

Employee Manuals for Small/Med. NPOs

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Employee Manuals for Small/Medium Nonprofits

- ❖ Review of Themes
- ❖ What Employee Manuals Are . . . and Aren't
- ❖ Organization of Employee Manuals
- ❖ Must-have Policies/Procedures
- ❖ Good Policies/Procedures
- ❖ Cautions, Notes and a Tale
- ❖ Questions from Last Time

Themes

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- ❖ Whatever you do, do it consistently.
- ❖ Provide advance notice when there is a change and have a good business reason for a change.
- ❖ Decide how much is enough.



An Employer's Tale

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- ❖ Your nonprofit community-based organization, Demos NPO, Inc., is at a crossroads. It has not yet adopted an employee manual, but a certain employee has made that need very obvious.
- ❖ Demos has 6 employees total, a budget of \$500,000, and receives at least one federal and one state grant for the provision of services.
- ❖ The ED is great with people, really advances the mission, and represents Demos with pizzazz. She loves everyone, is very caring and has a big heart. Like most nonprofit HPPs, she is stretched a little thin. She is also quite non-confrontational.

An Employer's Tale, cont'd

- ❖ Wallander is a top performing director-level employee. He works lots of hours, is generally productive and does excellent work. He is liked by his peers.
- ❖ He is habitually late to everything (work, meetings, events), barely gets work done in time (although it is great quality), is passive-aggressive in the extreme, undermines management regularly, and requires significant personnel management.
- ❖ His aunt is on the Board of directors.

An Employer's Tale, cont'd

- ❖ In the last month:
 - ❖ Wallander asked for bereavement leave following the death of a childhood friend;
 - ❖ A major constituent came to you with specific, documented concerns about how Wallander's procrastination has affected the constituent and asked you to address;
 - ❖ Has pushed time off policies to the limit, knowing large deadlines loom;
 - ❖ Feigned total ignorance as to how behaviors affect others at recent performance review.
- ❖ What to do? What policies to adopt?

What Employee Manuals Are . . . and Aren't

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- ❖ Ee manuals are:
 - ❖ Policies and procedures adopted by an er.
 - ❖ Intended to provide the same, consistent information to each ee.
 - ❖ To set expectations of and for both ers and ees.
 - ❖ Intended to allow for some flexibility, but not too much.



What Employee Manuals Are . . . and Aren't

- ❖ Ee Manuals are not:
 - ❖ The final say. That generally falls to the ED or perhaps the DOO.
 - ❖ Intended to include every possibility.
 - ❖ A defense if unevenly applied.
 - ❖ One-size-fits-all.



Organization of Employee Manuals

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- ❖ Introduction to Organization
- ❖ Acknowledgement & Receipt Form
- ❖ Diversity & Statement of Nondiscrimination
- ❖ Time Off (sick, vacation, jury, etc.)
- ❖ Benefits (health & disability ins., etc., generally)
- ❖ Compensation (overtime, on call, pay periods, etc.)
- ❖ Emt (background checks, progressive disc., etc.)
- ❖ Expectations & Professionalism (confid., attire, SM, etc.)
- ❖ Workplace Safety (smoke-free, bullying, violence, etc.)



Must-have Policies/Procedures

Must-have Policies/Procedures for Employee Manuals

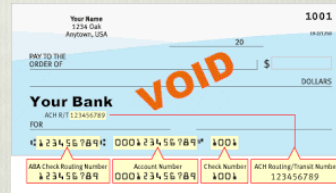
- ❖ “At-will” and “right-to-modify” Statements
- ❖ Proof of delivery mechanism
- ❖ Intro Period (i.e., 90-days)
- ❖ Office hours & break policies
- ❖ Overtime/Comp Time
- ❖ IT/Social Media/Monitoring
- ❖ Professionalism; Visitors
- ❖ Expense Incurrence/Reimb.



Good Policies/Procedures

Good Policies/Procedures for Employee Manuals

- ❖ Grievance and Whistleblower Policies
- ❖ Defined Holidays, Sick Days, Vacation Days, Leaves
- ❖ Direct Deposit
- ❖ Timekeeping & Attendance
- ❖ Raise/Bonus Policy
- ❖ Confidentiality
- ❖ Remote working/Telecommuting
- ❖ Personal use of work equipment



Cautions, Notes and a Tale Revisited

Cautions & Notes

- ❖ Cautions:
 - ❖ Don't write checks your body can't cash (or, don't over-promise)
 - ❖ Don't adopt FMLA-type policies unless you intend to be bound by FMLA
- ❖ Note:
 - ❖ Above-recommended policies for Ee Manuals does not include benefits.
 - ❖ Depending on your field, specific policies (background checks, health screens, etc.) may be required.
 - ❖ Many Ee issues are encountered for the first time, and then a policy is adopted.



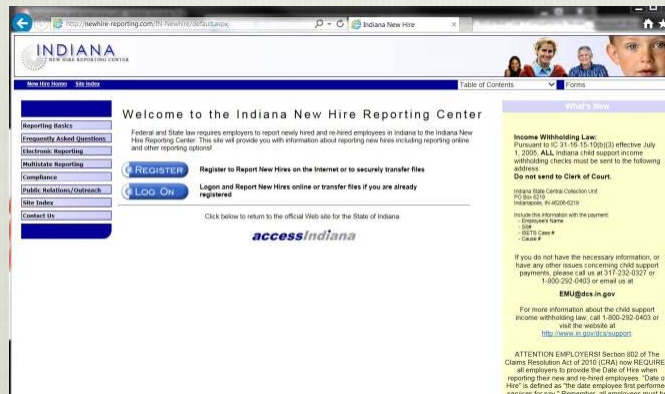
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Questions from Last Webinar

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- ❖ How far to go back for Indiana NewHire? 6 months and ONLY for still-current ees.



The next “Lunch & Learn” of the Nonprofit Webinar Series: Applications & Interviews

Tuesday, March 17, 2015
11:00 a.m. to 12:00 (12:30) p.m. ET

Date	Time	Topic
February 17, 2015	11:00 a.m. – 12:00 noon (12:30) ET	Overview of HR and best practices
March 3, 2015	11:00 a.m. – 12:00 noon (12:30) ET	Applications and interviews
March 17, 2015	11:00 a.m. – 12:00 noon (12:30) ET	Hiring and commitment letters
March 31, 2015	11:00 a.m. – 12:00 noon (12:30) ET	Employee manuals
April 14, 2015	11:00 a.m. – 12:00 noon (12:30) ET	Correcting performance issues
April 28, 2015	11:00 a.m. – 12:00 noon (12:30) ET	Termination



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Questions/Comments?