BUILDing for Growth

Selected Cohort
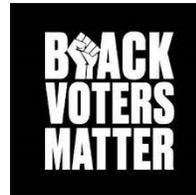
Overview of BUILDing for Growth's Three-tiered approach

Program delivery: **October 2021-June 2022**

1

Communities of Practice

Learn from and with other nonprofit leaders from high growth organizations by problem solving real world challenges with peers in similar roles

2

Virtual Workshops

Engage in monthly interactive workshops (open to all staff and board) to delve deeper into understanding and addressing high-growth needs

3

Targeted Consulting

Access to individualized services from La Piana Consulting

Overall Identified Challenges

STAFF	SYSTEMS
▪ Naming and prioritizing needs	▪ Human Resources
▪ Communication	▪ Organizational Structure & Mid-Level Management
▪ Organizational Culture	▪ Facilities & COVID response
▪ Skills & Development	▪ Operations & Systems
▪ Executive Leadership & Decision-Making	▪ Information Technology
▪ Leadership Transitions	▪ Fund Development, Management & Long-Term Financial Stability

Workshop Learning Goals

By the end of this workshop, you will have learned a practical approach to developing and implementing an HR strategy that ensures:

- Compliance with state, federal and local laws
- Strong HR processes, policies and practices for recruitment, development, engagement and teamwork
- HR structure options to meet the needs of your growing organization
- Diversity, Equity and Inclusion efforts align with your organizational culture

Which area is your greatest challenge?

- Compliance

- Recruiting

- Employee development

- Diversity, Equity & Inclusion

- Turnover

COMPLIANCE
REQUIREMENTS
RULES
LAW
STANDARDS
POLICIES
GOVERNANCE
TRANSPARENCY
REGULATIONS

Foundational HR Practices

RECRUITMENT
SELECTION
PERFORMANCE
SUCCESSION
DEVELOPMENT
TRANSITION

HR Excellence

DIVERSITY
of people, perspectives

EQUITY
in policy, practice & position

INCLUSION
via power, voice & organizational culture

JUSTICE
with equal rights & equitable opportunities

Sample Compliance Checklist

	☑		☑
Do you have an employee handbook that was reviewed in the past 18 months? COVID-19 appendix?		Have you posted the required Federal and state employment posters?	
Do you have current job descriptions?		Have you completed Harassment training?	
Are the FLSA exemptions accurately applied? Do you have timecard records?		Do I-9 forms exist? Are they completed accurately? Are they stored outside of the employee file?	

Sample Compliance Checklist

	✅		✅
Are background check policies FCRA compliant?		Do you have clear worker's compensation policies and guidelines?	
Are you compliant with OSHA?		Are you compliant with FMLA? (50+ employees)	
Are your employee files compliant?		Are you compliant with COBRA and ACA laws? (20+ employees)	
Are you appropriate classifying 1099 v W-2?		Do your interviews or applications include any illegal questions?	

COVID-19 Compliance?

	☑		☑
Do you have a plan if an employee is exposed or tests positive?		Have you updated your handbook for COVID-19? • PTO • Telecommute • Social distancing outside of work	
Have you implemented a daily employee screening process?		Are you tracking vaccination status?	

Job Description Benefits:

Increase engagement & productivity:
- ➤ Sets clear expectations
- ➤ Serves as a coaching tool

Reduce legal risks:
- ➤ Workers' Compensation
- ➤ Family Medical Leave
- ➤ Americans' with Disabilities Act
- ➤ Fair Labor Standards exemptions

- Job title

- Job duties

- Required qualifications

- Work environment

- Disclaimer & signature

Job Description Best Practices:

Employee Handbook Benefits:

- ➢ State law
- ➢ Local law
- ➢ Federal law
- ➢ OSHA regulations
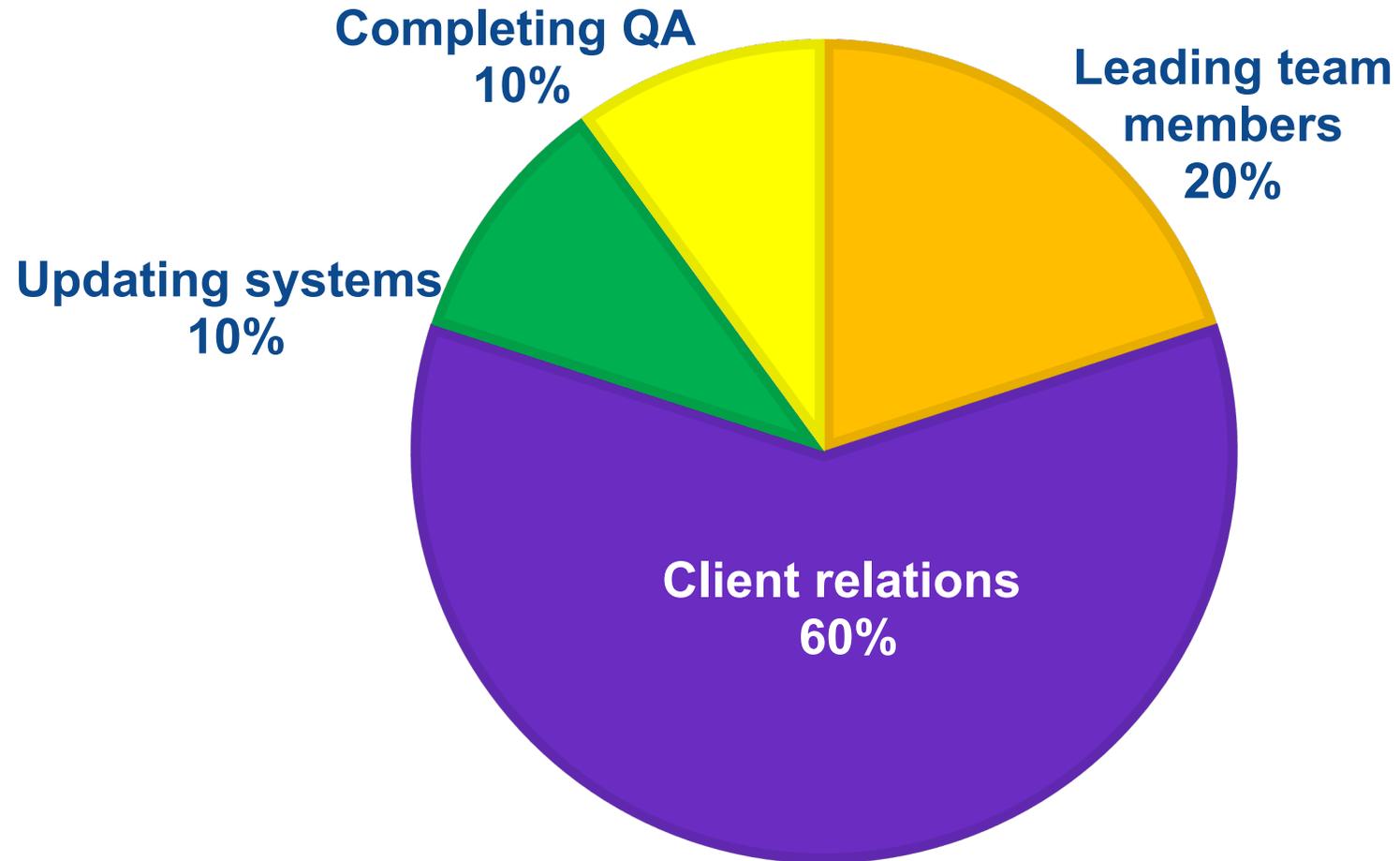
Employee Handbook Best Practices:

➢ Limit "legal speak"

➢ Acknowledgement
  ✓ "Understand I am responsible…" NOT
  ✓ "I have read and understand…."

➢ Review with employees in-person
  ✓ New hires
  ✓ New or changes to policy

Quick Poll ✓

On a scale of 1 to 10, how are you feeling about compliance issues?

(10 – We are in really good shape!)

- 1 – 3 We have a long way to go!

- 4 – 6 We have some pieces right, but still have work to do!

- 7-10 We are in relative good shape!

Employee Lifecycle Process
SWOT Analysis

Pre-Employment **Employment** **Offboarding**

Employment Branding

Workforce Management Planning

Recruiting

Onboarding

Development

Performance Management
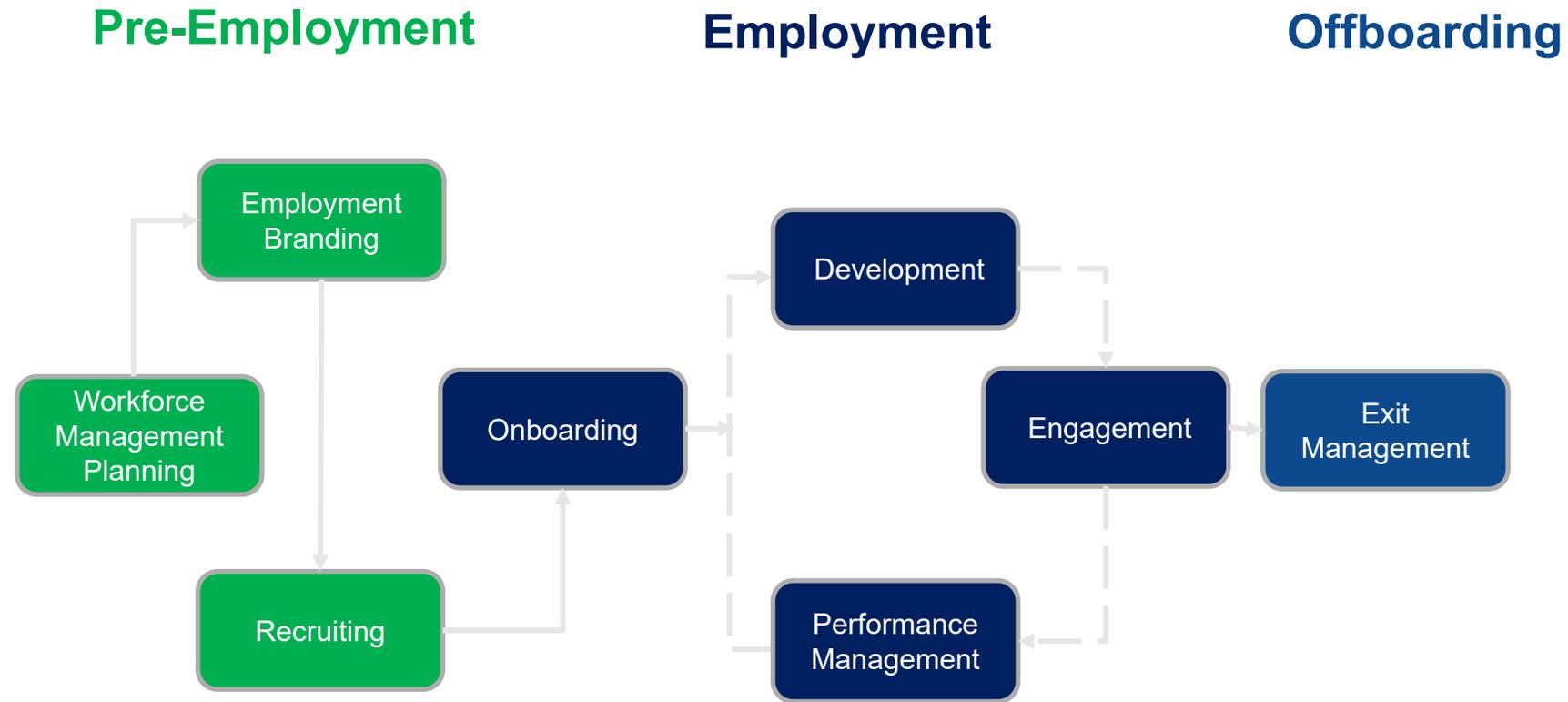
Engagement

Exit Management

Which part of the employment process is your greatest area of opportunity?

- Candidate experience

- Onboarding

- Development

- Performance Management

- Engagement

- Exit process

Employee Life-Cycle Management Review

Process	S	W	O	T
Workforce planning: • Is there a plan for # of hires by job title? • Do you have historic information on turnover? • Do you know growth projections? • Do you have a succession plan for key roles?				

Employee Life-Cycle Management Review

Process	S	W	O	T
Employment Branding & Recruiting: • Do you have strong sourcing plans? • Do you have a well-defined selection process? • Do you have interview guides? • Are your interviewers trained in behavioral interviewing? • Do you have a positive candidate experience?				

Hiring Process Benefits:

➢ Improve quality of hire

➢ Reduce time to fill

➢ Limit legal risks

➢ Set expectations for company culture

| Advertising | Resume Review | Interviews | Assessments | Background Check |

Hiring Process Best Practices:

➢ Post a Job Ad vs. Job Description

➢ Define competencies, skills and motivations

    ✓ Customer focused

    ✓ Ability to solve problems

    ✓ Ability to handle stress

| Advertising | Resume Review | Interviews | Assessments | Background Check |
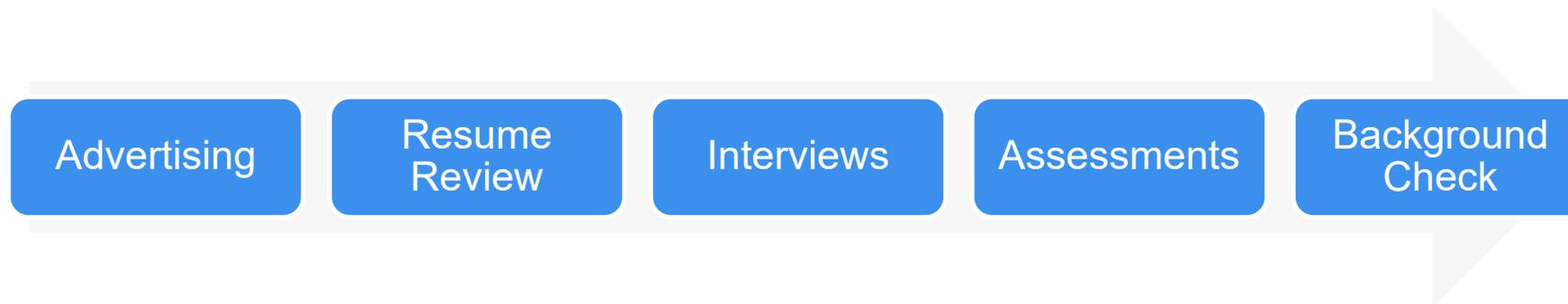
Motivational Fit:
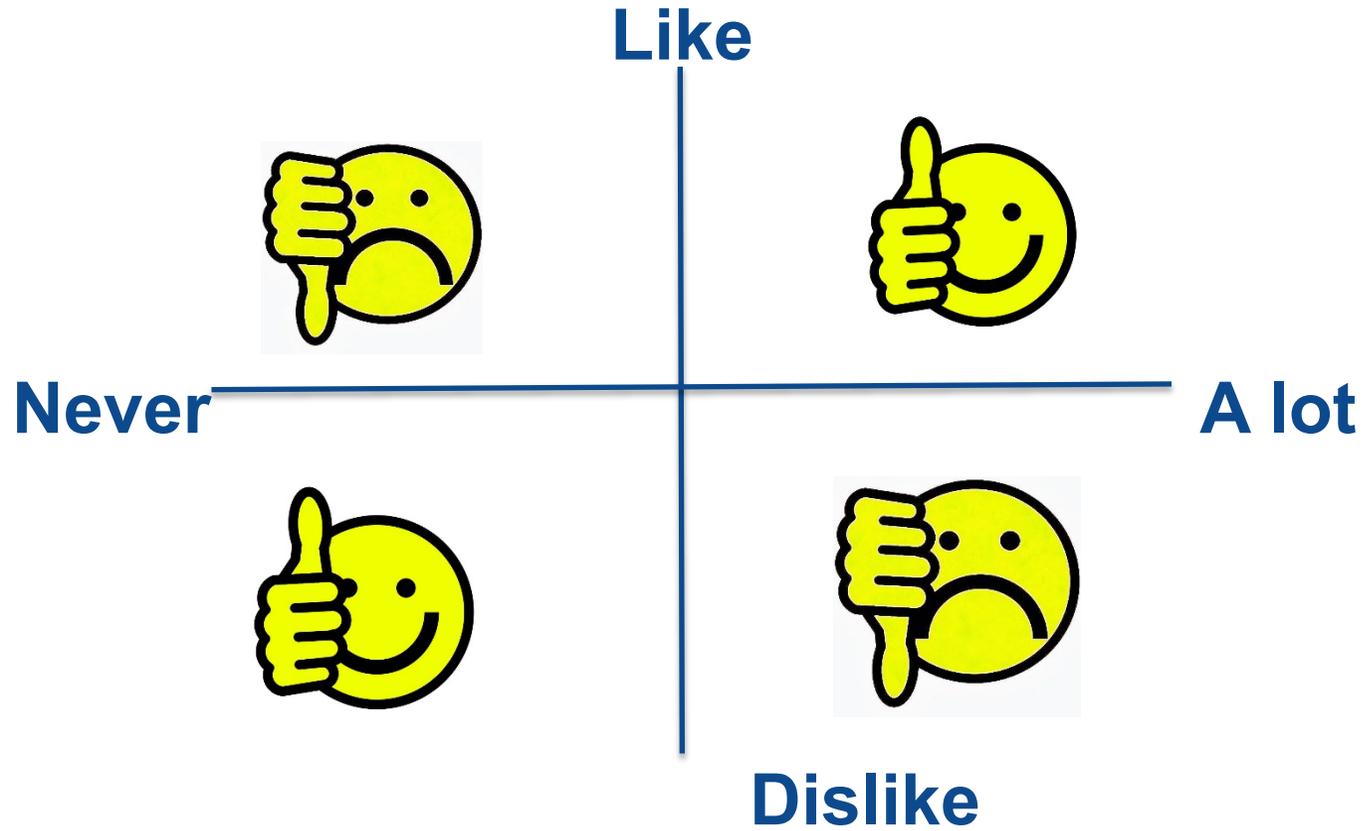
Hiring Process Best Practices:

- ➤ Create interview guides
  - ✓ "Tell me about a time…."

- ➤ Train interviewers

- ➤ Comply with Fair Credit Reporting Act

| Advertising | Resume Review | Interviews | Assessments | Background Check |

Employee Life-Cycle Management Review

Process	S	W	O	T
Onboarding: • Do you have a consistent process for onboarding new hires across their first 6 months? • Are roles and responsibilities well-defined? • How are you tracking this delivery?				

Employee Life-Cycle Management Review

Process	S	W	O	T
Development & Performance Management: • Do you have appropriate coaching tools in place? • Do your employees have individual development plans? • Is there a consistent process for managing poor performers?				

Performance Management Best Practices:

➢ Leverage coaching conversations
- ✓ Focus on the conversation

- ✓ Increase frequency

- ✓ Focus on the future

- ✓ Start/Stop/Continue

Employee Life-Cycle Management Review

Process	S	W	O	T
Compensation Practices: • Do you have a consistent process for setting and reviewing compensation? • Do employees understand your compensation philosophy and practices? • Do you offer a competitive benefits plan?				

Employee Life-Cycle Management Review

Process	S	W	O	T
Exit Interviews: • Do you have a formal exit interview process?				
HR Technology • Do you have an HRIS system to support your HR processes and record keeping?				

Quick Poll

Which part of the employment process is your greatest strength?

- Candidate experience

- Onboarding

- Development

- Performance Management

- Engagement

- Exit process

HR Excellence

HR Excellence Strategies:

- Align with business initiatives

- Solve business challenges

- Improve employee retention

- Increase employee engagement & results

- Impact the bottom line

HR Excellence Strategies :

- Employee engagement surveys and strategies

- Leadership assessments & development

- Workplace Styles training

- Remote workforce strategies

- R.A.C.I.

R	Responsible — Person working on activity
A	Accountable — Person with decision authority
C	Consult — Key stakeholder who should be included in decision or work activity
I	Inform — Needs to know of decision or action

DIVERSITY of people, perspectives

EQUITY in policy, practice & position

INCLUSION via power, voice & organizational culture

JUSTICE with equal rights & equitable opportunities

Iceberg Model

1) What is on the floor at the foot of the bed?

2) What two items are on the dresser at the foot of the bed?

3) What is on the floor in front of the window?

4) What two items are on the bed?

Implicit or **unconscious bias** happens by our brains
making incredibly quick judgments and assessments of
people and situations without us realizing.

We make 11 judgements

In the first 7 seconds

RESPECT

INCLUSION

Belonging

Building the Plan:
Step 1: Prioritize the projects

✓ Complete in 1-6 months ✓ Compliance requirement ✓ Quick win ✓ Limited resources needed	✓ Short-term goals (6-18 months) ✓ Foundational processes ✓ Require additional resources ✓ Require considerable consultation or change management	✓ Long-term goals (18 months – 3 years) ✓ Require foundational tools be completed ✓ Require considerable resources, consultation or change management

Building the Plan:

Step 2: Identify the appropriate resources

• Resources & knowledge exist in-house
• Internal knowledge brings subject matter expertise
	• Resource constraints exist
	  ✓ In-house team better leveraged on other projects
	  ✓ Benefits gained from faster delivery
	• External vendor brings subject matter expertise
	• Employee trust increased by "safety" of 3rd party vendor
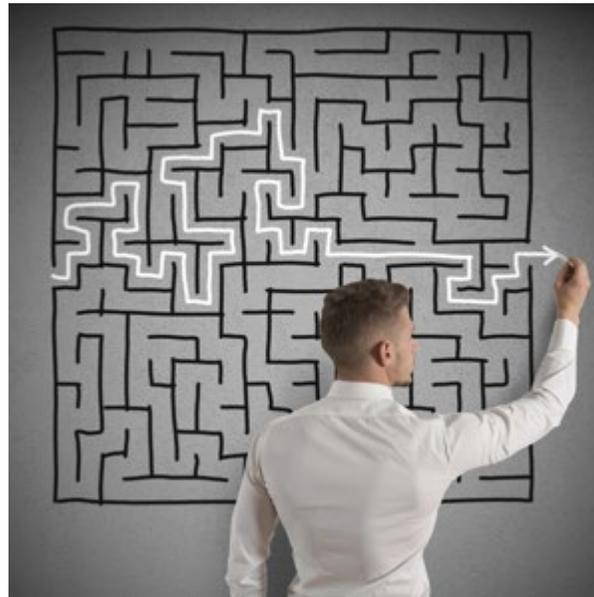
People Solutions Center

Katie Magoon

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www.peoplesolutionscenter.com

Special Offer

Text HRINFO to 72345

Free HR Strategy session (value $700)

Questions?

Zoom Poll: Exit Questions

Next Workshop Details

Scaling organizational and leadership structure in
a fast growth environment

- Thursday, February 24, 2022 12:00 PM–1:30 PM CST