

## **Some Things to Consider Including in an Annual Work Plan for a Non-profit Board of Directors Human Resources Committee**

**ASSUMPTIONS:** The Board of Directors Human Resources Committee's role is to develop, recommend adoption of, and monitor compliance with agency Human Resource Policies.

The level of expertise of the chief executive in the human resource arena will determine the extent to which s/he

- Drafts policies that the Committee and in some cases the Board must act upon before they can be implemented
- Enacts and implements policies that the Committee and possibly the Board see but do not act upon
- Enacts and implements policies that neither the Committee nor the Board must see.

If her/his expertise is not extensive Committee members will develop policy drafts and the chief executive will be involved in the discussion/revision of them. If his/her expertise is extensive s/he should develop the initial drafts of policies and these drafts should receive the high level of deference that Board members always owe to their chief executive.

### **1) Policy Review**

As detailed above, this is a principal role of a Board Human Resource Committee.

Early in each Board year the Committee should undertake a review and determine which of the following policies needs improvement or updating – or is missing altogether:

- Compensation policy (all aspects of salaries, wages, and benefits including info about who determines what they are); this policy needs to specify who has the final say about all of these items
- Time and attendance
- Recruiting
- Orientation
- Preparation and Approval of Job Descriptions
- Performance Review
- Discipline

- Discharge
- Grievance Procedure
- Resignation and Retirement
- Ethics
- Diversity and Inclusion
- Sexual Harassment
- Employee Training
- Layoffs
- Confidentiality
- Safety and Health

## **2) Changes to compensation in the agency budget**

This Committee should have a policy in place every year that guides budget development in the areas of the budget that affect employee compensation

## **3) Agency culture**

This Committee should ensure that the chief executive regularly solicits anonymous feedback about all aspects of the agency as a place to work. Does trust exist? Candor? Cameraderie? And the committee should ensure that the chief executive learns from this feedback and takes appropriate steps to ensure that employees work in an atmosphere that fully engages them.

## **4) Record keeping**

Is there a policy that requires that all Board HR policies be maintained in one place where they are up to date and where everyone who is entitled to see them has easy access to them?

**Written by Scott Heyman, sheyman@hsctc.org**  
**Human Services Coalition of Tompkins County**  
**Director of Education and Training**  
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