment, hiring, termination and standard work rules for all staff; b) to maintain compliance with government regulations including labor laws, health and safety regulations, etc.			
R	2. The organization follows nondiscriminatory hiring practices.			
R	3. The organization provides a copy of or access to the written personnel policy to all members of the board, the Executive Director and all staff members. All staff members acknowledge in writing that they have read and have access to the personnel handbook/policies.			
R	4. The organization has job descriptions including qualifications, duties, reporting relationships and key indicators.			
R	5. The organization's Board of Directors conducts an annual review/evaluation of its Executive Director in relationship to a previously determined set of expectations.			
R	6. The Executive Director's salary is set by the Board of Directors in a reasonable process and is in compliance with the organization's compensation plan.			
R	7. The organization requires employee performance appraisals to be conducted and documented at least annually.			
R	8. The organization has a compensation plan, and a periodic review of salary ranges and benefits is conducted.			
A	9. The organization has a timely process for filling vacant positions to prevent an interruption of program services or disruption to organization operations.			

RATING	INDICATOR	MET	NEEDS WORK	N/A
A	10. The organization has a process for reviewing and responding to ideas, suggestions, comments and perceptions from all staff members.			
A	11. The organization provides opportunities for employees' professional development and training within their job skill area and also in such areas as cultural sensitivity and personal development.			
A	12. The organization maintains contemporaneous records documenting staff time in program allocations.			

VOLUNTEER HR MANAGEMENT

E	13. The organization has a clearly defined purpose of the role that volunteers have within the organization.			
E	14. Job descriptions exist for all volunteer positions in the organization.			
R	15. The organization has a well-defined and communicated volunteer management plan that includes a recruitment policy, description of all volunteer jobs, an application and interview process, possible stipend and reimbursement policies, statement of which staff has supervisory responsibilities over what volunteers, and any other volunteer personnel policy information.			
E	16. The organization follows a recruitment policy that does not discriminate, but respects, encourages and represents the diversity of the community.			
E	17. The organization provides appropriate training and orientation to assist the volunteer in the performance of their volunteer activities. Volunteers are offered training with staff in such areas as cultural sensitivity.			
R	18. The organization is respectful of the volunteer's abilities and time commitment and has various job duties to meet these needs. Jobs should not be given to volunteers simply because the jobs are considered inferior for paid staff.			

RATING	INDICATOR	MET	NEEDS WORK	N/A
R	19. The organization does volunteer performance appraisals periodically and communicates to the volunteers how well they are doing, or where additional attention is needed. At the same time, volunteers are requested to review and evaluate their involvement in the organization and the people they work with and suggest areas for improvement.			
R	20. The organization does some type of volunteer recognition or commendation periodically and staff continuously demonstrates their appreciation towards the volunteers and their efforts.			
A	21. The organization has a process for reviewing and responding to ideas, suggestions, comments and perceptions from volunteers.			
A	22. The organization provides opportunities for program participants to volunteer.			
A	23. The organization maintains contemporaneous records documenting volunteer time in program allocations. Financial records can be maintained for the volunteer time spent on programs and recorded as in-kind contributions.			

* Indicators ratings:

E=essential

R=recommended

A=additional to strengthen organizational activities

Tips for Small Non-Profits

There are distinct and obvious differences between the for-profit and non-profit sectors in general, but the smaller organizations within the non-profit world are in a class of their own, and face unique challenges when it comes to finding the right person for the right job at the right time. Whose job is it to hire a new employee when there is no official HR person? How can you write a job description when the needs of the organization change daily? How can you hire someone when you don't have secure funding after six months? The challenges are formidable, yet not uncommon for small non-profits.

So, you need to hire someone...

If you've reached this point, it's for one of two reasons: either you have a new position that needs to be filled, or you need to replace someone who is leaving. Assuming you are a typical small and growing non-profit, your next steps are not going to include redecorating an office space or choosing between indemnity plans. More than likely, you'll be asking yourself, "How on earth am I going to find someone to do all that we need done for the small amount I can afford to pay? And where am I going to put them?"

No one goes into non-profit for the money!

HR professionals will tell you that if you pay people low wages, you'll get what you pay for. This does not inspire much hope in those of you working for small non-profits who often don't have a choice. It is helpful to remember that the individuals who would be interested in working with you are most likely not going to be chiefly motivated by money. If they are, you probably could do without them.

When your financial resources are weak, your philosophy must be strong!

All businesses and organizations must have a strong and cohesive philosophy if they want to be successful. This is especially important for small non-profits. Think about it. When you are up into the wee hours rushing to finish a grant proposal that is due the next day, you're juggling twenty tasks at once, your phone is ringing off the hook, and you're frantically trying to find a volunteer to replace the one who just cancelled at the last minute, you're not thinking about your big, fat salary. You're probably thinking that it's about time to throw in the towel. But you don't, and you get up the next day and do it all again. Why? Because you are committed to your cause, and you see a sense of purpose in what you're doing.



What's your philosophy?

To compensate for your lack of financial resources, you must make sure that you have carefully developed the vision, mission, and core values of your organization. Congruence between these three areas is critical in helping your staff to maintain a strong sense of the philosophy driving your work. These are what you come back to when you need to remind yourself why you're working under such conditions. These are what you will use to attract people to work for you.



What Is the Package You Have to Offer?

Let's be frank; the salary you have to offer most likely is not going to catch people's attention. In fact, it may very well make people run screaming in the other direction. So, what else have you got? Think back to your vision, your philosophy. What makes you do the work you do?

Your passion for your organization's cause is probably what brought you there in the first place, so appeal to the passion in others. Offer a compensation package that includes a stake in the action, a real opportunity to make a difference. If the job you're trying to fill is not one that directly connects to your cause (e.g. the receptionist, as compared to your direct service provider), find a way to make that position relevant to your unique mission.

People who work in non-profit get paid in multiple currencies. Think of all the different currencies you could offer...you might find you have more than you think. Here are some examples:

- Opportunity to feel important.
- Opportunity to make a difference.
- Affiliation with a good cause.
- Status as community leader.
- Opportunity to be part of a team.

What else can you offer as compensation or a benefit?

- Can you allow employees to have flexible hours, e.g., work 7 hours between 7:00am and 7:00pm, instead of 9:00 – 5:00?
- Can employees have the option of working at home once a week?
- Will being a part of your organization connect a person to a larger or important network?
- Will working for you provide opportunities to develop a particular marketable skill, e.g. ability to use a special computer program, or administer a specific assessment?
- Will working for you count toward any kind of certification or educational credit?
- Do you have a relationship with a school that could provide tuition benefits?
- Will there be opportunities for employees to travel or attend special conferences?
- What kind of recognition will employees get for their efforts?
- Can you offer any special perks? Maybe a board member is a member of a health club and can swing a few free gym passes. Maybe an employee's spouse owns a restaurant in town and lets other employees eat there for free. Maybe someone you know runs a daycare and would offer a special discount for your employees.

Anything is possible!





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