



**Mission
Guardian**

Healthy Nonprofit Homework

Human Resources – Personnel Policies & Salaries

Want to listen along? I'll walk you through every step. [Listen along on Soundcloud.](#)

Does your organization have a written personnel policy and procedure manual and an employee handbook?

- ☐ Yes
- ☐ No
- ☐ We have some policies but I'm not sure they're enough
- ☐ What's the difference between a PPP manual and a handbook??
- ☐ We don't have employees

If you checked any of the top 4 boxes: No matter if you have 1 employee or 100, employment law affects your organization. There's no exception for employers – we all have to comply with the law. This is the one area that I see clients get into the most expensive and time consuming problems – and usually it's due to not having good policies in place. If you don't have a comprehensive policy manual or employee handbook, there's no better time than now to get started. If you haven't had your documents reviewed or updated in several years, get in touch so we can help you get current.

If you checked the last box: If you don't have employees now but browse the rest of the questions to get a sense of things to think about in the event you decide to hire someone.

- 1. We maintain compliance with government regulations that apply to our organization (i.e. FLSA, EEO, ADA, OHSA, etc.) and we have our policies reviewed periodically to make sure they're up to date legally.**

Yes → Woot woot! 😊

No → 😞 Uh oh! Nonprofits are not exempt from employment law requirements, no matter how many good deeds we do, the law still applies to us. Schedule a member consult to talk with me about whether a policy review / update is something you should consider.

- 2. A copy of the handbook (ideally via online access) is provided to all members of the board, the Executive Director and all staff members.**

Yes → Woot woot! 😊

No → 😞 Uh oh! It's important that everyone has access to the complete and most current version of the employee handbook (yes that includes board members). If you use ADP there is usually a feature for providing access to policy documents. Or a simple Google Drive account folder or Dropbox folder can work in a pinch.

3. Do all employees acknowledge in writing that they have read and have access to the employee handbook both when they are hired and each time the handbook is updated?

Yes → 🥳 Woot woot!

No → 😞 This process is essential to protect the organization from risk. Having a signed acknowledgment shows that the employee was aware of the policies of the organization. That admission makes it easier to discipline or terminate employees as well as defend yourself in the event that there's some kind of dispute over enforcing policies of the organization. Make sure you do this, and retain the records in your files.

4. Does the organization use an industry or salary guide when determining salary ranges?

Yes → 👍

No → 😞 Uh oh. IRS regulations prohibit executives or key staff from getting "unreasonable" benefits. But, the IRS says that you can give "fair and reasonable" compensation. What is "fair and reasonable?" Unfortunately, there's no universal answer. It depends on the position, the location, the size of the nonprofit and so on. This is why conducting salary surveys are so important.

Note: If / when the issue of compensation comes up at your org, we offer a very affordable salary survey service. A professionally prepared salary survey provides you great insurance against anyone who would question the compensation decision you've made. Get in touch if you'd like help with this.

5. Do all job descriptions include qualifications, duties, reporting relationships and key performance indicators?

Yes → 👍

No → 😞 (Check out the sample job description on the portal)

[Visit the member portal to download resources or to schedule a consult!](#)