

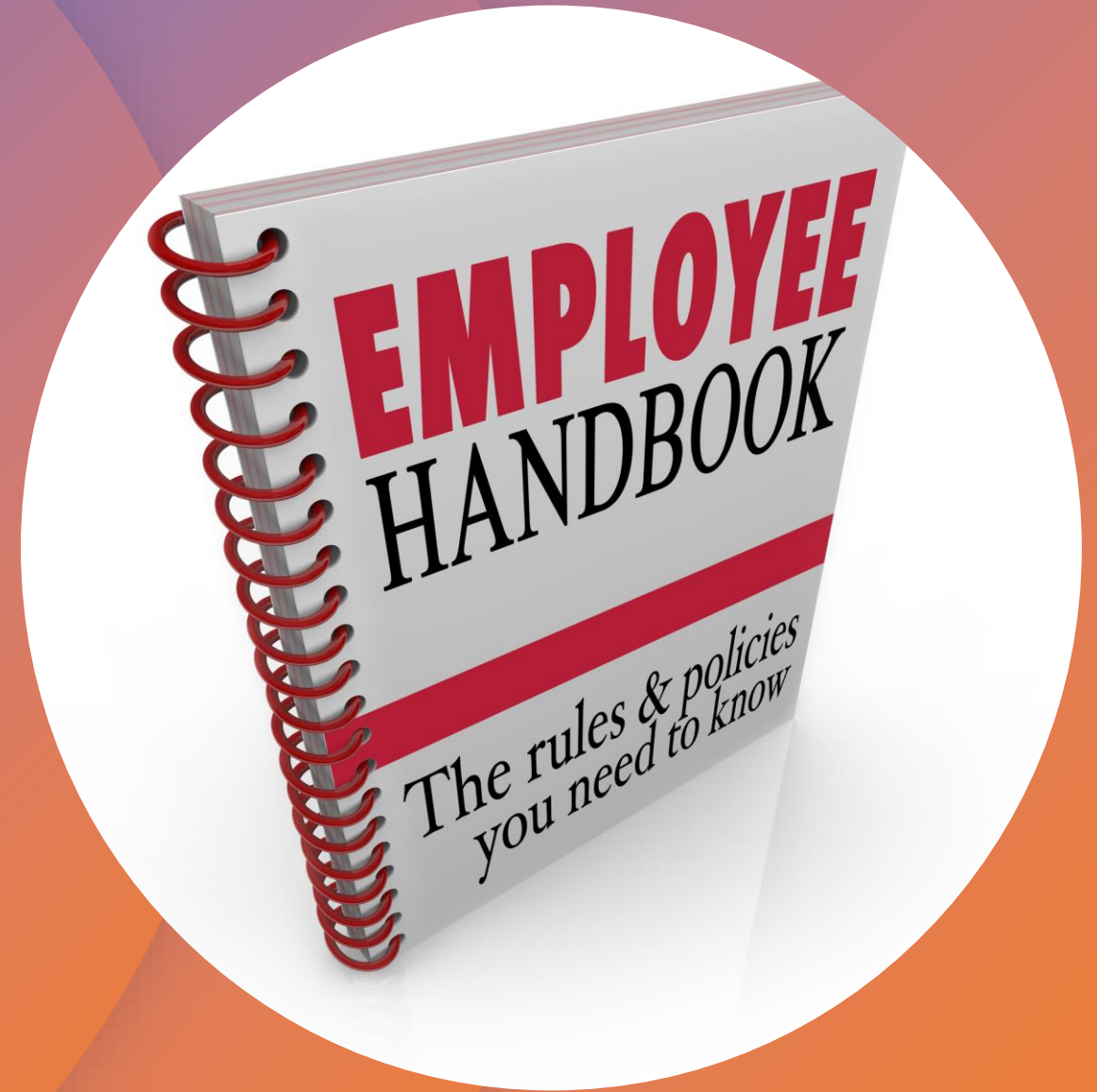


hispanicfederation

Entre Familia Capacity Building Series

Developing or Updating Your HR Handbook: A Low-Trauma Approach

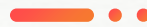
Wednesday, May 17, 2023





Off
English
✓ Spanish
Mute Original Audio

BEFORE WE BEGIN



Interpretation
Seleccionar para español



Click the Q&A icon to submit your questions anytime.



Use Chat for comments or to elaborate on surveys



Grantee attendance survey is linked in chat



We will send you the Handbook, References, PPT & recording

Webinar Agenda

1. Introduction
2. Focus: Developing an HR Handbook without Starting from Zero
3. Importance of Having an HR Handbook
4. Value of a Model Handbook
5. Developing Your First HR Handbook
6. Updating Your HR Handbook
7. Who Should be Involved?
8. *Q & A [Can also take some questions during Sharing Experiences segments]*

MEET OUR PRESENTERS



Emily Gantz McKay

President/Managing Director

EGM Consulting, LLC, Washington, DC

- Organizational consultant to nonprofits and HIV planning councils
- 17 years as founding President/CEO of technical assistance provider Mosaica: The Center for Nonprofit Development and Pluralism
- 16 years on the senior staff of what is now UnidosUS
- Consultant to the Hispanic Federation since 1996
- Board member for large and small nonprofits, among them the National Hispana Leadership Institute, Mary's Center for Maternal and Child Care, Academy of Hope, and McClendon Center
- BA and MA in Communication from Stanford University



MEET OUR PRESENTERS

Beatriz Maya

**Executive Director, La Conexión
Bowling Green, OH**

- Co-founder and first Executive Director of La Conexión, established in 2013 to bring unity, voice, and representation, and advance the rights of the growing Latinx community in northwest Ohio
- “A friend to immigrants, an advocate for social justice, and a thorn in the side of those who stand in the way of either”
- Recent awards include Drum Major for Peace Award from the Bowling Green Human Relations Commission in 2022 and Bowling Green Female Citizen of the Year from the Chamber of Commerce in 2021
- Master’s in Research Methods for Social Studies from the University



MEET OUR PRESENTERS



Juan J. Ramirez
Director for Human Resources
Hispanic Federation

- Joined the Hispanic Federation in July 2021
- Oversees the HR functions for HF's national team and supports more than 80 full-time employees and 20 part-time, seasonal employees through HF's offices
- Formerly with MoMA PS1 in Long Island City and the New York Immigration Coalition
- B.A. from Cornell in History with a focus on Colonial Latin America
- Board member of Future Leaders in Action and supporting Cornell University Admissions

Webinar Focus

- **Develop or update a Human Resources Handbook for your nonprofit by starting with an up-to-date Handbook from a similar nonprofit or a “generic” model Handbook**
- Model should be:
 - Comprehensive
 - Sound – reflecting legal and HR expertise
 - Up-to-date and “updatable”
 - Well-footnoted – identifying jurisdictional differences and providing online sources for further information

A Little History

- HF linked EGMC with La Conexión about 2 years ago when they needed someone to provide Board training
- EGMC offered *pro bono* remote assistance
- Eventually EGMC helped La Conexión develop its first HR Handbook – starting with a 2004 model they identified online and using EGMC examples and considerable online research
- Handbook designed for an Ohio-based nonprofit
- EGMC used it to create a generic model Handbook
- Generic Handbook offered to HF for use by its network – and HF's Senior Director of Capacity Building suggested this webinar



Your Nonprofit

How many full-time staff does your nonprofit have?

- a. Less than 5
- b. 5-14
- c. 15-24
- d. 25-49
- e. 50-99
- f. 100 or more

Your Nonprofit and HR Roles

1. What is your primary nonprofit role? (Check all that apply)

- a. Chief Executive/Executive Director
- b. Deputy or Operations Director/Manager
- c. HR Director
- d. Other staff member
- e. Board member
- f. Other (specify in Chat Room)

2. Are you responsible for HR?

- a. Yes
- b. Partially
- c. No

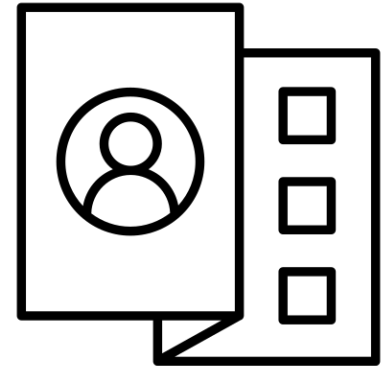
Your Nonprofit's HR Handbook or Policies

What kind of HR Handbook or policies and procedures does your nonprofit have currently?

- a. Comprehensive HR Handbook that is in good shape
- b. HR Handbook that needs expansion or updating
- c. Lots of HR policies and procedures but no Handbook
- d. Some limited HR policies and procedures but no Handbook
- e. No HR policies and procedures
- f. Other (describe in Chat Room)

Importance of an HR Handbook

- If your nonprofit has staff, you need HR policies, to:
 - Provide fair and consistent treatment of employees
 - Establish clear expectations for the nonprofit and its employees
 - Provide legal protections for both
- An HR/Employee Handbook helps ensure that:
 - You have all needed policies
 - They are organized and in one place
 - All staff and employees are aware of them (and should have a hard copy or electronic access)



HR Issues Especially Likely to Lead to Legal Action Against Nonprofits

The most frequent causes of legal action against nonprofit employers are HR related:

- Violation of anti-discrimination laws
- Sexual harassment
- Retaliation
- Wrongful termination
- Compensation, including wage & hour disputes



An HR Handbook can help prevent and address each of these issues

HR Handbooks Reduce Uncertainty about Requirements and Expectations

An HR Handbook can clarify a nonprofit's requirements and expectations about everything from benefits to appropriate clothing and conduct



“I love your dedication, I love your enthusiasm, but about the nose ring ...”

Sharing Experience: Importance of an HR Handbook

- Tell us about a situation in your nonprofit experience when having a comprehensive and up-to-date Handbook was helpful - or *not* having one was a problem.
- What are some lessons from that experience?



Why Start with a Model Handbook?



- Source of sound content if there is no HR specialist on staff or Board
- Can save money – useful for a nonprofit with limited funds
- **Saves time:**
 - Identifies topics to include or consider
 - Provides content you would otherwise have to research
 - If annotated: Identifies policies that must reflect state or municipal laws
 - Provides draft language to edit
 - May offer resources for more information and guidance

The EGMC “Generic” Handbook

- Began with a National Council of Nonprofits 2004 model handbook and several handbooks developed by Emily
- Compiled from many online sources – federal and state agencies, law firms, HR associations and companies, nonprofits
- Designed for use by small and medium-sized nonprofits
- Comprehensive content
- *Extensively* footnoted to highlight special challenges, identify jurisdictional differences, and provide links to requirements in your jurisdiction
- Accompanied by a detailed set of Information Sources that supplements the footnotes
- Available in Word for easy editing



Developing Your First HR Handbook

- Decide who will be involved and who will lead the process
- Determine what topics to include – and which to exclude and address through policies that are more easily revised/updated
- Find sound practice examples
- Check federal and state/local laws and requirements
- Organize the Handbook for ease of use
- Draft sections – using clear language and avoiding “legalese” where possible
- Include a signature form for employees to indicate receipt
- Obtain Board review and approval
- Train staff on content and use



Sharing Experience: Developing Your First HR Handbook

Input from Beatriz Maya:

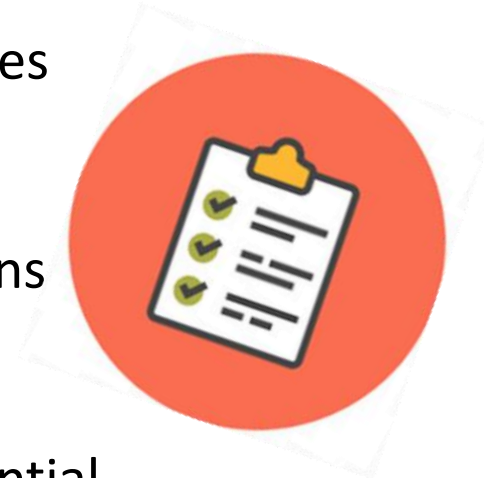
- Why did La Conexión decide it needed an HR Handbook?
- How was the Handbook developed, reviewed, and approved?
- How has it been used?
- What are some lessons from the experience?



LA CONEXIÓN

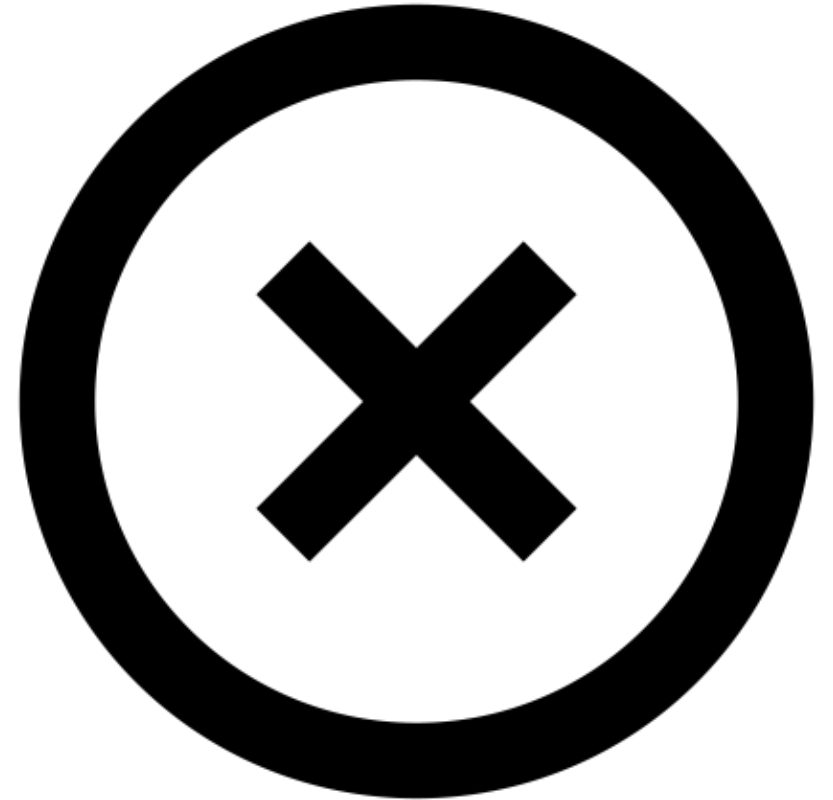
Typical Topics – Included in “Generic” Handbook

- Disclaimer and Employee Receipt and Acceptance and Non-Disclosure Agreement
- Welcome
- 1. Mission, Values, and Code of Ethics
- 2. Overview and General Policies
- 3. Definition of Employment Terms
- 4. At-Will Employment
- 5. Equal Employment Opportunity
- 6. Workplace Harassment
- 7. Solicitation and Partisan Political Activity
- 8. Clothing Guidelines
- 9. Working Hours and Expectations
- 10. Position Descriptions & Salary Administration
- 10. Performance Review
- 11. Employee Benefits and Insurance
- 12. Leave
- 13. Reimbursement of Expenses
- 14. Separation
- 15. Return of Property
- 16. Review of Personnel Actions
- 17. Personnel Records
- 18. Outside Employment
- 19. Non-Disclosure of Confidential Information
- 20. Electronic Communications Systems & Information Security
- 21. Whistleblower Policy
- 22. Document Retention & Destruction



Things You May Not Want to Include

- **Details about benefits beyond those legally required** – especially if they are likely to change often based on the organization’s financial status
- **Policies that apply only to the Board** – provide them separately
- **Other policies or details that are likely to change from year to year** – to avoid constant revisions to the Handbook



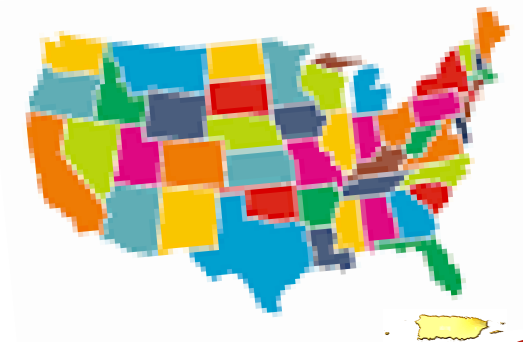
General Guidelines and Issues



- Your HR Handbook applies to all employees unless you have a union contract or the individual has an employment contract
- At-will employment does not allow an employer to violate legal protections
- Federal requirements provide minimum protections and must be reflected
- An outdated Handbook can put your nonprofit at risk (e.g., if policies do not reflect current laws or accurately state your benefits)
- Include only policies you are prepared to *apply and enforce consistently*
- Many policies need to reflect state or municipal requirements – which creates challenges for nonprofits operating in multiple states
- Check the wage and hour and other HR laws and regulations in your state – including applicability based on number of employees

Requirements That Often Vary by Jurisdiction

- **Definition of full-time employment:** and minimum hours for health insurance
- **Equal employment opportunity:** protected classes and characteristics
- **Overtime and compensatory time:** varied requirements around paying overtime versus allowing compensatory time
- **Payday frequency:** usually twice a month but may vary by status or occupation
- **Overtime & compensatory time:** when required, when compensatory time is permitted instead of overtime
- **Benefits:** Many variations by state – e.g., health insurance, sick leave, payment of accrued vacation, time off to vote, payment for jury duty
- **Family and Medical Leave:** whether required; paid or unpaid
- **Outside employment/Non-competes:** what is legally permitted
- **Final paycheck:** when it must be paid



Common HR Handbook Issues

- **No at-will statement:** at-will employment allowed in almost all states, but must be included in policies
- **No required signature:** documentation that employee received and understands Handbook
- **Unclear language:** requirements are unclear and subject to multiple interpretations
- **Unreasonable or outdated limitations:** for example, employees have the right to speak freely about their working conditions
- **Not “managing to the policies”:** policies not used to guide management and supervision; lack of supervisor training
- **Unequal treatment:** favoritism or inconsistent enforcement



HR Policies of Special Concern for Your Nonprofit

What HR policies or issues are of greatest concern in your nonprofit? *Check up to 3.*

1. Health insurance (coverage and costs)
2. Paid leave (vacation, sick, personal days, maternity, etc.)
3. Other benefits (retirement, disability insurance, etc.)
4. Remote work and flex-time issues
5. Salaries and increases
6. Evaluation
7. Promotion opportunities
8. Termination
9. Doing business in more than one state
10. Other (specify in Chat Room)

X	_____
✓	_____
X	_____

Sharing Experiences: HR Topics That Need Special Attention in Your Nonprofit

Topics of special importance or concern:

- What HR issues have been of greatest importance or concern in your organization?
- How do your HR policies and Handbook address them?
- Lessons learned/recommendations?



A word cloud on a dark blue background featuring various HR-related terms. The most prominent words are 'HUMAN RESOURCES' in large white letters. Other visible words include 'Regulations', 'Personnel', 'Business', 'Law', 'Employment', 'Train', 'Needs', 'Labor', 'Staff', 'Recruitment', 'Management', 'Workforce', 'Manpower', 'Best Practices', 'People', 'Economy', 'Department', 'Workers', 'Comp', 'Hiring', 'Organization', 'Firing', and 'Company'. The words are arranged in a dense, overlapping manner with varying colors and orientations.

Updating Your HR Handbook

Update when:

- Federal or state/municipal employment laws or policies change
- Your organization's needs change due to growth, geographic location, mission/services, or financial status
- Organizational culture or expectations change



Update by:

- Keeping informed about changing laws – through local law firms with an HR specialty and a newsletter, entities like Mineral, associations like the Society of HR Management (SHRM)
- Looking at up-to-date policies from a sister organization
- Doing a full team review/update at least every 3 years

Who should be consulted or otherwise involved in HR Handbook development or updating?

- Chief Executive
- Person responsible for HR
- Senior staff
- Other staff
- Board of Directors
- Other stakeholders (funders, partners)



Engaging Staff in the Process



Having input to
HR policies
improves
employee
morale

- Some content is based on the law
- Diverse staff perspectives improve policies and support
- Some policies require real choices – and it can be very helpful to involve staff – *for example*:
 - **Benefit trade-offs:** choices among *types* of paid leave vacation, sick leave, personal days, or a combined Paid Time Off (PTO) or Flexible Time Off (FTO) policy
 - **Office culture/environment:** clothing guidelines
 - **Work-life balance and flexibility:** policies on working hours, flexi-time, and remote work that address both employer and employee needs
 - **Clarity and emphasis:** examples to use and content to emphasize

The Board's Roles

Roles:

- Sometimes plays an active role in developing the Handbook – usually through a committee
- Should review and approve the Handbook
- Needs to understand the financial and legal implications of HR policies
- May have a role in resolving HR disputes



Sharing Experiences: Using HR Policies to Benefit the Organization and its Employees

Staff and Board Perspectives:

- Please share your experiences in how using HR policies can benefit the organization – in terms of operations, morale, employee retention, or in other ways
- Advice to nonprofit Boards and staff as they develop or improve HR policies and Handbooks



Sum Up



Employee Handbook

- **Importance:** Policies protect organization and employees; Handbook organizes content
- **Challenges:** Requires time & effort, cost, access to expertise
- **Model:** Efficient and cost-saving – but model must be sound and up-to-date -- and appropriate for your size and location
- **Jurisdictional differences:** Many HR requirements vary by state or locality
- **Online expertise:** Readily available, but accuracy and recency vary
- **Employee engagement:** Obtaining input improves the Handbook – and morale
- **Board role:** Can help develop; should review and approve

Materials



- Materials include:
 - PowerPoint
 - Model HR Handbook with extensive footnotes on state differences and resources
 - List of resources for Handbook development or updating
- HF will send materials to all registered participants
- PowerPoint and materials will be posted on the EGMC website: <http://egmc-dc.com> – or email Emily@egmc-dc.com

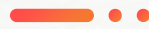


Questions?

Click the Q&A icon to type in your questions!



Thank You!



hispanicfederation

55 Exchange Place • Fifth Floor • New York, NY 10005 • (212) 233-8955 • www.HispanicFederation.org