3. HUMAN RESOURCES

The objective of this section is to assess the organization's ability to maintain a satisfied and skilled staff/volunteer workforce, and to manage operations and staff time in order to implement quality programs.

► **Sub-Sections under HUMAN RESOURCES**

3.1   Staffing (levels, hiring, retention)

3.2   Job Descriptions and Staff Supervision

3.3   Personnel Policies

3.4   Compensation (stipends, salaries, and benefits)

3.5   Volunteers and Interns

► **Resources you may wish to refer to in this section:**

- staffing plan;
- recruitment policy and guidelines;
- personnel manual;
- job descriptions;
- volunteer/intern policy;
- compensation policy;
- vacancy and turnover data;
- retention policies; and
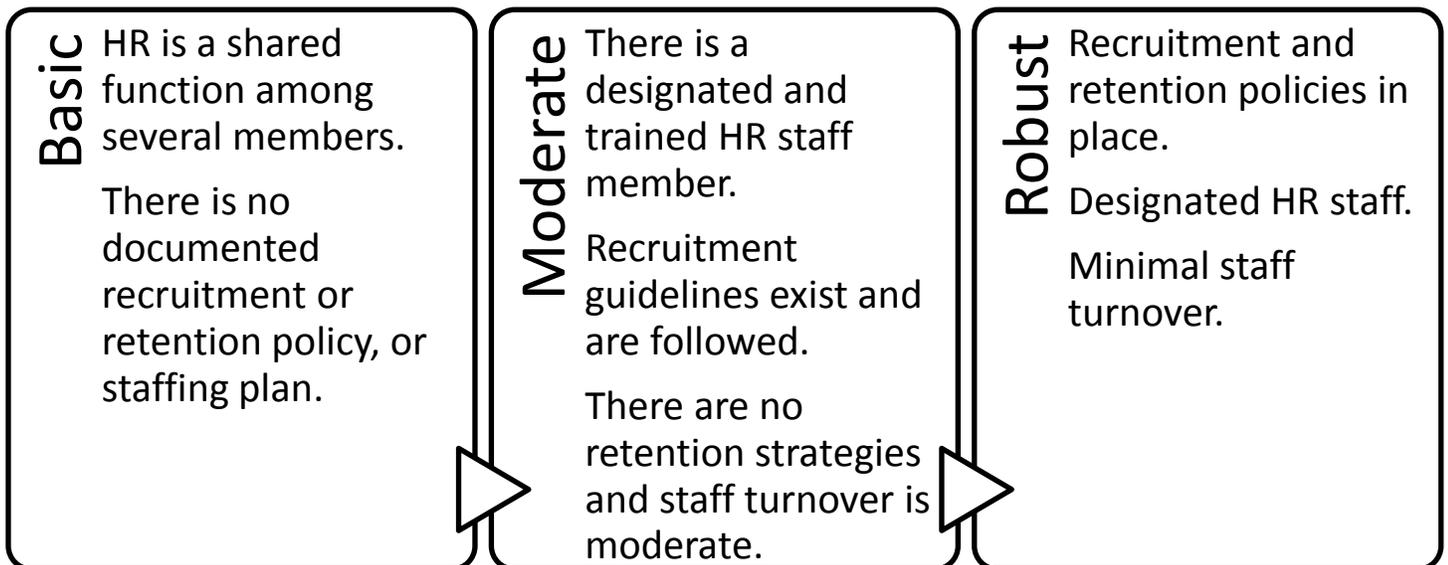- performance appraisals.

3.1 Staffing

Importance: Organizations with equitable and consistently-applied human resources policies that address salary, recruitment, and retention can more effectively maintain appropriately-skilled personnel, including both paid staff and volunteers.

➢ **Discuss some or all of the following questions:**
- ❑ Are there written and transparent recruitment guidelines that include job descriptions and qualifications, announcements, listing, interviewing, reference and employee agreements?
- ❑ Is lived experience with hunger, poverty and oppression viewed as expertise and a value add of a candidate?
- ❑ Is there designated HR staff and are they trained in how to use the guidelines?
- ❑ Are there approaches for retaining staff, including benefits, recognition, career advancement, and exit interviews?
- ❑ Is there a documented staffing plan and active review of staffing status?
- ❑ Are positions filled with the people with the right qualifications, skills, and experience?
- ❑ Are current positions filled? Is data on vacancy and turnovers kept and reviewed?

➢ **Come to consensus: Where does the organization fall on this spectrum?**

Basic	Moderate	Robust
HR is a shared function among several members. There is no documented recruitment or retention policy, or staffing plan.	There is a designated and trained HR staff member. Recruitment guidelines exist and are followed. There are no retention strategies and staff turnover is moderate.	Recruitment and retention policies in place. Designated HR staff. Minimal staff turnover.

Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____
Brainstorm briefly: how could the organization get to where it wants to be?
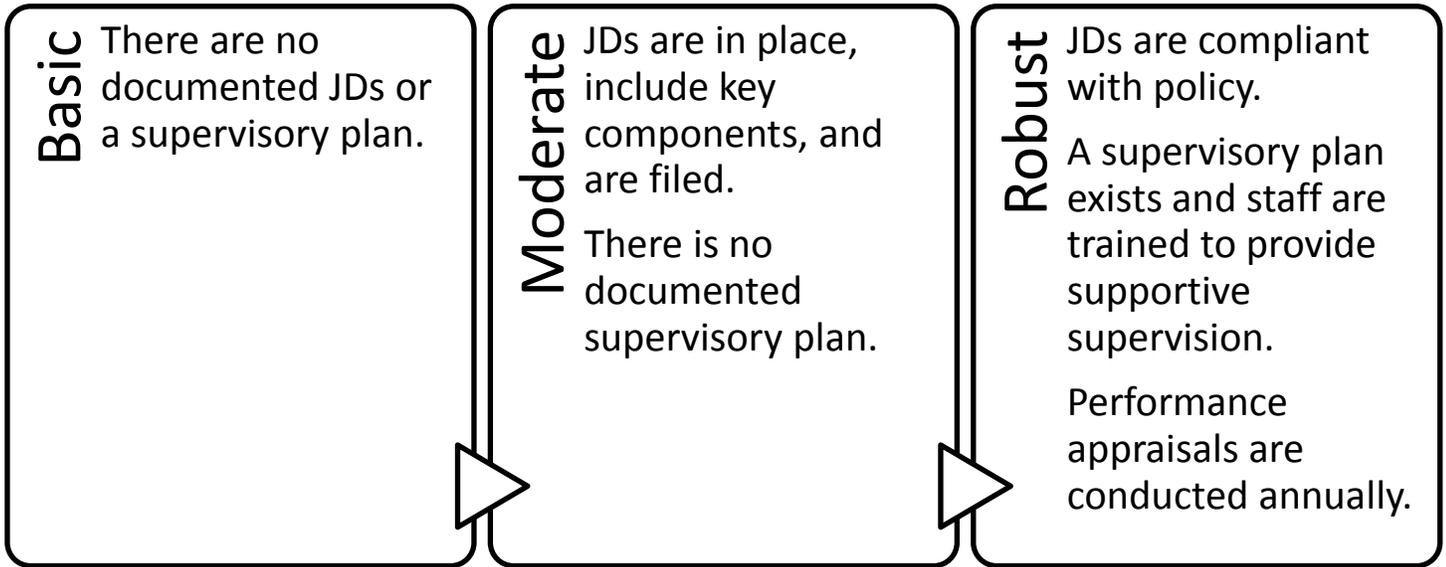
3.2 Job Descriptions and Staff/Volunteer Supervision

> **Importance:** Appropriate job descriptions (JDs) ensure that staff roles and responsibilities are clearly defined and understood and help supervisors review and improve performance against expectations.

➢ **Discuss some or all of the following questions:**
- ❑ Are there templates for job descriptions that list title, job duties, reporting requirements, qualifications, and skills?
- ❑ Are JDs filed and updated as needed?
- ❑ Is there a documented supervisory plan? Is staff aware of the structure?
- ❑ Are supervisors aware of their responsibilities and trained to be supportive?
- ❑ Are supervisor findings documented and discussed?
- ❑ Are performance appraisals conducted? How often?

➢ **Come to consensus: Where does the organization fall on this spectrum?**

Basic There are no documented JDs or a supervisory plan.

Moderate JDs are in place, include key components, and are filed.

There is no documented supervisory plan.

Robust JDs are compliant with policy.

A supervisory plan exists and staff are trained to provide supportive supervision.

Performance appraisals are conducted annually.

Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____
Brainstorm briefly: how could the organization get to where it wants to be?
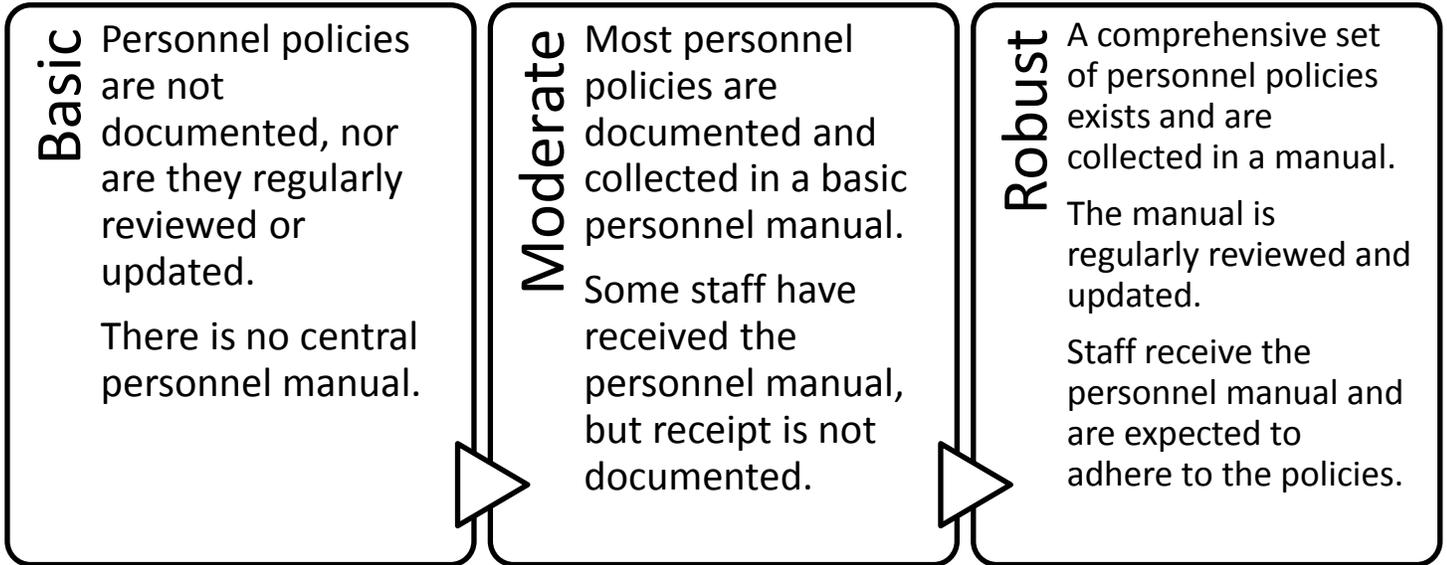
3.3 Personnel Policies

Importance: Personnel policies understood by all staff members provide clear rules and regulations that govern how staff, volunteers, and other organizational representatives are expected to act and what they can expect from the organization.

➢ **Discuss some or all of the following questions:**
   ❑ Are there documented policies that address the following areas?
   - work schedule and time management
   - employee conduct
   - performance reviews
   - grievances and disciplinary procedures
   - types of leave and how to request them
   - employee compensation (salary) and benefits
   - nondiscrimination
   - various administrative procedures
   - sexual harassment in workplace
   - ending employment (resignation/termination)

❑ Are these policies collected in a personnel manual that all staff receives? Does staff sign to confirm that they have received the personnel manual?
❑ How and how often is the personnel manual updated?

➢ **Come to consensus: Where does the organization fall on this spectrum?**

Basic	Moderate	Robust
Personnel policies are not documented, nor are they regularly reviewed or updated. There is no central personnel manual.	Most personnel policies are documented and collected in a basic personnel manual. Some staff have received the personnel manual, but receipt is not documented.	A comprehensive set of personnel policies exists and are collected in a manual. The manual is regularly reviewed and updated. Staff receive the personnel manual and are expected to adhere to the policies.

Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____
Brainstorm briefly: how could the organization get to where it wants to be?
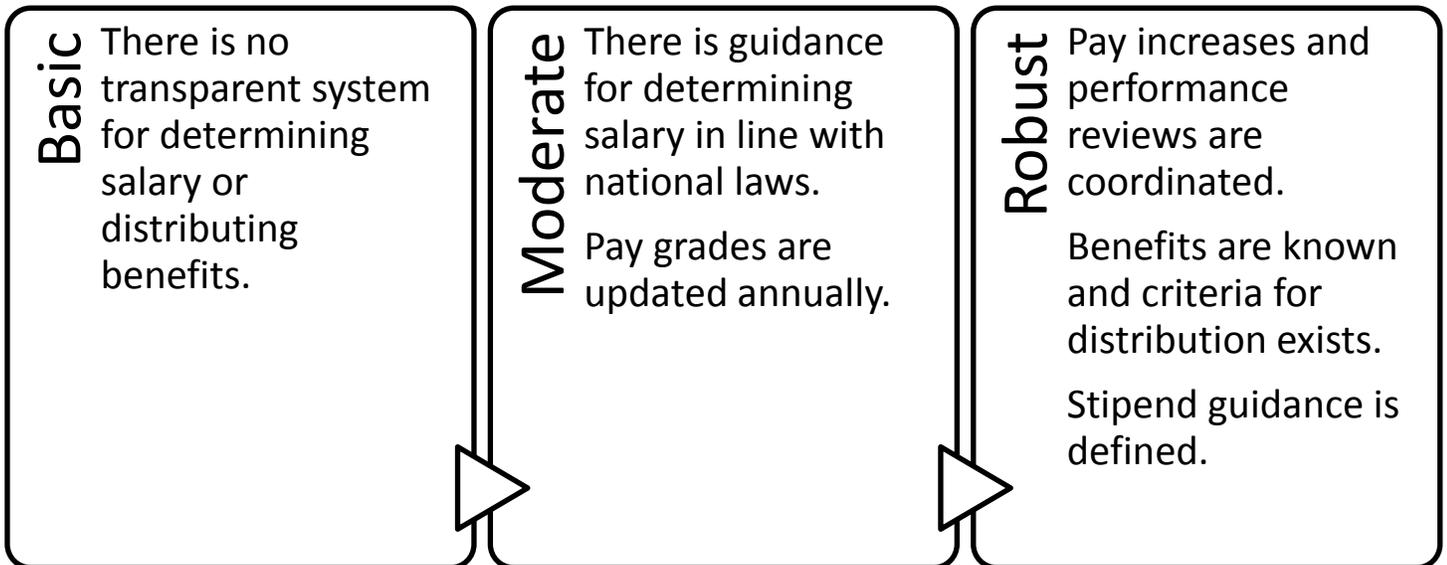
3.4 Compensation (stipends, salaries, and benefits)

Importance: Fair and equitable distribution of stipends, salaries, and benefits can improve staff retention and morale.

➢ **Discuss some or all of the following questions:**
  ❑ How are salaries determined?
  ❑ Is salary scale or an alternative system used and understood by staff?
  ❑ If pay grades and ranges are used, are they documented and applied to all staff? Is pay equitable across race, gender, and sexuality?
  ❑ Are pay grades and ranges updated annually?
  ❑ Are pay increases and performance reviews coordinated?
  ❑ Are employee benefits equitably applied? Are benefits documented and are staff aware of them?
  ❑ Do staff salaries and employee benefits conform to national labor laws?
  ❑ If stipends are provided are they consistent and timely?

➢ **Come to consensus: Where does the organization fall on this spectrum?**

Basic
There is no transparent system for determining salary or distributing benefits.

Moderate
There is guidance for determining salary in line with national laws.

Pay grades are updated annually.

Robust
Pay increases and performance reviews are coordinated.

Benefits are known and criteria for distribution exists.

Stipend guidance is defined.

Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____
Brainstorm briefly: how could the organization get to where it wants to be?
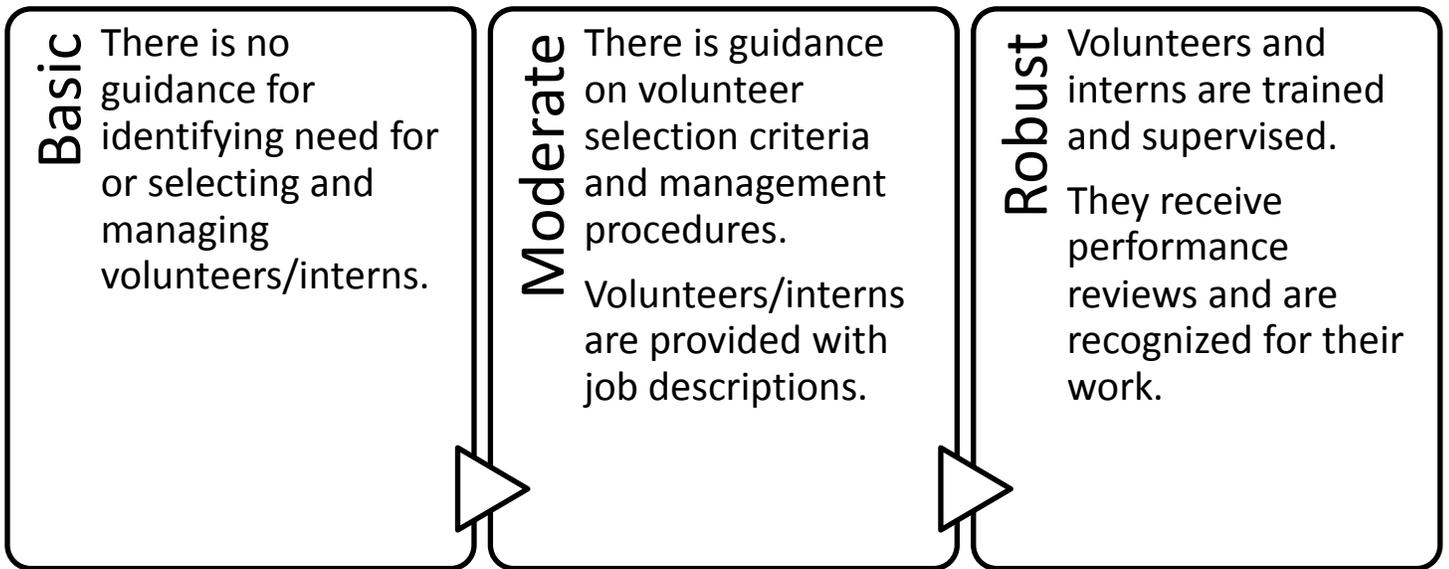
3.5 Volunteers and Interns

Importance: Organizations that provide field and office-based volunteers and interns with clear tasks, training, supervision, and recognition tend to have less turnover and receive significant contributions to the organization.

➢ **Discuss some or all of the following questions:**
- ❑ Is there a documented policy for recruiting, selecting, engaging, and managing/supervising volunteers and interns?
- ❑ Is training and orientation provided regularly?
- ❑ Are volunteers given job descriptions?
- ❑ Are they provided with performance standards? Are these used to assess performance?
- ❑ How is supervision provided?
- ❑ Do they receive financial or non-financial recognition/compensation?

➢ **Come to consensus: Where does the organization fall on this spectrum?**

Basic	**Moderate**	**Robust**
There is no guidance for identifying need for or selecting and managing volunteers/interns.	There is guidance on volunteer selection criteria and management procedures. Volunteers/interns are provided with job descriptions.	Volunteers and interns are trained and supervised. They receive performance reviews and are recognized for their work.

Indicate where you approximate your organization to be in this category on a scale of 1 to 5.

Basic		Moderate		Robust	N/A
1	2	3	4	5	

Discussion Notes/Rationale for rating.

On the above scale of 1 – 5, where would you like to see your organization in 12 months? _____

Brainstorm briefly: how could the organization get to where it wants to be?

Helpful Resources: Human Resources

- Warner Bros. and Taproot Foundation, [Nonprofit Human Resources: Best Practices Toolkit](#)
  This toolkit was created for nonprofits, and includes HR best practice guides for: performance management; recruitment, hiring and retention; program staffing; ongoing professional development; and resolving problems.