

HR AND TEAM

A GUIDE FOR NONPROFIT ORGANIZATIONS



The effectiveness and impact of an organization are largely determined by the type of (professional) people it works with and the way it works with them, whether it be:

- ▶ representative leaders
- ▶ paid employees
- ▶ volunteers
- ▶ members

THE GOAL OF HUMAN RESOURCES STRATEGY

- ▶ the **effective use of the skills and knowledge** of those involved in the work in order to contribute to the organization's goals
- ▶ the precise definition and coordination of **roles, responsibilities, and tasks** within the organization
- ▶ to enable **positive change in the quality and nature of teamwork and interactions** as well as in the organizational norms
- ▶ **development of the knowledge and skills** of the groups mentioned above

Although the administrative work related to HR is not necessarily part of HR strategy, the **planning and capacity devoted to HR is**.

THIS WORK IS ONLY POSSIBLE IF...

- everyone involved in the organization's work is **aware of and identifies with** the organization's mission and goals.
- our organization manages HR with the same **awareness and attention** as other functions, like finance or communication.
- + our organization reaches a certain size, as for an organization of 2-3 people, the development of formal processes and HR guidelines will be less relevant or even possible.

GROUPS AND ROLES

Every organization uses its own language to identify and organize people related to its work. Whatever terminology you prefer, it is worth thinking about the following groups and the roles connected to them:

► **Professional staff, professional team**

Role: to organize and ensure the preconditions of the (professional) activities

► **Representative leaders**

Role: to supervise the legal operation of the organization, to ensure its alignment with the mission and strategic goals, and to contribute to the long-term sustainability

► **Volunteers**

Role: to participate in the implementation of activities, and in some cases to contribute to the operation or management of the organization

► **Operational and administrative staff**

Role: to ensure the operation of the organization, in cooperation with the organization's representative leaders or legal representatives

Of course, there is potential for overlap and movement between the members of the above groups. In the case of new initiatives or newly formed organizations, it is worth taking the time and effort to clarify individual **roles** and their associated **responsibilities** and **tasks**.

WHAT SHOULD WE INCLUDE IN AN HR STRATEGY?

HR strategy, like other functional strategies, is born out of the professional strategy. In other words, it must include the long-term conditions necessary for the implementation of the professional strategy, as well as the **translation of strategic goals** into "HR goals." HR strategy can vary greatly from organization to organization, but some common elements can include:

- **organizational and capacity building goals** for the given period or strategic cycle, including for staff and volunteers
- the **professional development** (learning and training) **goals** related to the groups above
- **organizational structure** with clear roles, responsibilities, and tasks
- the recordable components of **organizational culture**
- **HR processes and policies**, such as recruitment, hiring, onboarding, wages and benefits, retention, internal rules and guidelines
- performance **monitoring and feedback** systems
- fundamentals of well-being (mental, physical) of team members

Depending on the profile and activities of the organization, a volunteer strategy and/or board strategy aimed at developing and involving representative leaders may be part or even a prominent element of the HR strategy.