Other Duties As Assigned:

HR and the job you didn't know you signed on for

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TODAY'S AGENDA

Introductions

HR & the Job You Didn't Know You Signed On For

Finding Great Talent

Managing Performance & Behavior

What to Expect 2026+

HOUSE RULES

Cone of Silence

Silence devices

General questions & feedback are encouraged!

Honor, respect, and humor

OPENING QUESTION

What percentage of your time do you currently spend on Human Resources / People Management?

Buckle Up!

CEOs of U.S. small and mid-size businesses spend up to 46% of their time on HR issues

For many nonprofits, salaries make up 50-75% of total expenses
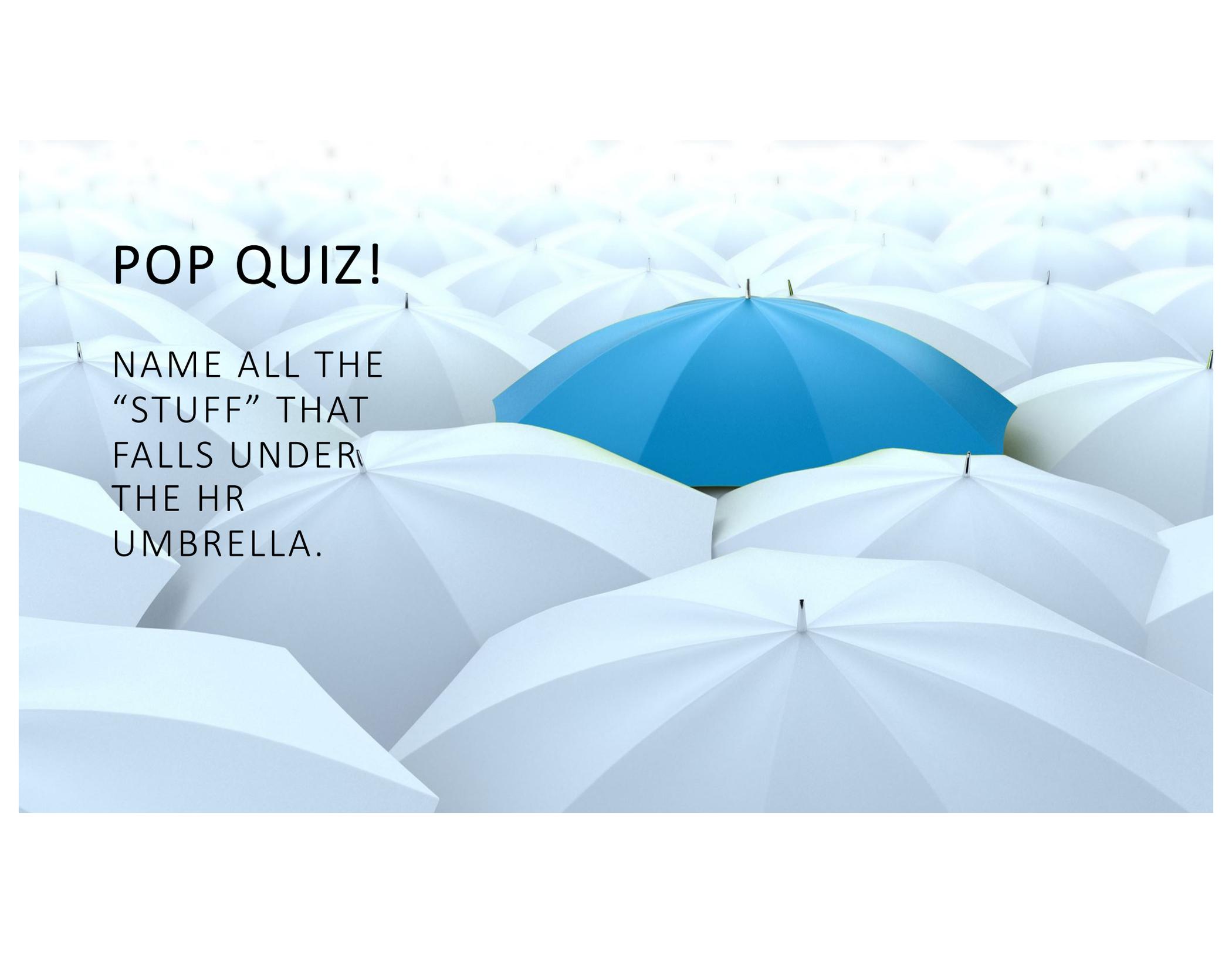
Employees with poor HR support are 2.5 times more likely to be disengaged.

Human Resources & the Job You Didn't Know You Had

HR Umbrella:

Bigger Than You
May Realize!

POP QUIZ!

NAME ALL THE "STUFF" THAT FALLS UNDER THE HR UMBRELLA.

Human Resources

Tracking

Onboarding · Coaching · OD · ChangeMgt · Goals · HRIS

Safety · Training · Diversity · Leaves · Compensation · Wellness

Recordkeeping · Investigations · Benefits · BWC · Conflict · Planning

Recognition · EEQuestions · Unemployment · Payroll · PerfMgt

Compliance · Succession · ProfDev · Engagement · Reviews · Hiring

Curriculum

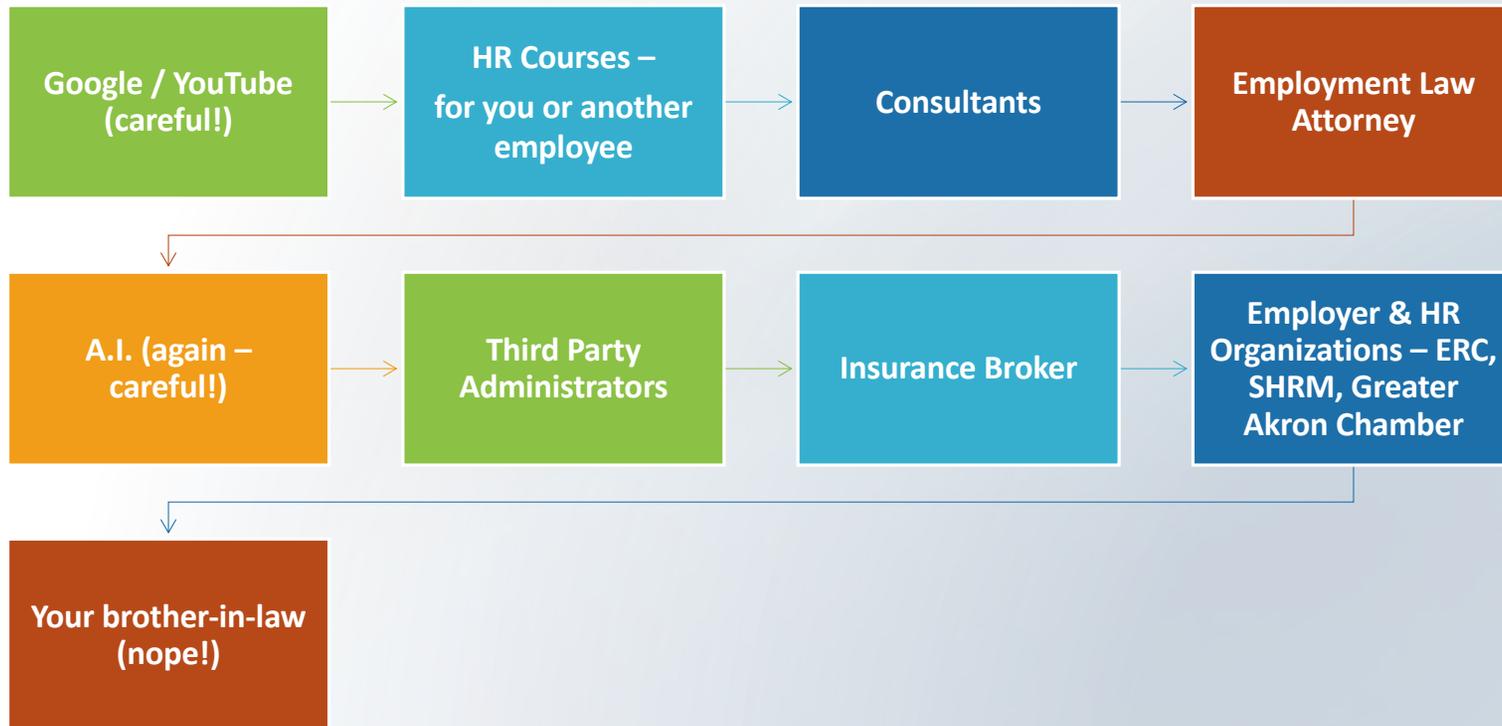# HR: The Job You Didn't Know You Had (...and probably weren't trained for...)

Most small & mid organizations do not have dedicated HR

ED or CFO often handle HR matters – especially the tough ones!

HR Management learning is often "on the job"

The Board should not manage (but may advise regarding) HR

Resources

Google / YouTube (careful!) →	**HR Courses – for you or another employee** →	**Consultants** →	**Employment Law Attorney**

A.I. (again – careful!) →	**Third Party Administrators** →	**Insurance Broker** →	**Employer & HR Organizations – ERC, SHRM, Greater Akron Chamber**

Your brother-in-law (nope!)

When to Consult the Experts

- Be realistic about your skill & interest level

- Evaluate the complexity of the issue

- Evaluate the risk / reward of DIY

- Weigh the value of your time

- Consider value add of an objective 3rd party

Augmenting HR

Helpful to have attorney, HR expert available prn

Often when orgs reach 15-20 employees, begin to consider ongoing help

Once nearing 50 employees, FT HR often becomes necessary

Consultant, PT or FT employee, or combo

Hire for HR experience

Outsourcing is option, but presents challenges

HR Essentials

It doesn't have to be fancy!

- Top 5 HR documents EVERY organization needs
  - Employee Handbook
  - Job Descriptions
  - Performance Review & Goal Setting Form
  - Corrective Action Form
  - Performance Improvement Plan Form

Nonprofit CEO's Top 10 HR Lessons Learned

1. HR is a constant endeavor
2. Take the faces off your org chart
3. Hire people smarter than you
4. Lean in & lean on
5. Evaluate on performance, behavior, and culture
6. Address & document concerns ASAP
7. Hire slow; fire fast
8. Termination is not a negotiation
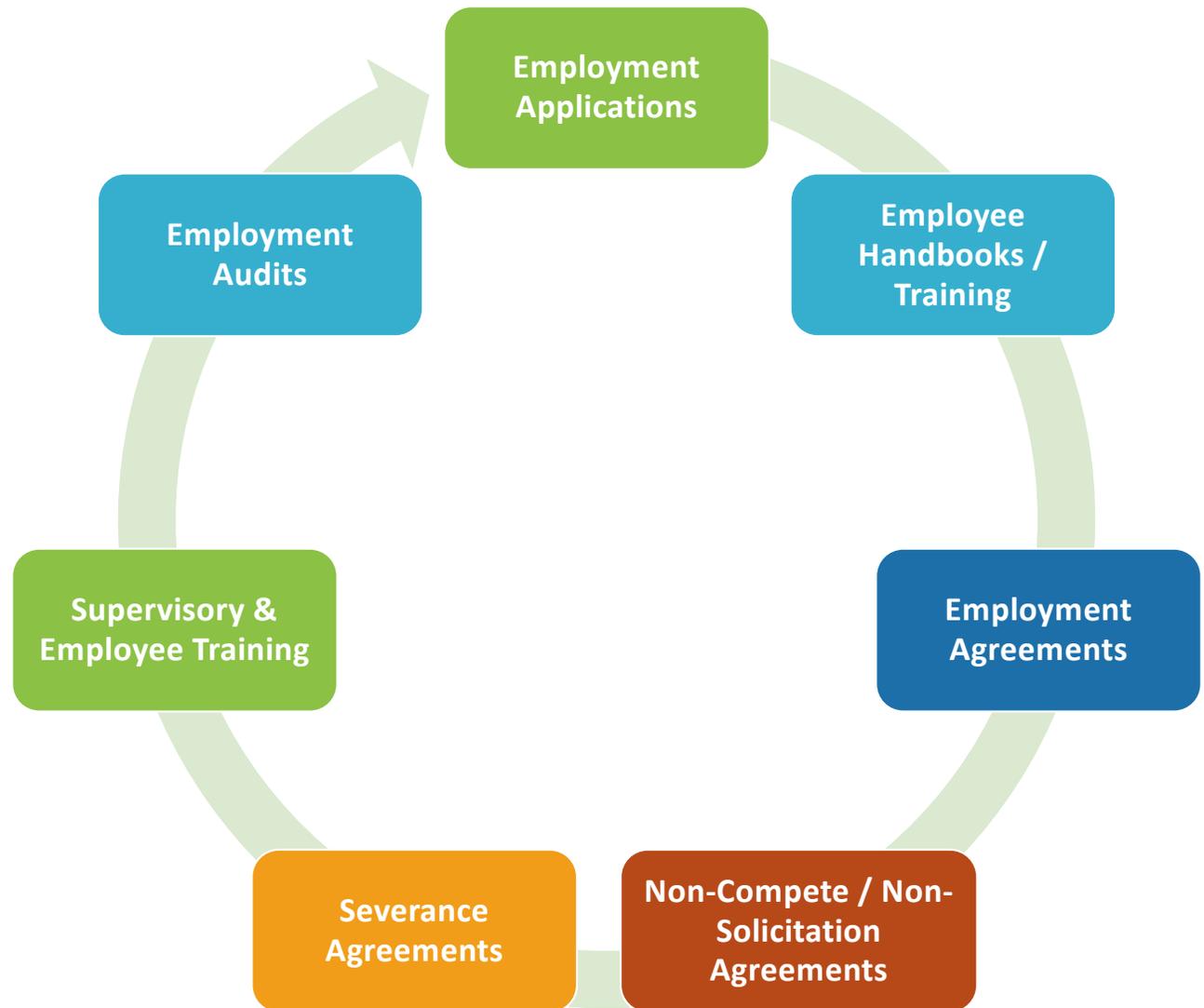9. Stay connected: individuals, teams, org
10. Express gratitude

Most Common Areas of Employment Litigation

Termination Disputes

Wage and Hour Issues

Harassment

Finding great talent

Prepare, Prepare, Prepare

Be intentional about position and process

Lack of preparation & disjointed process results in:

- Negative first impression
- Poor hire – detrimental for employee and organization

Intention re: the Position

- Use opportunity to re-evaluate the role & its place in the organization
  - What is the role _really_??
  - What about it doesn't make sense now?
  - Ask exiting incumbent if appropriate
  - Relevant job description is key to finding right employee

Data Points

72% of hiring managers say they clearly describe the job to candidates.

36% of candidates say hiring managers clearly describe the job

Intention re: the Position – Beyond the Job Description

- Consider diversity
  - Be intentional and vocal

- What are necessary "unwritten qualities?"
  - Org culture
  - Immediate supervisor
  - Team structure

Intention re: the Process

In-house, consultant, or search firm? (Consider cost, talent pool, your own capacity)

Get clear about the value your organization brings

Clearly define process and realistic timeline (& a word about "realistic timeline"…)

Process:
2– 4+ Months
(yes, seriously)

Sourcing:

2 – 4 weeks

Planning

Posting

Reviewing applicants

Interviews:

3 – 6 weeks

First Interviews

Second Interviews

Decisions:

1 – 2 weeks

Offer extended

Due diligence

Starting:

1 – 5 weeks

Employer notice

Time off

Intention re: Sourcing

- Posting venues
  - Indeed still the go-to
    - Consider title – is it searchable?
    - Consider a headline after the title
  - Social media
  - LinkedIn – meh
  - Use your networks!!
  - Diversity-focused sites
  - Keep an eye out for AI-based search sites

Increasing candidate pool diversity

Diversity-focused job boards

Employee referrals

Partnerships with organizations that serve underrepresented groups

Review job description for excluding language

Work to remove bias from selection & interview processes

Intention re: Posting

Format

- Consider non-traditional alternatives - get creative!
- "Pitch" your organization
- Salary – to post or not to post?

Data Point

Over 70% of job applications are completed on a mobile device

Intention re: Initial Selections

Keep an open mind

Don't discount based on tenure – consider continuity

Do not procrastinate!

Manage your own expectations re: responses

Intention re: the Interview Process

Define core criteria

Develop relevant scoring sheet

- Does it reflect job description?

Participants

- Who would bring value?
- Consider potential pitfalls of involving direct reports, peers

Intention re: Interviews

Consistent process

Take time to review resume prior to meeting candidate

Start with Zoom rather than phone

Turn phone off; ideally, put it away

Explain process; meeting agenda

Core set of consistent questions – job related

Always leave time for candidate questions (provides additional insights!)

Intention re: Interviews

A word about Behavioral Interviewing

- Takes practice

- Importance of follow-up questions

- Focus on making sure candidate has fully answered the question
  - Not just "checking the boxes"
  - Some candidates are not skilled in BI

Intention re: Offer

- Extend verbal offer first – build connection
- Follow with offer letter
- Conduct background check <u>after</u> offer
  - "Unofficial" background checking
- Reference checking – is it worth it?
  - Read between the lines
  - Protects org from negligent hiring
- Notify other candidates once offer is accepted
  - Do not ghost
  - How to respond to "Why wasn't I selected?"

DATA POINT

- 75% of jobseekers said a positive candidate experience would convince them to accept a job offer

Intention re: Onboarding

1 — INVEST TIME INTO ONBOARDING PROCESS

2 — DEFINE OBJECTIVES FOR BOTH EMPLOYEE AND ORGANIZATION

3 — TOUCH BASE OFTEN – DON'T ASSUME NO NEWS IS GOOD NEWS

Data Points

70% of employees decide whether a job is right for them within the first month

Employees with positive onboarding experience are up to 10x more likely to stay

Performance Management Insights

based on 25+ looooong years of work in Human Resources

Data points

Continuous feedback improves performance.

Employees who receive regular feedback: **15%** lower turnover rate.

Only 43% of employees say they receive feedback on a regular basis.

Document, Document, Document

Key to managing performance & justifying corrective action

Include only objective facts; no opinion or speculation

Refer to the rule or policy at issue, if applicable

Clearly describe expectations and needs – keep it SMART

Communicate timeline for improvement and consequences of failure to meet expectations

DIFFICULT EMOTIONAL JOURNEYS

STAGES OF GRIEF

DENIAL

↓

ANGER

↓

BARGAINING

↓

DEPRESSION

↓

ACCEPTANCE

STAGES OF RECEIVING CRITICISM

HORROR

DENIAL   SHAME   DESPAIR

ANGER   BARGAINING

SELF LOATHING

ACCEPTANCE

↓

IMPROVEMENT

↓

EXCITEMENT

LIZ FOSSLIEN

Performance Mgt & Remote Work

01
Set clear expectations

02
Concrete deliverables when possible

03
Check in regularly

04
Request status updates

05
Provide lots of feedback

WHEN ALL EFFORTS FAIL….

Do not procrastinate

Convey empathy – and decisiveness

Last day same day, if at all possible

Allow employee to maintain dignity

CONSIDER:

If the employee is not the right fit for the organization, you are not benefiting the organization **or the employee** by retaining them

Give them the opportunity to find a position at which they can excel

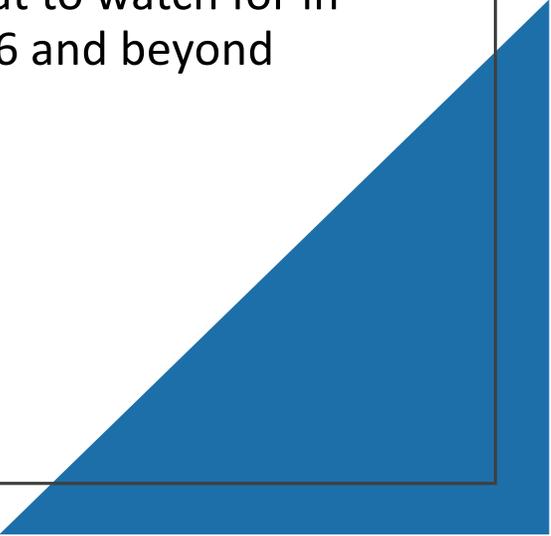# A WORD ABOUT SEPARATION AGREEMENTS

Provides "soft landing"

Protects organization

Provides peace of mind

Demonstration of good will

Employment Fun 2026

What to watch for in 2026 and beyond

DEI

- January 2025 Executive Order defines prohibited conduct as:

  - Illegal discrimination & preferences
  - Workforce balancing based on race, color, sex, sexual preference, religion or national origin
    - ➢ Already unlawful under Title VII of Civil Rights Act & other laws
  - Has indicated objectives go beyond Title VII

DEI Policies: Actions to take

Ensure initiatives do not include quotas, set-asides, or policies that explicitly favor or disadvantage employees based on any protected characteristic

Stay informed re: changes

Immigration: What to consider

Conduct I-9 audit & remedy issues

- Ensure signatures & dates recorded correctly
- Copies of documents: for all or none
- Maintain separate of employee files
- Audits can be triggered randomly or in response to a tip

Advise staff what to do in case of ICE raid

Consult with legal counsel

How to support potentially affected community members?

Pay transparency

Although this is an employer-friendly administration, pay transparency laws could be passed

Start preparing now (compensation analysis, benchmarking, salary structures, etc.)

Start getting comfortable with idea of posting salaries or pay ranges

Ban the box

37 states have "Ban the Box" laws; 15 of which include private employers

Prohibit employers from inquiring about criminal history prior to job offer

Ohio is a ban-the-box state for public employers only, but all employers should consider compliance

Artificial intelligence

62% of business leaders: AI already changed org roles & required skills

Focus on data literacy, critical thinking, and collaboration with AI tools

88% of companies worldwide are using AI in at least one business function

55% just 3 years ago!

55% of employees using AI at work have not received training on its risks

Up to 68% have shared confidential work information with AI tools w/o employer knowledge.

AI at work: How to respond & Prepare

1

Update employee handbook to include AI policy

2

Provide training re: AI risks

- Algorithmic bias
- Security risks
- Data privacy risks

3

Consider how it could be useful in your workplace

4

Stay informed re: advances, best practices, & legislation

Exempt / Nonexempt Classifications

Exempt / nonexempt thresholds are outdated

Was attempt to change them; Federal Court vacated DOL's rule

Trump administration halted appeals

No imminent changes, but keep on radar

Your Best Defense: Stay Informed

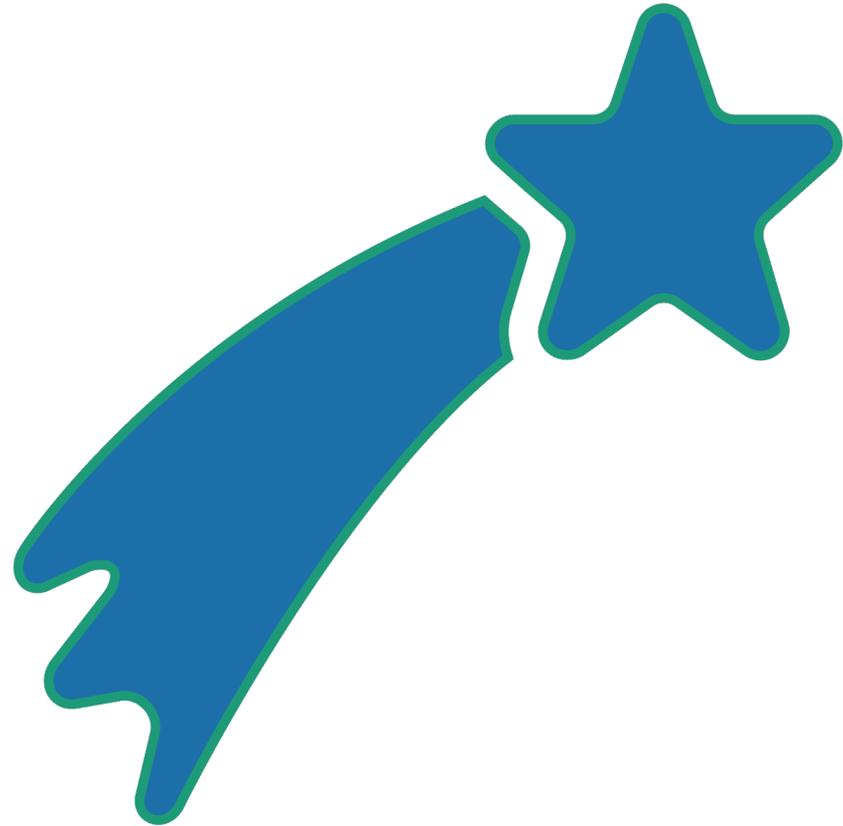Law firm email lists

Society for Human Resource Management

Benefits brokers

Tech solutions – ComplianceHR, Remote Watchtower

YOU'VE GOT THIS!

- Stay engaged with your staff
- Manage the technical details
- Secure expertise when necessary.

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Thank You!

Please complete session eval