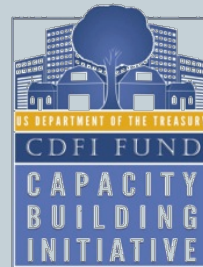


Human Resources



WEBINAR SPONSORED THROUGH THE CDFI FUND
CAPACITY BUILDING INITIATIVE



Delivered by:

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NeighborWorks® America

NeighborWorks® America (NeighborWorks®) is a national nonprofit organization chartered by Congress in 1978. Its mission is to create opportunities for Americans to live in affordable homes, improve their lives, and strengthen their communities.

NeighborWorks® has over 25 years of experience providing training and is recognized as the premier provider of training in the affordable housing and community development industry.

Seven Sisters Community Development Group, LLC

Seven Sisters Community Development Group, LLC is a woman- and majority Native American-owned national consulting firm, which offers culturally relevant and innovative strategies, services, and products that create systemic change. Its team of community development experts works with low-wealth and diverse communities across the country, with a particular focus on Native Communities. The team brings a broad range of experience with tribal governments and communities as well as national and local nonprofits, foundations, corporate organizations, and governmental entities.

Shannon Mick, MBA, CCP, will be the Trainer/Facilitator. As Senior Consultant she has been involved with all Human Resources projects and training since starting with Valliant 2006. Previous to working with Valliant Shannon's experience include designing the strategic vision, development and direction of human resources and compensation for Presbyterian Healthcare Services. At the University of New Mexico, she was responsible for the design, development and implementation of a new market based classification system for all staff employees. Valliant's approach is to structure the webinar so that new skills and ideas are presented in a relaxed environment. It is designed to be interactive with much discussion facilitated by the trainer.



A Little Bit About Me...

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- **Valliant Consulting**
 - Native-owned organization
- **Focus on native organizations and enterprises around the county**
- **Shannon Mick, Senior Consultant**
- **MBA Executive Leadership, BA Human Resources, CCP**
- **Senior Executive 20+ Years in Human Resources and Management**

A Little Bit About You...

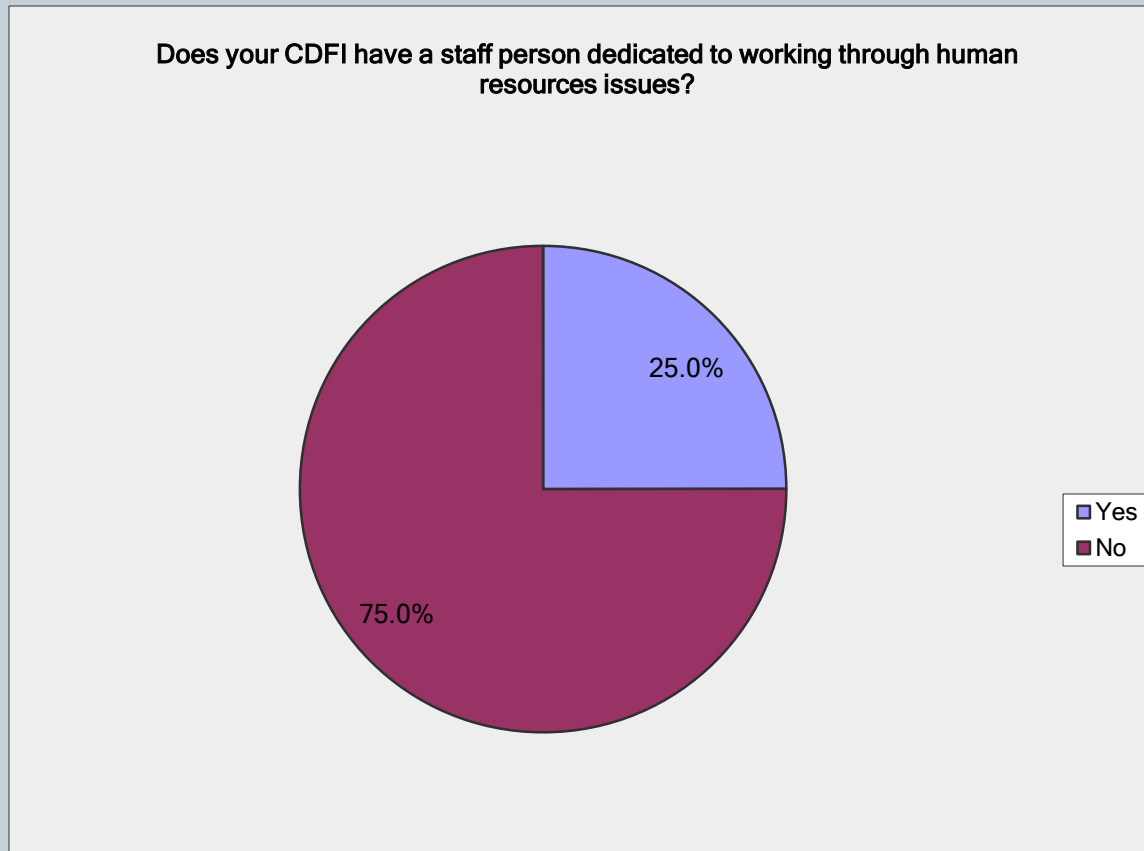
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- **Share with the group:**
 - Name, Title
 - Organization
 - Biggest HR challenge

A Little Bit About You From Survey...

5

- 8 CDFI's Participated

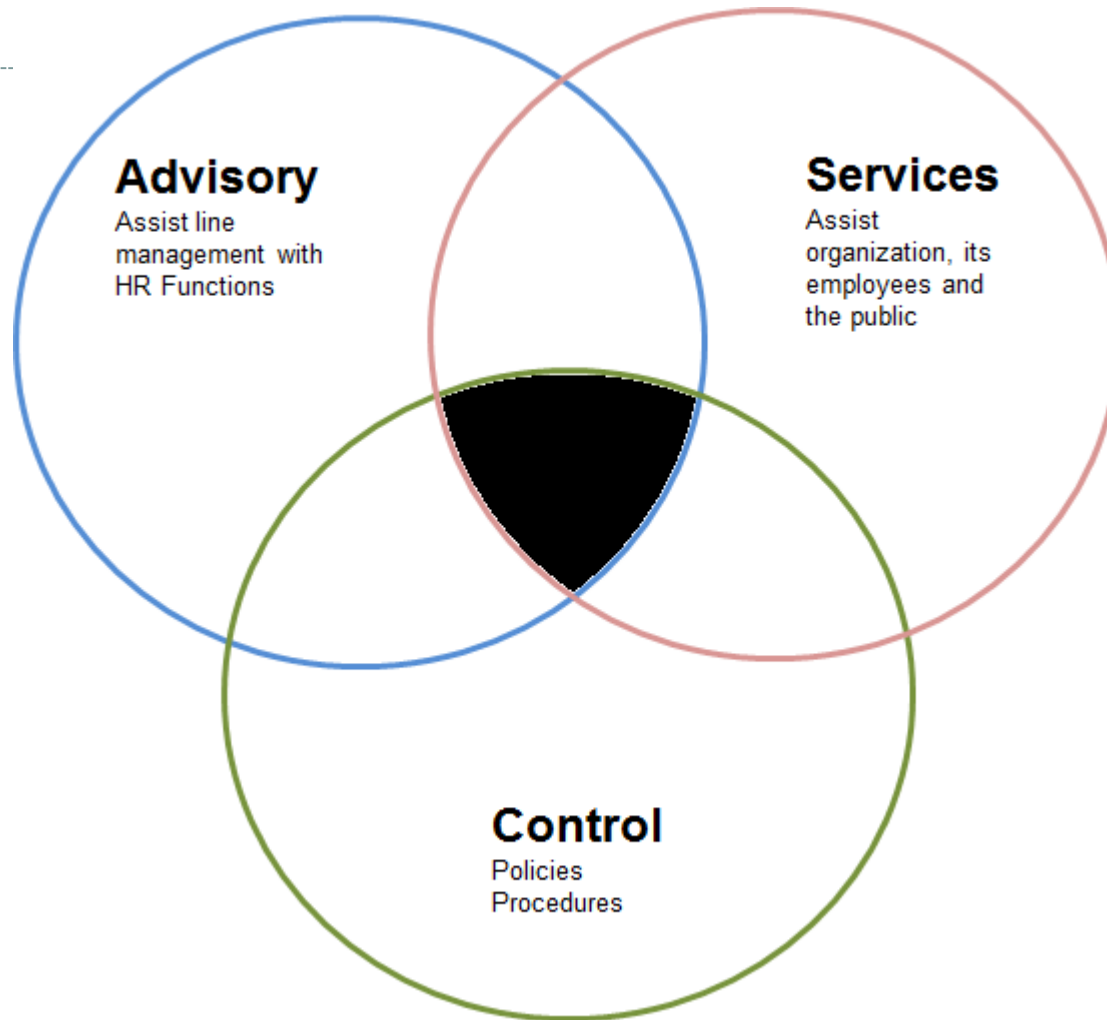


Agenda Overview

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- **What is HR?**
- **Performance Management**
- **Training & Development**
- **Staffing**
- **Employee Handbook**
- **Compensation**
- **Job Descriptions**

Historic Roles of HR



Current HR Roles

8

Strategic

- Global, long-term perspective
- Focuses on building the right culture and organization

Operational

- Day-to-Day perspective
- Focuses on running the organization

Administrative

- Focuses on compliance issues and record keeping

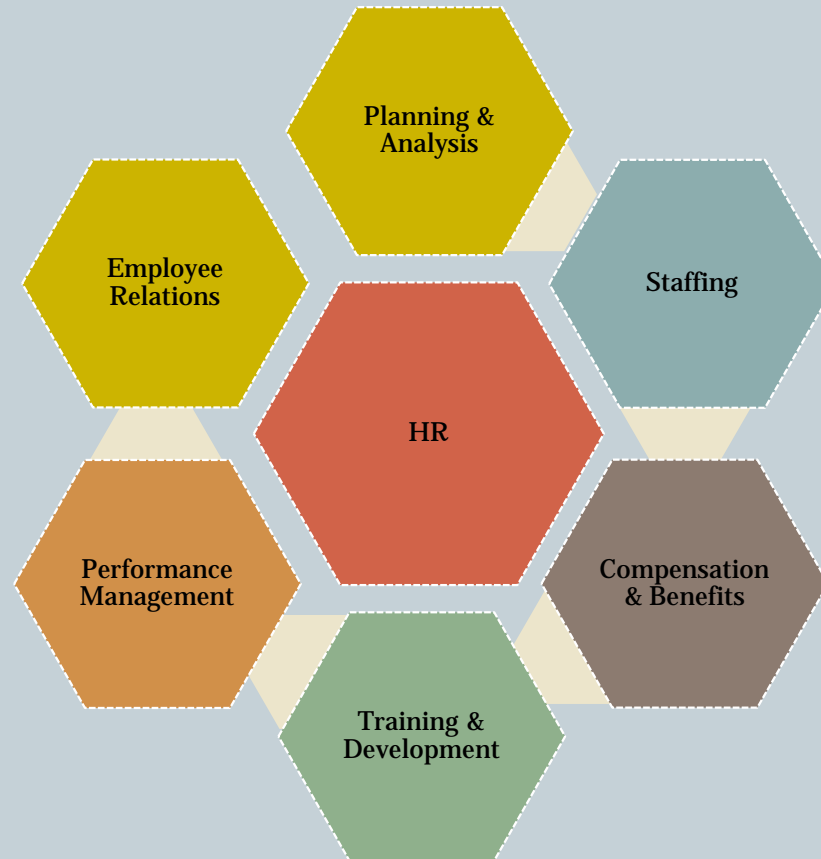
HR Activity Poll

9

- **What do you think are the important activities in a good Human Resource program?**
 - Raise your hand or type in the chat box

Major Activities of HR

10



Top HR Issues

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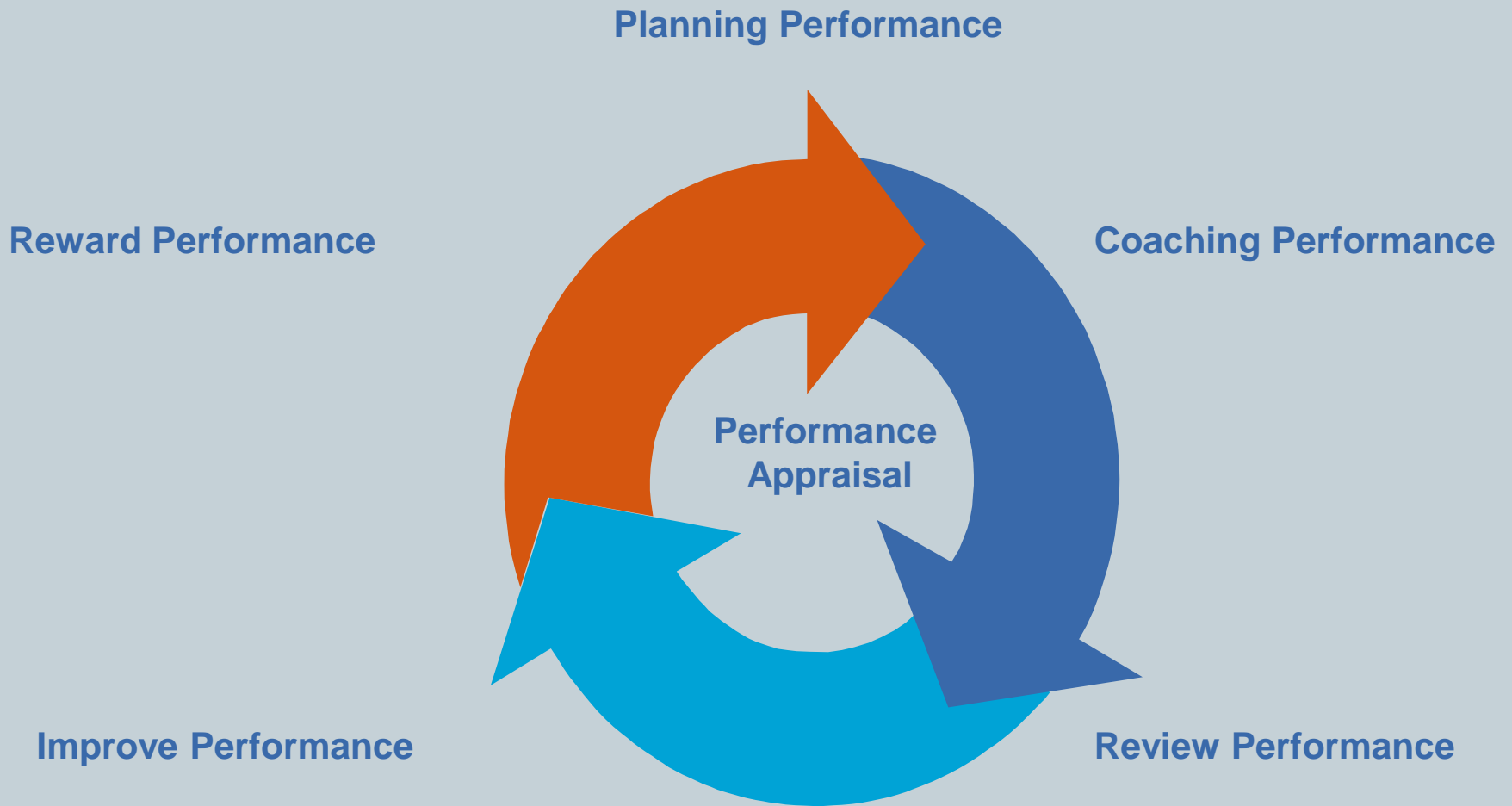
Performance Management Poll

12

- **Is Performance Management more than just the annual review in your organization?**
 - Yes
 - No

Performance Management Model

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Continuous Feedback/Coaching vs. Performance Appraisal

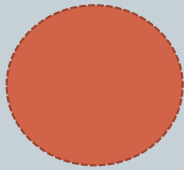
14

Feedback	Appraisal
Provides information	Provides a annual evaluation
Immediate, ongoing activity	Retrospective and event-based; usually occurs at designated intervals and is often linked to pay or other rewards
Usually verbal	Written
Perceived as neutral	May cause fear and other emotional reactions

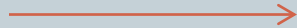
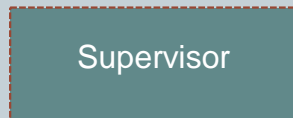
Types of Appraisals

15

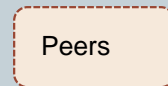
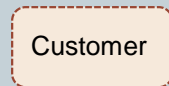
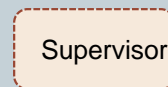
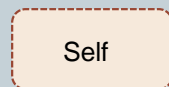
Self Evaluation



Traditional



Multi Rater



Be Prepared

16

No Surprises

EDP Poll

17

- **Do you utilize an Employee Development Plan for employees?**
 - Yes
 - No

EDP

18

- **Create Employee Development Plan**
 - Training needs
 - Prepare for new position
 - Correct any issues or problems
 - Monitor throughout the year



Staffing Poll

19

- **Do you hire?**
 - A players
 - Best of the Pool
 - Warm Body

Staffing

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- **Three Prong Staffing Approach**



Staffing

21

Spend time on the FRONT end in the selection process, or on the BACK end with a wrong hire



Staffing

22

If in doubt.....

Walk away!!!

**Don't hire someone when your gut says
something is not right**

Retention

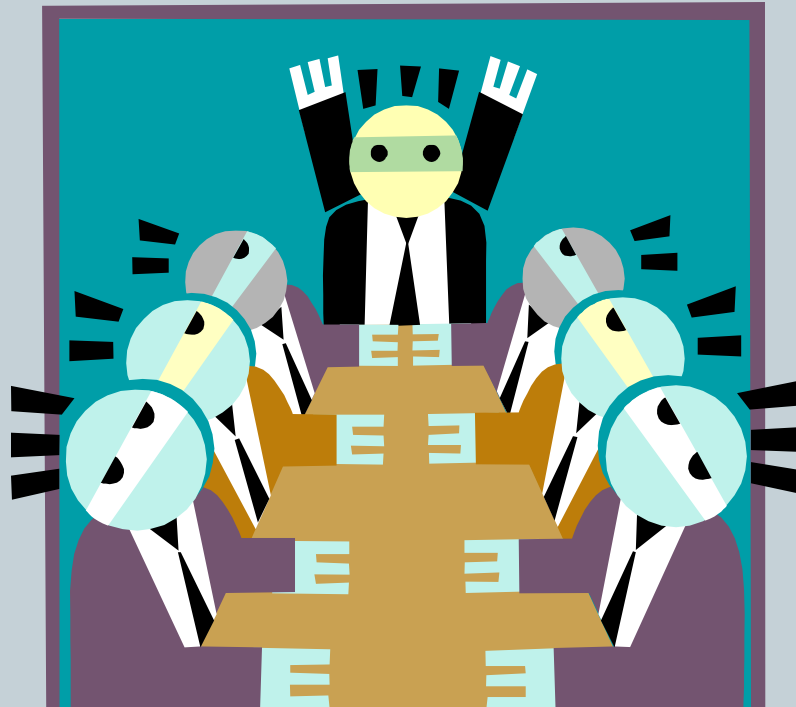
23

- **Don't neglect once hired**
- **Provide orientation**
- **Check in to ensure success**
- **Create welcome environment**

Orientation/Onboarding

24

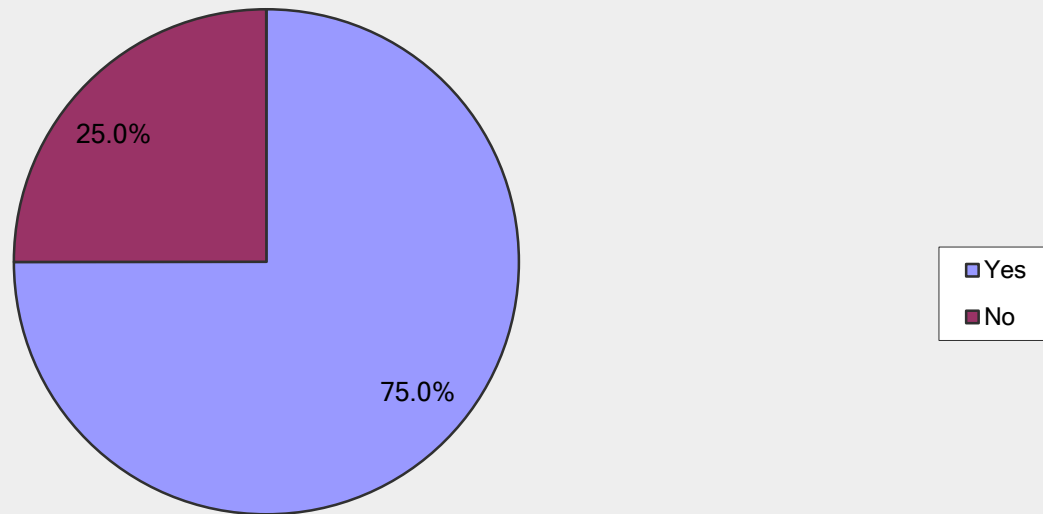
- First impressions
- Immediate
- Ongoing



Survey

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Do you currently have an employee handbook?



Components of Handbook

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Employment

Introduction
Welcome
Mission
Vision
Values

Staffing
Code of Conduct
Conflict of Interest
Outside Employment

Employment Status

Access to Files
Reference Checks
Introductory Period

Job Descriptions
Performance
Management
Salary Administration

Benefits

Health & Wellness
Leaves
Retirement

Other Benefits
EAP
Educational Assistance

Components of Handbook

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Payroll

Timekeeping
Paydays

Advances
Deductions
Pay Corrections

Working Conditions

Schedules
Smoking
Overtime
Break & Meal Periods

Emergency Closing
Computers
Email Usage
Social Media

Employee Conduct

Employee Conduct
Corrective Action
Drug & Alcohol Use

Harassment
Attendance &
Punctuality
Dress Code

Policy Poll

28

- **Do your policies match your practices?**
 - Yes
 - No

Compensation System

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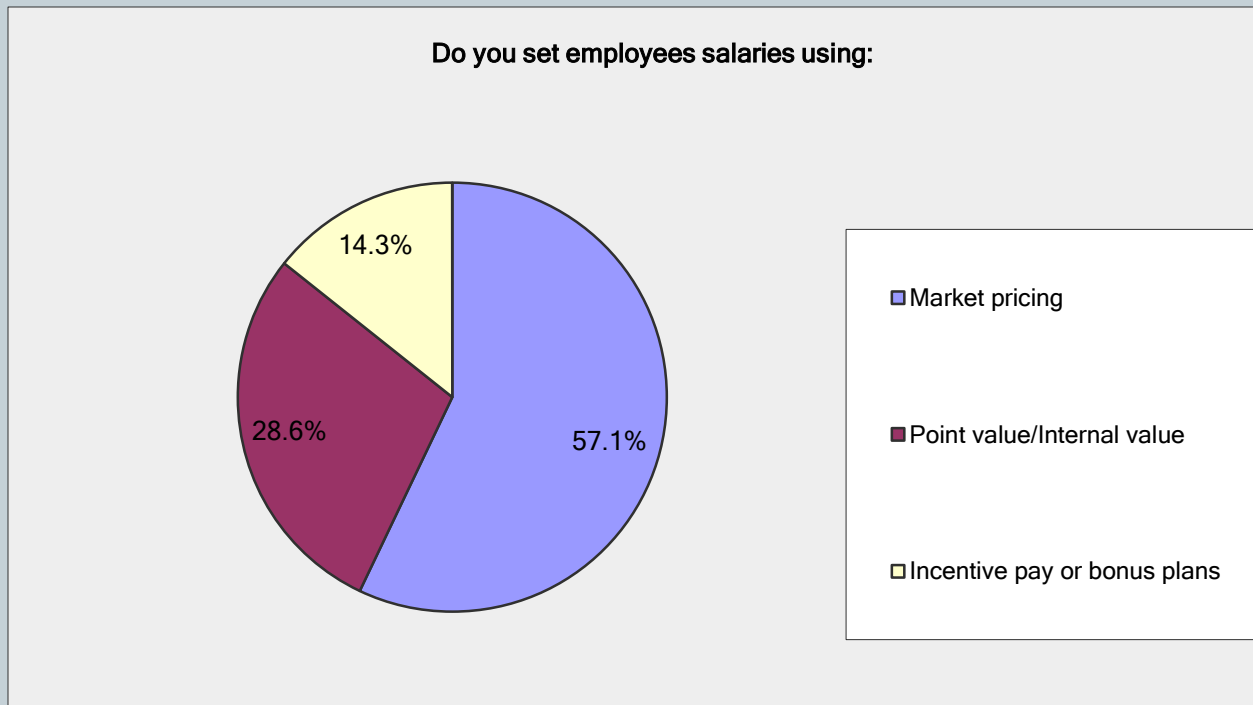
- Direct Pay
- Indirect Pay
- Incentives



Compensation Programs

30

- **Survey**



Job Descriptions

31

- 100% of you use job descriptions
- Should not be a “laundry list” of ALL duties



National CDFI Market Data

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	Data Cut	Base Market Pay
CEO	Under 5.8 Million	\$85,000
	0-5 Employees	\$88,100
	5.1-10 Employees	\$100,000
	Rural Area	\$77,100
Loan Officer	Under 5.8 Million	\$36,000
	0-5 Employees	\$36,000
	5.1-10 Employees	\$49,000
	Rural Area	\$50,000

Compensation Poll

33

Is your salary for the CEO/Executive Director and Loan Officer aligned with the market rate?

- Yes
- No

Human Resources

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- Spend time proactively
- Communicate, Communicate, Communicate
- When all areas are in alignment
 - HR is proactive
 - Better workplace environment
 - Lower Turnover
 - Higher employee engagement
 - Allows you to focus on 80% rather than the 20%

Questions

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