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

- 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

- 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

- Employee 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

- Employee 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
Organization of Employee Manuals

- 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.

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?
Questions from Last Webinar

- 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

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<tr>
<th>Date</th>
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<tbody>
<tr>
<td>February 17, 2015</td>
<td>11:00 a.m. – 12:00 noon (12:30) ET</td>
<td>Overview of HR and best practices</td>
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<tr>
<td>March 3, 2015</td>
<td>11:00 a.m. – 12:00 noon (12:30) ET</td>
<td>Applications and interviews</td>
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<tr>
<td>March 17, 2015</td>
<td>11:00 a.m. – 12:00 noon (12:30) ET</td>
<td>Hiring and commitment letters</td>
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<td>April 14, 2015</td>
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<td>Correcting performance issues</td>
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<td>April 28, 2015</td>
<td>11:00 a.m. – 12:00 noon (12:30) ET</td>
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Questions/Comments?

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