

Fire in the Belly:
Strategic Human Resources Management
in Domestic Violence Organizations

**A VITAL PROJECT
MANAGEMENT TRAINING &
TECHNICAL ASSISTANCE**

WEBINAR

Barbara Paradiso

Introductions

- Who is on the Call
- Approach to the Webinar
- Dialogue
 - Mute and Un-Mute (*6)
 - Chat Box

Agenda

- I. People as a Strategic Resource
- II. Values and Ethics in Human Resources
- III. The Unique Environment of Domestic Violence Organizations – Passion and Trauma
- IV. Know the Law
- V. Hiring and Retention
- VI. Supervision, Appraisal and Disciplinary Action
- VII. Working Through Conflict
- VIII. Building Organizational Culture

Human Resources Management

IS:

All policies, actions and decisions affecting the relationship between people and the organization in which they work

People as a Strategic Resource

“People” are:

- the primary resource needed to carry out an organization’s mission and the values and principles behind it.
- are critically important assets that can be managed strategically and proactively to improve organizational performance.

Principles and Values in Human Resources

HR principles universal to nonprofits:

- Neutrality as foundation
- Rule of law
- Performance
- Public accountability and access
- Transparency
- HR management leadership

Shifting Practice in HR Management

Traditional

- Merit defined based on the outcome of protecting people and equating fairness with sameness
- Emphasis on process and rules
- Hiring and promotion of talent based on technical assistance
- Job for life – lifelong commitment
- Protection justifies tenure
- Performance appraisal based on individual activities
- Employee/management relationship based on conflicting goals and antagonistic relationship

Current

- Merit defined as the outcome of better performance with allowance for differentiation between different talent
- Emphasis on performance and results
- Hiring, nurturing and promotion of talent to move into the right positions/best fit
- Those who are coming in to the organizations and those moving on who share core values
- Employee performance and employer need justifies retention
- Performance appraisal based on demonstrated individual contribution to organizational goals
- Employee/management partnership based on mutual goals of successful organization and employee satisfaction

Modern HR Values

- Valuing employee talents
- Encouraging professional growth
- Promoting fairness
- Providing productive work environments
- Developing teamwork
- Demonstrating concern and compassion for others
- Fostering openness
- Maintaining ethical principles
- Ensuring high-quality service

The Unique Environment of Domestic Violence Organizations – Passion and Trauma

- Values laden (social justice; advocacy; anti-oppression; challenging authority structures)
- Trauma informed
- What are the values of your organization? - the field? Are values reflected in your HR policies and procedures?

Know the Law

The Department of Labor (DOL) administers and enforces more than 180 federal laws. Major employment law to be aware of:

- **Wages & Hours** <http://www.dol.gov/whd/flsa/>
- **Workplace Safety & Health the Occupational Safety and Health (OSH) Act - OSH** <http://www.dol.gov/compliance/laws/comp-flsa.htm>
- **Workers' Compensation** <http://www.dol.gov/dol/topic/workcomp/index.htm>
- **Employee Benefit Security** <http://www.dol.gov/ebsa/>
- **Employee Protection** <http://www.dol.gov/opa/aboutdol/lawsprog.htm>
- **Uniformed Services Employment and Reemployment Rights Act** <http://www.dol.gov/compliance/laws/comp-userrr.htm>
- **Garnishment of Wages** <http://www.dol.gov/opa/aboutdol/lawsprog.htm>
- **The Family and Medical Leave Act (FMLA)** <http://www.dol.gov/whd/fmla/>
- **The Immigration and Nationality Act (INA)** http://travel.state.gov/visa/frvi/ineligibilities/ineligibilities_1364.html

Equal Employment Opportunity Commission

The EEOC is responsible for enforcing federal laws that make it illegal to discriminate against a job applicant or an employee. EEOC laws cover most employers with at least 15 employees (20 employees in age discrimination cases):

- Age discrimination in Employment Act
- Americans with Disabilities Act (ADA)
- Civil Rights Act of 1964, Title VII
- Equal Pay Act
- Pregnancy Discrimination Act

Legal Resources

- Professional Organizations
- Local Law Schools
- HR Businesses or Consultants
- U.S. Labor and Employment Website
- State Labor and Employment Website

Hiring

Some thoughts for consideration:

- Before recruitment, plan/reassess what you are looking for in the position
- Recruitment as a strategy to diversify staff
- Elements of a job description - Official Job title and organization affiliation; Salary range; Job Summary; Duties and responsibilities; Minimum qualifications; Special conditions; Application procedures; Equal Opportunity Employment
- Use a diverse interview team; interview twice
- Select for values and temperament as well as skill/knowledge

Retention

Strategies for retention:

- A well-planned "onboarding" process
- Develop a "buddy system"
- Provide ongoing opportunities for development of new skills
- Allow opportunities for networking and building relationships and supports
- Establish a formal mentor program that allows staff to receive assistance, feedback, and resources from outside colleagues or from individuals within the organization.

Supervision, Appraisal, Disciplinary Action

- The role of a supervisor is to create and manage an environment in which all employees can thrive and successfully perform in their jobs. Requires commitment, thought, and diligence
- Job appraisal or evaluation is a key element:
 - prepare, mod, follow up
 - No surprises
 - Measurable objectives
 - Ongoing
- Establish sound disciplinary standards and steps – achieving a just cause standard
 - Progressive punishment
 - Positive discipline
- Consider using several tools/resources to create an environment of change before termination AND don't drag out the process!

Working Through Conflict

- Do not avoid conflict
- Establish standards for conflict resolution
 - Kit Evan's *A Feminist Perspective on the Ethics of Communication Explored in the Context of an On-Going Group of Women with Decision Making Responsibility*, August, 1980;
 - Online Resources
- Practice!

Building Organizational Culture

- All organizations develop a "culture" over time
- Consciously consider the culture you want to establish
- Create ways to establish and maintain that culture
- Examples?

Strategic HR Management

The 4 P's:

- Pro-Active
- Purpose Focused
- Process Driven
- Progress Assessed

Strategic HR - Exercise

1. Select a strategic direction for your organization
2. Brainstorm what skills, knowledge, perspectives, attitudes/approach are needed to accomplish your goals
3. Identify three ways to get what you need, e.g.:
 - New hire – incorporate into the job description
 - Professional Development
 - Creating Culture

Thank You!

Resources:

- Webinar PowerPoint and Presentation
- Vital Technical Assistance – Next Deadline for Requests is May 15th
- Advocacy and Action Conference – June 9th ED Institute; Succession Planning
- Upcoming Certified Public Manager Courses

Upcoming CPM Courses

- June 8th, 2013 - Knowing and Managing Yourself (Maureen Ediger)
- July 13th, 2013 - Administrative Law (Carolynne White)
- August 10th, 2013 - Leading Organizational Innovation and Change (Prof. Jessica Sowa)
- September 14th, 2013 - Managing Human Resources (Prof. Mark Collins)
- October 12th, 2013 - Understanding and Promoting Ethical Behavior (Aden Hogan)
