

Smooth Staff Transitions for Housing Counseling Agencies

How do we prepare?



AGENDA

- Trends and impact
- Cross-Training Policy
- Documentation Policy
- Quality Control Review Policy
- Other Options
 - * Termination Policy
 - * Password and Account Management
 - * Monitoring and Auditing
 - * Non-Disclosure Agreement
 - * Remote Access to Technology

Doing more with Less...

We are accustomed to doing more with less. We thrive despite limited funding, staffing, supplies, and reimbursement rates. Over the past few years, nonprofits have had to do more with less of their most critical asset: employees.

The Great Resignation was more than a pandemic-era problem. It was part of a long-term trend in employment rates driven by several factors—although the pandemic and its economic implications certainly intensified it. Nonprofits must accept the new norm and prepare for the employment struggle – this is the new norm — not a short-term blip.





Smooth staff transitions are essential for maintaining your agency's continuity and effectiveness. When staff members leave, retire, or new team members join, it's crucial to ensure a seamless transition to minimize disruptions in service delivery.

- Staff turnover can disrupt customer relationships, leading to frustration and potential customer attrition.
- It's important that we have a policy in place for handling client information, workload, and client files confidentially.



<https://www.councilofnonprofits.org/reports/nonprofit-workforce-shortages-crisis-affects-everyone#:~:text=While%20job%20vacancies%20in%20the,complete%20loss%20of%20needed%20services.>

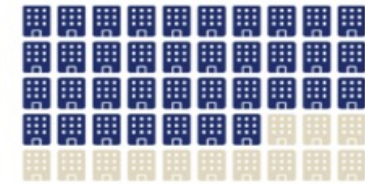


2023
Nonprofit Workforce
Survey Results

Nonprofit Workforce Shortage Continues

74%

of over 1,600 nonprofits surveyed in April 2023 reported job vacancies.



More than Half

reported they have more vacancies now compared to before the COVID-19 pandemic.



Top 3 Reasons for Vacancies



Salary
Competition



Budget Constraints
& Insufficient Funds



Stress &
Burnout

<https://www.councilofnonprofits.org/files/media/documents/2023/2023-nonprofit-workforce-survey-results.pdf>

Top 3 Job Categories with Vacancies



Top 4 Policy Solutions



Reform Government Grants and Contracts



Adopt Charitable Giving Incentives



Strengthen the Public Service Loan Forgiveness Program



Increase Access & Supports for Affordable Child Care

Voices from the Field

“ We just can’t keep up with the need for fundraising, the increasing demands for our services and classes, the rate of pay that we need to pay people, and the cost of rent. ”

- Nonprofit professional in Montana

“ We are unable to compete with the likes of Walmart, Target, and Starbucks. Our jobs are working with abused and neglected children, it’s hard work. Who wouldn’t want to make more money with less stress? ”

- Nonprofit professional in South Carolina

<https://www.councilofnonprofits.org/files/media/documents/2023/2023-nonprofit-workforce-survey-results.pdf>

Employee Retention

As of 2022, the average turnover for nonprofit organizations was approximately 19%, higher than the average all-industry turnover rate of 12%.

Employee turnover and retention should be a concern in the nonprofit community.



LESS THAN 1 IN 3 U.S. EMPLOYEES ARE ENGAGED AT WORK

Only 22% of full-time and part-time employees working for organizations felt engaged at work in 2022, with 18 percent feeling actively disengaged.

ALMOST 3 IN 4 DISENGAGED EMPLOYEES LOOKED FOR A NEW JOB IN 2021

The highest quit rates are among employees who are actively disengaged or not engaged at work. A 2021 Gallup survey found that 74 percent of actively disengaged employees are looking for a new job, while only 30 percent of engaged employees were.

TURNOVER INCREASES 18 TO 43 PERCENT IN LOW-ENGAGEMENT TEAMS

The less engaged teams are, the more likely their employees are to actively seek out other job opportunities. Based on the Gallup poll, teams with low engagement tend to see turnover rates of 18 to 43 percent.





Create Policies and Procedures As Soon As Possible

- Another great internal control to have is a statement of policies and procedures. **Internal controls and financial accountability for nonprofit boards** leave no doubt about what the executive director and each board member's responsibilities are. Spelling out exactly how things need to be done promotes efficiency and security for each aspect of your organization.
- All team members should be aware of this document and in agreement to reduce the chance of friction and allow your organization to perform as smoothly as possible.
- It may seem “too much” to establish all of these guidelines when an organization is still small and growing, but the sooner these policies are in place, the better. You can always amend and improve along the way, but the earlier you have these rules in place, the sooner you can use them for the onboarding of new team members or volunteers.

Preventing Workflow Disruption

- Cross training
- Document Process & Privacy
- Succession Planning
- Mentoring and Knowledge Transfer
- Onboarding and Training
- Regularly Update Communication
- Feedback and Continuous Improvement
- Exit Interview



Cross Training Policy

Cross-training is the process of teaching an employee another set of skills to perform in a job they didn't initially qualify for. Many nonprofits will cross-train to cover for a sick or on-leave employee, but cross-training goes beyond a temporary compliance measure.

1. Produces more collaborative employees
2. Brings significant return on investment
3. Creates workforce sustainability
4. Increases employee engagement
5. Improves productivity and efficiency
6. Makes companies more agile
7. Establishes scheduling flexibility
8. Facilitates succession planning

Question

What are the disadvantages of cross-training?

Documentation Policy

Federal and state laws require the retention of certain documents and electronic records. Nonprofit organizations should have a written retention policy. The board is responsible for assuring that the organization is properly securing and retaining documents and electronic records in accordance with the organization's policy and retention schedule.

Our next slide shows a minimum retention timeline. Retention should be governed by the statute of limitations in your state.

3 Years

- Bank reconciliations
- Bank statements
- Duplicate deposit slips
- Correspondence (general)
- Correspondence (with customers and vendors)
- Employment applications
- Insurance policies (expired)

7 Years

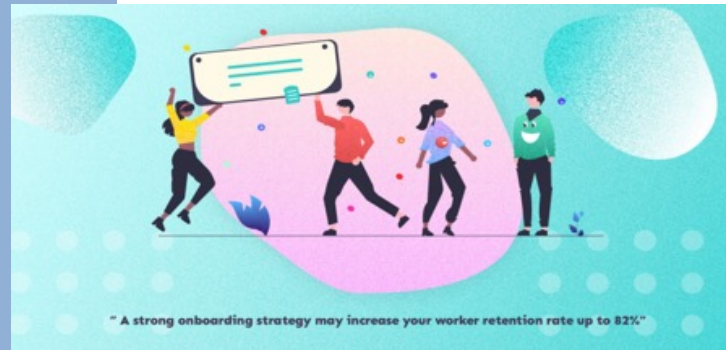
- Accounts payable ledgers and schedules
- Expense analyses/ expense distribution schedules
- Inventories of products, materials, and supplies
- Invoices (to customers, from vendors)
- Payroll records and summaries
- Personnel files (terminated employees)
- Timesheets
- Contracts, notes, and leases
- Withholding tax statements

Permanently

- Audit reports
- Checks (for important payments and purchases)
- Depreciation schedules
- Year-end financial statements
- Correspondence (legal and important matters)
- Retirement and pension records
- Insurance policies, records, current accident reports, claims, etc.
- Board policies and resolutions
- Bylaws and articles of incorporation, including amendments, revisions
- Copyrights
- IRS application for tax-exempt status (Form 1023)
- RS determination letter and correspondence

New Hire Policy

A New hire policy should encompass steps to make new hires feel welcome, introduce them to their team, and provide vital information about their role, company principles, and procedures. It also outlines onboarding activities before and after the employee's first day.





Policy and Procedures Manual for Nonprofits

A nonprofit policies and procedures manual is a document that outlines the policies and procedures that govern the operations and activities of a nonprofit organization.

Depending on the type and size of the nonprofit, the types of policies that the nonprofit should devise will vary substantially. Some of the basic nonprofit policies and procedures have to do with conflict of interest, whistleblowers, code of ethics, anti-harassment, records retention, and a policy for destruction.

https://www.lisc.org/media/filer_public/bf/71/bf7195f1-7790-4e9e-a37e8072e660686b/051419_sample_policies_procedures_manual_effective_board_training.pdf

<https://growthorientedsustainableentrepreneurship.files.wordpress.com/2017/11/gv-best-practices-checklist-for-nonprofits.pdf>



Quality Control Review Policy

The housing counseling workplan must include supervisory monitoring and quality control procedures. The procedures must include the following:

- a. Reports and monitoring procedures to assure records of quality control findings and actions taken are maintained.
- b. All deficiencies provided to senior management.
- c. Prompt effective corrective measures that are taken by senior management and documented when deficiencies are identified.
- d. Documentation of review of monthly percent of counselor(s) client files by senior management.



Options

Termination Policy

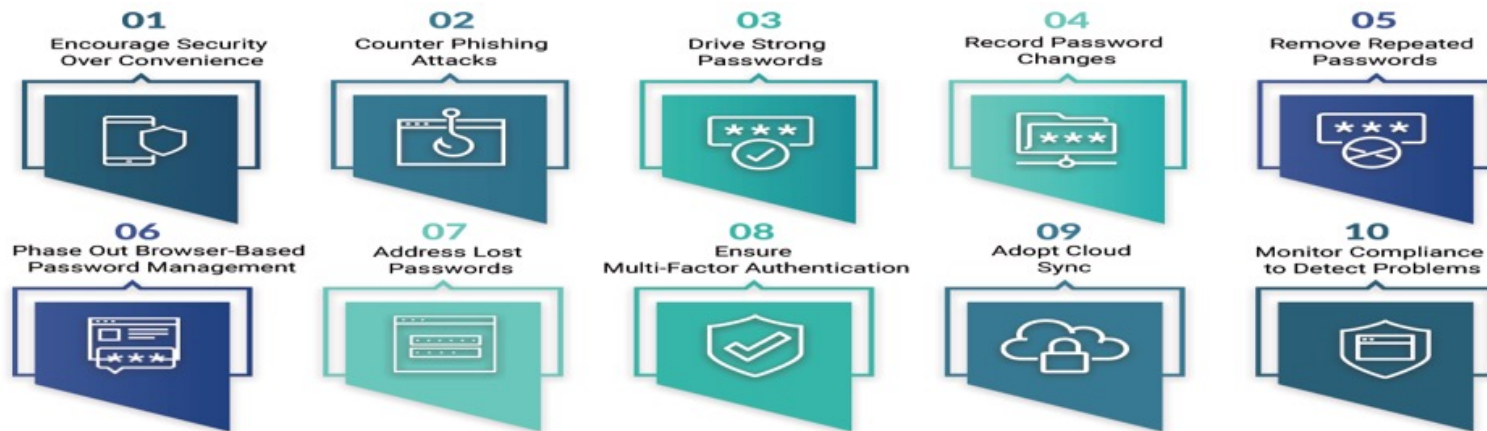
1. Do Not Act Impulsively
2. Follow Applicable Policies and Contractual Requirements Precisely
3. Review the Employee's File and Know the Facts
4. Carefully Consider the Reason for Termination
5. Consider Offering an Employee Severance in Exchange for Signing a Release

Options

Password and Account Management

A password policy is a set of rules to define, control and manage user passwords. You can configure your own rules for the password policy, as applicable. The password policy is set at the organization level.

Creating, controlling, and monitoring computer accounts are actions that are critically important to overall security policy and strategy.



Options

Non-Disclosure Agreement

This is a contract by which one or more parties agree not to disclose confidential information that they have shared with each other as a necessary part of doing business together.

All staff sign nondisclosure agreements, thus ensuring the confidentiality of any proprietary information.



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