



# HR for Nonprofits

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Hiring & Onboarding  
Best Practices Toolkit

Human Resources for Nonprofits

# Hiring & Onboarding Best Practices Toolkit

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### Forward

Nonprofit Connect helps nonprofits better achieve their missions. Through education, resources, and networking, we grow stronger leaders in the nonprofit community, meeting the unique needs of our members. We offer professional development programs and resources for early, mid- and advanced career nonprofit professionals including Board of Directors, Executive Directors, volunteer managers, fundraisers, operations, communications, and funders.

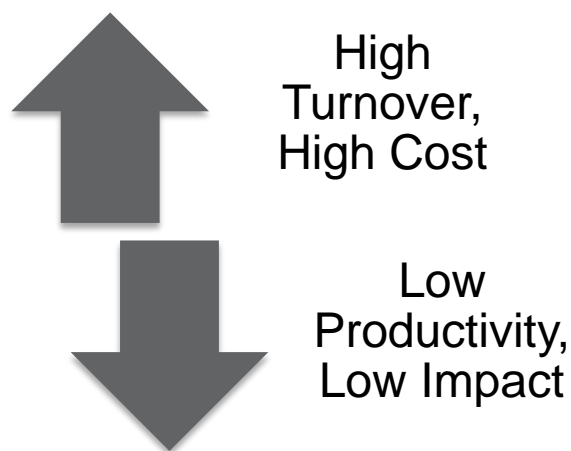
At Nonprofit Connect we understand what it takes to operate and govern effective, high-impact nonprofit work – and we know how high the stakes are in getting it right. Please use this Toolkit and all of your membership benefits to strengthen your impact on the lives you touch every day – the clients you serve, donors, volunteers, staff, and community.

Find out more about our work and how to maximize your membership at [www.npconnect.org](http://www.npconnect.org).

### Introduction

Smart, effective hiring and onboarding can be the difference between high-impact nonprofit work and disaster – or, at best, ineffectiveness. In a survey conducted by Nonprofit Connect in 2016, reducing staff turnover and increasing staff capacity came up again and again as challenges to carrying out strategic plans.

**What do you risk by leaving your hiring and onboarding process incomplete?**



The **cost** of losing an employee in the first year of employment is estimated to be **at least 3 times their annual salary**.

-Recruitment Solutions

New employees who went through a structured orientation were 69% more likely to be with the company after three years than those who did not.

-Rebecca Ganzel, "Putting out the Welcome Mat"

Employees who were carefully oriented to both the company and the job reached full productivity 2 months sooner than those who were not.

-Rebecca Ganzel, "Putting out the Welcome Mat"

### **What good onboarding looks like:**

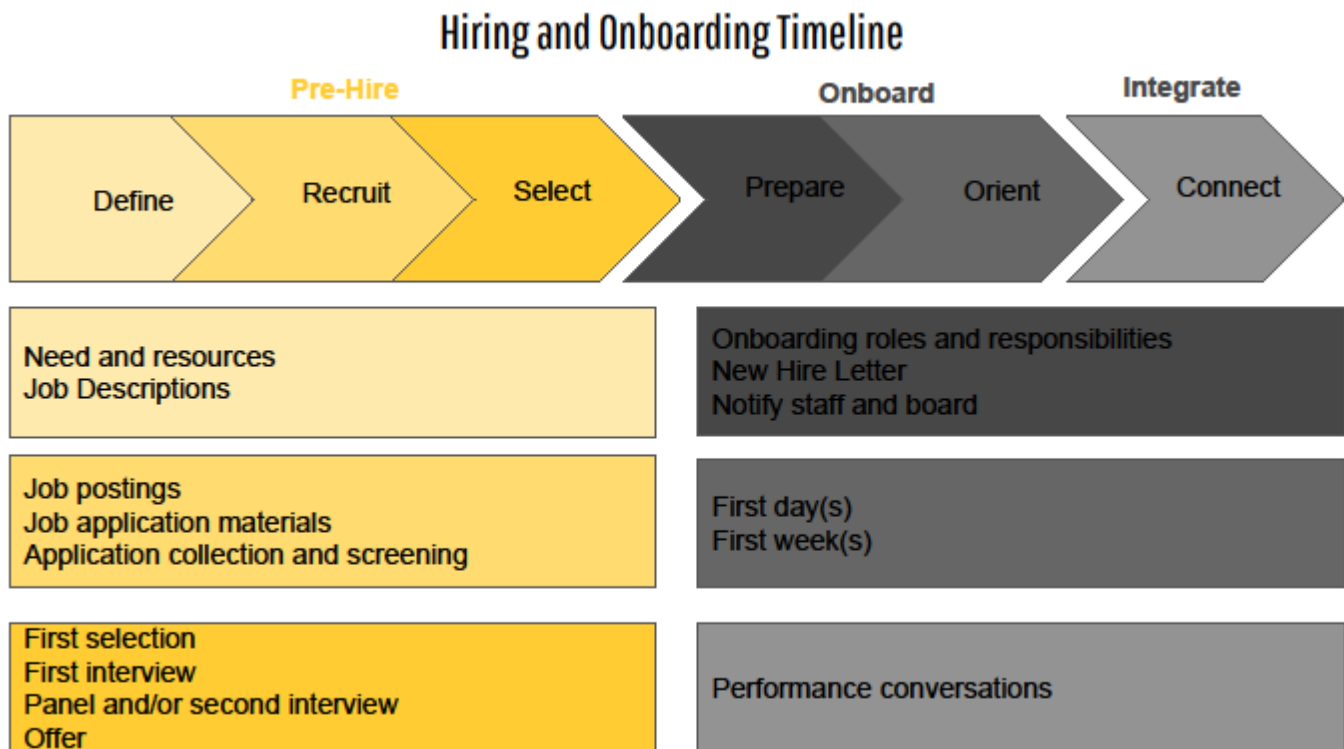
- Organizational need and employee skills clearly defined, regularly checked, and allowed some degree of flexibility
- Socialization to the organization's culture, including mission, values, strategy, structure, relationships, policies, and history
- Both employer-provided and employee-initiated, easy access to training and learning, performance management, coaching, and goal-setting
- Leads to more engaged, more productive employees
- Cost savings resulting from lower turnover and new employees able to contribute to the organization more quickly

### **With this Toolkit, you will:**

- ☐ Define the hire you really need to make
- ☐ Recruit a dynamic, well-suited candidate pool
- ☐ Select the best fit to advance your mission
- ☐ Make a positive first impression that will make your new team member immediately feel invested
- ☐ Orient your new hire on a mutually engaging, continuous path that supports your new team member contributing to your organization as quickly as possible
- ☐ Ensure compliance with and completion of legal forms and filings
- ☐ Use included samples and resources to create or refine a comprehensive bank of documents necessary for every employee
- ☐ Begin to connect your hiring and onboarding process with ongoing “onboarding” to include performance conversations, goal-setting, professional development, and ultimately, succession planning

Before you begin seeking candidates, you'll need to define the need as well as resources available (salary and benefits, work space, etc.), gain authorization to hire, and write an accurate, effective job description.

This timeline outlines the main stages of hiring and onboarding a new team member.



## Hiring Checklist

1. Pre-Hire**Define** need and create Job Analysis

Need	<p>Manager</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate need and resources (financial, staff, space)</li> </ul> <p>Manager's superior</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Identify panel(s) for definition, selection, and interview to include hiring manager, manager's supervisor, representatives of other departments affected, teammates, and/or board members</li> </ul>
Analysis	<p>Manager</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Draft Job Analysis</li> <li><input type="checkbox"/> Obtain authorization to hire</li> </ul>
Description	<p>Manager</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Draft Job Description <ul style="list-style-type: none"> <li><input type="checkbox"/> Background/summary</li> <li><input type="checkbox"/> Responsibilities</li> <li><input type="checkbox"/> Requirements</li> <li><input type="checkbox"/> Salary range</li> <li><input type="checkbox"/> Application instructions</li> </ul> </li> <li><input type="checkbox"/> Create interview timeline and questions</li> </ul>

**Recruit**

Internal	<p>Manager</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Notify staff of opening and internal application instructions</li> </ul>
External	<p>Manager or HR</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Job postings: job boards such as Nonprofit Connect's JobLink, social media, website</li> </ul>
Application selection and pre-screen	<p>Selection group</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Screen applicants to create short list to invite to interview <ul style="list-style-type: none"> <li><input type="checkbox"/> Pre-screen may include background check, drug screen, skills or work style assessment, or work sample submission not included with application materials</li> </ul> </li> </ul>

#### ***Why it's Important***

A clear, accurate, effective job description will attract the right candidates to your organization – those who not only can fulfill the job duties and responsibilities, but who will fit with the internal culture and can contribute to your organization quickly.

Job descriptions are your main outlet for communicating *what* the open position is and *who* the ideal candidate is, both to applicants and to team members who will work with the new employee. They are also key in performance conversations and compensation decisions.

That said, job descriptions are living documents. When hiring, evaluating performance, and assessing the role's contribution to your overall strategy, remember that things can change. Decide before writing the job description what degree of flexibility you can exercise when it comes to employee's personal and professional growth, shift in need or strategy, or development in technology or other resources.

#### ***What to include***

- ☐ Job title
  - People both inside and outside the organization should be able to tell what the job is by the title, and it should be consistent with organization culture
- ☐ Organization overview
  - Include the mission, size, location, structure, and culture of your organization
- ☐ Position overview
  - In a few sentences, describe the role's purpose, scope, and context
- ☐ Key responsibilities
  - Three key areas of responsibility with subsections outlining tasks and methods
  - Use adjectives and adverbs that are clear and measurable, and less open to interpretation – “weekly” rather than “regular,” for example
- ☐ Reporting relationship(s)
- ☐ Qualifications
  - Be realistic when determining “must have” versus “nice to have”
  - Think about both “hard skills” and “soft skills” necessary for success
- ☐ Salary and benefits range
  - Ensure your range can attract an extraordinary candidate by researching comparable roles at peer organizations and researching current salary and benefits trends
  - Nonprofit Connect members can access the *Salary and Benefits Survey of Greater Kansas City Area Nonprofit Organizations*
  - Mention smaller benefits that give insight to your organization's culture





# Marketing Director

## Job Description

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### Nonprofit Connect

Nonprofit Connect links the nonprofit community to education, resources, and networking so organizations can more effectively achieve their missions.

### Description

The Marketing Director will be responsible for the graphic design, marketing, communications, social media and public relations of Nonprofit Connect. The Marketing Director will help provide direction for Nonprofit Connect's brand, and effectively communicate and present our story.

### Responsibilities

Responsibilities will include, but are not limited to, the following:

- Create and maintain communication efforts, including weekly e-newsletters, website, social media, brochures, invitations, mailings and press releases
- Develop and maintain a cohesive look for all marketing and communication efforts
- Ensure a brand experience for programs and events
- Conduct interviews, write copy and create design projects
- Serve as liaison to outside contractors, consultants and agencies
- Assist with special events and programs

### Qualifications

- Undergraduate degree or relevant experience in marketing, communications, graphic design, English/writing or a related field
- Strong creative skills
- Strong verbal and written communication skills
- Ability to manage several projects and deadlines efficiently
- Experience with design, social media and websites, as well as standard Microsoft Office programs
- Ability to work as part of team and give and receive constructive feedback
- Enjoy innovation, thrive on change and like to have fun while doing it.

### Salary and Benefits

\$35,000 - \$55,000

Competitive benefits package including health, life, retirement, and vacation

### Executive Director

Swope Corridor Renaissance/Upper Room, Inc.

Job Description

Posted: 04/24/16

#### **EXECUTIVE SUMMARY**

For the past twenty years, Swope Corridor Renaissance/Upper Room, Inc. ("SCRUR") has been successfully providing educational programs to low-income families in Kansas City, Missouri's urban core through its summer academic camp and after school program. SCRUR has further expanded and diversified in the past five years to cover various aspects of transforming and revitalizing urban core neighborhoods – education, health care, jobs, and community as well as economic development. To accomplish this heady mission, in addition to its summer academic camp and after school program, SCRUR now operates an early childcare center; provides music and dance programs to children; coordinates a GED program; purchases, rehabilitates, and sells single family residences; partners with other non-profit organizations to provide basic health care services; provides catering and transportation services; and, operates The Mary Kelly Community Center located at 2803 E.51<sup>st</sup> Street in Kansas City, Missouri.

SCRUR is seeking a new Executive Director to lead in its mission to transform and revitalize urban core neighborhoods.

Key attributes of the new Executive Director would include the following:

- Leadership;
- Vision;
- Passion for urban revitalization; and
- Ability to collaborate with multiple organizations to reach a common goal.

The Executive Director is chief executive of SCRUR and, in partnership with the Board of Directors, is responsible for SCRUR's success (*i.e.*, the accomplishment of SCRUR's mission). Qualifications for the Executive Director of SCRUR are listed below.

- a) Ten years of executive management experience in a non-profit or a for profit setting, with knowledge in the following areas: human resources (managing, evaluating, hiring, and firing employees), finance (*e.g.*, development of budgets and financials), and, governance (*e.g.*, working with a board of directors);
- b) Ability to relate to people, engender trust as well as collaboration, and develop and cultivate relationships with community stakeholders (*e.g.*, neighborhood institutions);
- c) Strategic, forward-thinking, inspirational, and entrepreneurial;
- d) Knowledge of the inner-workings of urban core neighborhoods and community development;
- e) Well organized with the ability to implement projects, which adhere to established timelines and allocated resources;
- f) Ability to operate using a participatory management model, which empowers employees and attracts, keeps, and motivates a diverse workforce;
- g) Track record of successful fundraising, including donor campaigns and experience in writing and having funded grant proposals;
- h) Experience in cultivating volunteers and developing volunteer programs;
- i) Excellent written and oral skills; and

## Step-by-Step: Why it's important, What to Include

- j) Capable of working collaboratively with a board of directors, and in doing so, keeping the board of directors fully informed of important organizational projects and issues; and
- k) Bachelor's degree from an accredited college or university.

### **ADDITIONAL INFORMATION**

If interested in applying to be the Executive Director of SCRUR, please send your resume to [www.scrurexec@gmail.com](mailto:www.scrurexec@gmail.com). Compensation and benefits package for the Executive Director of SCRUR will be competitive with similar non-profits organizations with annual budgets in excess of five million dollars and less than ten million dollars.

SCRUR is a Missouri non-profit organization, which is located at 5930 Swope Parkway, Kansas City, MO 64130.

SCRUR is an Equal Opportunity Employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability, protected veteran status, or any other characteristic protected by law.

**Job Type (optional):** Full Time

**Salary Range (optional):** \$100,000 and over

### The Family Conservancy: PreScreen

Score Key Example: 1 = Met/Yes, 2=Exceeds		Applicants			
Failure to meet requirement disqualifies candidate from further consideration.	Score Key ↓				
<b><u>Required Education &amp; Experience</u></b>					
Master's degree in Early Childhood, Social Work, Public Administration or related field 5 years program management experience in early education, mental health, or related direct service experience with children and/or families.					
<b><u>Required Competencies &amp; Abilities</u></b>					
Leadership skills including the ability to make sound decisions and delegate appropriately, manage multiple programs simultaneously, provide compliance monitoring in a proactive and supportive manner.					
Able to appropriately develop and maintain collaborations and partnerships of trust and respect with staff, families, children, and community partners.					
Develop and implement programs and policies; exercise good judgment in developing and following policies and in conducting agency business.					
Prepare reports, perform basic business statistical calculations and draw correct inferences from data.					
Travel throughout all parts of facility and community as needed.					
Maintain successful clearance on Criminal, Sex Offender, Medical, and Missouri and Kansas Child Abuse/Neglect Background Screenings.					
Must maintain good physical health verified by physician and must be free from tuberculosis.					
<b><u>Required Language Skills</u></b>					
Superior interpersonal communication skills, including the ability to work on a team, communicate effectively orally and in writing, teach and conduct training as needed, and receive and provide feedback					
Able to present information to groups and individual through verbal and written formats.					
<b><u>Preferred Knowledge, Skills and Abilities</u></b>					
Bilingual fluency in written and oral English/Spanish.					
<b><u>Total Score</u></b>					

[Date]

[Name  
Address]

Dear [Name],

Welcome to [Organization]! We are happy you have decided to join our team.

We are pleased you have accepted our offer to become [Organization's] [Job Title], a full time, exempt position with an annual salary of \$53,000. Your start date will be Friday, January 15<sup>th</sup>. Please refer to the enclosed copy of the job description.

Payroll is processed on a bi-weekly basis and payment is distributed on the Friday following those two weeks. Health Insurance coverage begins the 1st day of the month following completion of the 90-day introductory period which would be May 1st

[Organization] provides paid leave (PTO) for time away from work and allows employees flexibility in managing that time. Fulltime employees are eligible to take PTO after 12 weeks of services and earn 1.834 days per month or 22 days per year. In addition, we offer eight paid holidays. You accrue one major medical day per month to a maximum of 15 earned days. Upon your arrival we will provide you with Personnel Policies.

[Organization's] core office hours are 9:00 a.m. to 5:00 p.m. You can expect your office hours to be flexible based on daily activities which will typically be from 8:00/9:00 a.m. to 4:00/5:00 p.m. We are located at [address].

We are excited to have you [position function] for the clients we serve. We look forward to welcoming you at 9:00 am on Friday, January 15<sup>th</sup>.

Welcome aboard, [Name]!

Sincerely,

[Name]  
[Title]  
[Organization]

### ***Why it's Important***

Your new team member will thrive with a go-to book of relevant employee and employer information, policies, and answers to their questions. The Welcome Binder will also guide the hiring manager and anyone else involved in onboarding and training.

### ***What to include***

We recommend your organization include any and all of the following that are relevant, helpful, and keep your organization in compliance with applicable laws.

#### Welcome

- ☐ Welcome letter or note from manager and/or CEO
- ☐ Job description
- ☐ Schedule for first few weeks

#### Organization Information

- ☐ Organization mission statement and, if applicable, department vision statement
- ☐ Strategic Plan
- ☐ Organizational chart
- ☐ Board member list and summary of by-laws
- ☐ Contact names and phone lists
- ☐ Business cards of people to meet
- ☐ Access codes
- ☐ Instructions for using phone and computer systems
- ☐ Map, parking, transportation information
- ☐ Copy of organization newsletter

#### Employee Handbook

- ☐ Employment policies and practices
  - At-will statement
  - Equal opportunity
  - Eligibility to work
  - Americans with Disabilities Act compliance
  - Occupational Safety and Health Act compliance
  - Introductory period – 90 days
  - Standards of Conduct
  - Harassment
  - Conflict of Interest
  - Discipline

Your greatest investment is your people. Ensure your investments are wise, dynamic, and that you provide the support to maximize growth potential.

Your organization can achieve your mission with great people on your team, clear expectations of all roles, and appropriate communication internally and externally. Whether this you use this toolkit to polish an existing hiring and onboarding plan or to build one from scratch, the hope is that you will use this Toolkit to measurably improve your plan within the next three months.

### *Plan of Action*

Use the information, samples, and outlines in this Toolkit to...

- ☐ Define your organization's procedure for creating a Job Analysis and Job Description
- ☐ Establish guidelines for who serves on hiring teams and interview panels
- ☐ Create a folder of Job Analyses and Job Descriptions for your organization
- ☐ Define your organization's plan for selection – first screening, interviews, and reference checks
- ☐ Establish or polish your organization's Employee Handbook – it's always a good idea to have it checked by your legal counsel and Human Resources professionals.
- ☐ Create a training plan for each role and department – include where to access materials and databases, policies on professional development opportunities, expectations and responsibilities, and clear connections between training and development, and goals and outcomes at work
- ☐ Connect your hiring and onboarding process to ongoing performance and development conversations and goals to retain and develop top talent

To view the entire Hiring & Onboarding Toolkit, purchase here.

***Thank you!***