



A STRATEGIC HUMAN RESOURCES MANAGEMENT

Case Study of

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Strategic Human Resource Management

To be effective, a nonprofit organization needs to be able to adapt quickly to the changing environment in which it operates. It needs to know the strengths and weaknesses of their staffing pool, opportunities for growth, and external and internal threats to its existence. A strategic human resource management plan (SHRM) readily provides this information to the organization. It provides a human resources roadmap allowing the organization to create activities, policies and procedures that will enable them to meet their mission. A SHRM provides the information needed to keep up with the ever changing dynamics of the internal and external environment. This paper will examine SHRM principles, apply those principles to a local nonprofit and make suggestions for that organizations future growth.

Position Management

People are a vital assets to an organization. For maximum efficiency, an organization needs to be aware of their goals and mission. This in turn lends itself to the understanding of the knowledge, skills, abilities and other characteristics (KSAOC) that their staff must possess to meet the goals and mission. This is why position management is part of a SHRM. The organization needs to have a list of ALL positions, both paid and volunteer. Each position needs to have a job description (identifying the job responsibilities and duties) and job specification (the KSAOCs that an individual need to successfully perform the job). This information includes the job title, department, location, brief summary of responsibilities, the major duties and responsibilities to be performed and the KSAOCs for that successful completion. It may also include pay grade and exempt or nonexempt status (Pynes, 2013).

All nonprofits have a volunteer Board of Directors. The board members should be a diverse group who can bring various professional aspects to the organization. This means that the KSAOCs are just as important to the Board as to regular staff, which necessitates job descriptions for them as well. The Board also needs to be aware of their legal obligations. These obligations are to provide care, loyalty and obedience to the organization. Care takes the form monitoring finances and overseeing the actions of management. Loyalty is putting the organization first. The Board cannot use their status as a board member to gain personal or financial benefit. Obedience includes ensuring the nonprofit is in compliance with the law, and that all decisions made are consistent with the organization charter and mission statement (Renz, 2010). According to Concha (2015) staff members and Board of Directors responsibilities vary significantly in that staff members can be viewed ‘do-ers’ and Board of Directors as ‘dreamers. A staff member is typically responsible for day-to-day operations of program while the Board is responsible for setting the goals and mission to be achieved.

Recruitment and Selections

Once the organization has identified their staffing needs, it is time to recruit and select the proper people for positions. While recruitment can take many forms, it is important for the organization to develop a recruitment plan. It should include if a position is full or part time, permanent or temporary or as needed and how the position is to be advertised. This can take many forms and including by word of mouth, online job postings, print postings, job fairs, campus recruitment, and volunteer or internship recruitment. The job posting must provide KSAOCs which will assist the organization in pre-screening the applicants. The next steps are to interview candidates and select the person that the organization feels is most qualified and likely

to fit into the organization's culture. After the job is offered and accepted, the successful candidate should be provided with orientation and regular evaluation (Akingbola, 2015).

Training and Development

Training does more than change an employee's skills set, knowledge or behaviors. It makes the employee feel welcomed, appreciated by the organization, and creates an environment for learning. It should provide the employee with knowledge of the organization's processes, policies and practices. Training provides an opportunity to share views and values and thus lays the foundation for great team building. With training, costs that are associated with errors will be reduced. It provides the KSAOCs needed to effectively fulfill the duties of the current position. Development's purpose is to provide the employee with the skills and knowledge set that they will need for future positions within the organization. Succession planning can be considered part of development.

Succession planning is important for the long term survival of an organization. Succession planning should be an ongoing process. Its purpose is to make transition from one leadership to the next as easy and painless as possible. Unfortunately, succession planning is often left for the last minute. This is mainly because of board of directors have more immediate concerns, needs and risks that must be addressed (Gamble, 2017).

Performance Management

Performance management assists the nonprofit to align its workforce with its mission. It establishes goals and accountability for individual employees and the organization itself. This is accomplished through the use of a performance appraisal. Performance appraisals help define

objective, create performance measures, establishes a process for regular feedback and is a means to reward performance accomplishments. It provides two way communications, across numerous topics, between managers and employees. It allows the employees a means to commit to continuous training and career development (Akingbola, 2015).

Debbie Turner Cancer Care & Resource Center, Inc.

I investigated the Debbie Turner Cancer Care and Resource Center (DTCCR). Debbie Turner is a cancer survivor. Her original cancer was in the thyroid. Cancer was subsequently found in her female organs, stomach, gastro intestines, and lastly at the base of her brain. Her treatments ranged from surgery to chemotherapy and radiation treatment to cutting edge gene replacement therapy. Currently she is in remission. During her struggle with cancer, Ms. Turner found limited information, resources and support (Turner, 2017). She knew she had to do something and find a way to ease the journey of future cancer patients. The Article of Incorporation for the 501(c)3 Debbie Turner Cancer Care and Resources Center was filed with the State of Florida in October, 2009. DTCCR's purpose was to provide resources and referrals for cancer patients in the local (Apopka) area (Turner D. , 2009) and now extends to a five county area.

Position Management

DTCCR is a completely volunteer organization. It was set up this way so that 100% of funds could go toward fulfilling its mission (D. Turner, personal communication, Nov. 20, 2017) "to diminish or eliminate the suffering of cancer survivors, children, families, and caregivers through community involvement and resources – to establish and maintain hope." The executive board originally consisted of a president, vice president, secretary and treasurer as required by state and

federal law and now includes a fundraising chair and a building facility manager. The Board now consists of a total of 10 members. Jobs descriptions exist for the executive committee. The secretary's and marketing director's position description tasks them with jobs that would traditionally be considered more of a staff obligation. Job descriptions also exist for the volunteer staff. These descriptions were developed and refined by the board through trial and error as new needs arose. These positions include transportation coordinator, transportation drivers, salon room, group, fundraiser, health fair and general office.

Recruitment and Selections

One of the main reasons that a person does volunteer work for an organization is that they have a personal connection to that cause (Positive Force Consulting, 2012). This seems to be especially true of the volunteers at DTCCR. Every person that I spoke to at DTCCR were either a cancer survivor or has a family member that is one. Volunteers are recruited from clients who have personally received services or from their caregivers. Recruitment has also occurred through advertisements placed in local community newspapers, h community and organizational presentations or by word of mouth. The potential volunteers are identified and screened by the board secretary. A state and local background check is performed by Southern Safety. Their application is then reviewed by the Board. If approved, the applicant is brought in for orientation which is conducted by the Board secretary. Volunteers are placed in positions that they would enjoy doing. Some applicants fail to pass the background checks and are not utilized as volunteers. Others have been let go as they failed to adhering to the mission (D. Turner, personal conversations Oct. 16, 2017 and November 16, 2017).

Training and Development

New volunteer orientation and training is conducted by the board secretary. This training consists of review of written policies and procedures, filling out paperwork which includes liability statements and shadowing of a current volunteer. Both Debbie Turner and the board secretary make themselves available to volunteers at all times for support, clarification and feedback. I had the opportunity to speak to some volunteers, all of whom said that Ms. Turner was the Go To person for information. At this time, there is no succession plan in place (D. Turner, personal conversation, October 16, 2017).

Performance Management

Volunteers are evaluated and provided feedback annually (or more often if needed). Corrective action plans are devised and implemented as necessary. It is very important that the volunteers follow the organization's mission. Failure to do so will result in termination. As stated earlier, many of the volunteers have themselves been impacted by cancer. For those volunteers, the intrinsic reward of working with DTCCR is in being able to give back to an organization that has assisted them in their hour of need.

Recommendations for Future Success

DTCCR has experienced phenomenal growth in services offered and clients served. These increases are a concern to Ms. Turner who is worried about burning out the volunteers (D. Turner, personal conversation, November 27, 2017). On the other hand, she is on call 24/7. She has gotten a call at midnight to go to Tampa and she goes to help the clients. She has gotten calls in the afternoons to go to Jacksonville and not get home till late (K. Graves, personal

conversation, November 22, 2017). She does not equate the burnout issue to herself. Burnout is problematic.

The idea of paid staff has been brought up to the Board. Paid staff would assist with the burnout issue. They are investigating corporate sponsorships and grants to pay salaries. This would allow the organization to continue using 100% of their discretionary funding toward services rendered. The amount of funding would dictate the number of paid positions. The current philosophy is to have five full time staff members--director, office manager, transportation coordinator, bookkeeper, CPA—with salary ranging from \$25,000-\$30,000 (D. Turner, personal conversation, November 20, 2017). I would also suggest an assistant to Ms. Turner, whose responsibility would be to learn procedures and practices. This person would eventually alleviate some of the pressures on Ms. Turner and be able to step into her shoes in case of emergency.

New volunteers are all trained by the board secretary. After training the Go To people for information are still the board secretary or Ms. Turner. Leaders need to be identified, trained and cultivated within each volunteer unit. This will not only lessen the strain placed on the board secretary and Ms. Turner, but it will provide others with the opportunity to grow and excel within the organization.

The job descriptions for volunteers other than the board are a bit lacking. The top qualifications, though admittedly very important are, “friendly, warm, loving and good communication skills. Desire to make a difference in our local cancer families lives...” (Debbie Turner Cancer Care and Resource Center, n.d.). This does not really detail the KSAOCs needed to perform the

specific tasks and duties associated with the position. A detailed description is more informative regarding tasks needed to fulfill the mission. It would cut down on questions taking some pressure off the board secretary and Ms. Turner. Also, the job descriptions, as listed on the website, provide two different email addresses to contact. I sent an email to dtccr@yahoo.com on November 2nd inquiring about volunteer opportunities. To date, I have not heard back. My suspicion is that this email address is no longer used, that the proper address for inquiries would be debbieturnercancercenter@gmail.com

DTCCR currently has no succession plan. Debbie Turner is the face of the organization. It is quite likely that the organization would be devastated if, for any reason, she were to leave the organization. It is never too early to have a succession plan in place. A succession plan ensures continuity, builds a legacy and leads to a smooth transition of leadership. A succession plan should include all the organization's leaders. It should develop a strategic plan of where the organization will be in five years. This provides the search committee with awareness of the KSAOCs that the new director needs to possess and identifies gaps between the required leadership and existing talent. Procedures need to development and documented that details effective transfer of knowledge. It is important that the new leadership will fit into the organization's culture (Rosenwald, 2011).

The final recommendation, though not completely related to human resource management, is that neither their website nor their Facebook page provides an individual with the opportunity to donate to the organization. A donate button should be clearly visible on all social media sites. A person reviewing the site might be drawn into the site, into the great work that the organization

does, and would make donation. It is important that they are easily able to donate before that moment passes.

Clients have told me that they don't know what they would do without the organization. It provides counseling needs for the entire family and assists families in setting up GoFundMe accounts to help pay medical bills. DTCCR provides wigs and hats for those in need. It has a food pantry and recently gave away over one hundred baskets for Thanksgiving. It supports student learning by providing a safe place to study and internet access for homework. (Home internet connection is a luxury that is often sacrificed in lieu of paying for medical bills, housing and food.) DTCCR definitely provides essential services to the community. It is in the midst of a growth cycle. Through SHRM, the Debbie Turner Cancer Care and Resource Center will be around to serve the community for many years to come.

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Appendix

Volunteers

Volunteer Opportunities

Position Duties

<http://debbieturnercancercare.com/wp-content/uploads/2014/12/Volunteers2015web.docx.pdf>

FOR QUESTION PLEASE CONTACT THE CENTER AT 4074640978 OR EMAIL dtccr@yahoo.com OR EMAIL US AT www.wecareapopka.org

Volunteer Opportunity Qualifications

TRANSPORTATION COORDINATOR Friendly, warm, loving, and good communication skills, Desire to make a difference in our local cancer families lives, good phone skills, set appoints, work well with clients and volunteers, follow client confidentiality, represent the cancer center mission

TRANSPORTATION DRIVERS Friendly, warm, loving, and good communication skills, Reliable, Desire to make a difference in our local cancer families lives insure vehicle, valid driver's license, Complete transportation forms, follow client confidentiality, represent the cancer center mission

SALON ROOM Friendly, warm, loving, and good communication skills, Desire to make a difference in our local cancer families lives, work well with clients and volunteers, follow client confidentiality, likes to work with makeup, wigs, hats, scarfs, bras, prosthetics, represent the cancer center mission

GROUP Friendly, warm, loving, and good communication skills, Desire to make a difference in our local cancer families lives, work well with clients and volunteers, set group times, work well with clients and volunteers, follow client confidentiality, represent the cancer center mission

FUNDRAISER Friendly, warm, loving, and good communication skills, Desire to make a difference in our local cancer families lives, work well with clients and volunteers, Day of event volunteer, committee members, help with various jobs at events, registration, setup, clean up, planning, volunteer recruitment, sponsorship, solicitation, marketing work well with clients and volunteers, flyers, follow client confidentiality, represent the cancer center mission

HEALTH FAIRS Friendly, warm, loving, and good communication skills, Desire to make a difference in our local cancer families lives, work well with clients and volunteers, set up schedule times, work well with clients and volunteers, follow client confidentiality, Run center table, refer clients and family to center, set up appointments, represent the cancer center mission,

GENERAL OFFICE Friendly, warm, loving, and good communication skills, Desire to make a difference in our local cancer families lives, work well with clients and volunteers, follow client confidentiality, general office skills, computer skills, filling skills, marketing skills, good on the phone, represent the cancer center mission

FOR QUESTIONS PLEASE CONTACT THE CENTER AT 4074640978 OR EMAIL debbieturnercancercenter@gmail.com OR WEBSITE AT www.wecareapopka.org, www.debbieturnercancercenter.com



Responsibilities of Board Members

Executive Director – Debbie Turner

Co-Executive Director – Tom Turner

There are 5 current positions forming the executive committee for the Board of Directors.

1. Chair – Ken Graves
2. Co-Chair – Bob Caldwell
3. Secretary – Jackie Kazimer
4. Treasure – Jack Schrenker
5. Market Director –

Committee Suggestions:

- New Events
- Marketing
- Fund Raising
- Product and Local Business Donations
- Policies and Procedures

1. Chair – Voting member

- Presides at all meetings of the board of directors. Directs each meeting of the board members according to the agenda and keeps the meeting on track and on time.
- Receives information from the board of directors & committee chair person and sends to secretary for meeting agenda.
- Reviews all reports prior to meetings.
- Assures all new policies and procedures are presented to the board for approval.
- Assigns people to committees or duties to help keep this company moving forward.
- Stays in contact with committee chairs and members on progress of their responsibilities.
- Follows our bylaws and procedures and upholds the mission statement for the center.

2. Co-Chair – Voting member

- Present at all meetings of the board of directors.
- Assists Chair and fills in for chair if not present.
- Assists with board members and committee chair persons with communication and options to present at board meetings. Stays in contact with committee chairs and members on progress of their responsibilities
- Reviews all agendas and reports with chair person prior to meeting.
- Follow up on the assignments the chair person assigns to board members and committees members.
- Follows all bylaws, and upholds the mission statement of the company.

3. Secretary – Voting member

- Present at all meetings.
- Maintains and keeps company records.
- Files reports on a monthly bases to the chairman for presentation to the board.
- Keeps an up dated contact list of all board members, organizational contacts and committee members.
- Make sure that all members of the board have the proper paper work on file.
- Prepares agenda before the board meeting and forwards to all board members after chair review.
- Assures that reports are distributed and filed
- Follows our bylaws and procedures and upholds the mission statement for the center.

4. Treasurer – Voting member.

- Present at all meetings.
- Maintains detailed financial records of accounts and business transactions for the company.
- Prepares treasurers report for board meetings and sends such reports to chairperson for review prior to board meetings.
- Communicates financial records with our CPA on a monthly basis to ensure the company financial records are accurate. (Reporting taxes, state, and federal documents on time is the responsibility of our CPA).
- Follows our bylaws and procedures and upholds the mission statement for the center

5. Market Director – Voting member.

- Present at all meetings.
- Reviews all media and document releases for grammar and spelling prior to release
- Creates and distributes press releases about the center and events.
- Keeps Website, Blogs, Face book, and all Social Networking up to date
- Maintains and updates promotions, venues, and charity items.
- Creates and/or reviews all promotional items, flyers and banners.
- Note: Any new stories, venues or charities that want to use the Debbie Turner’s Cancer and Resources Center’s name needs to have prior approval.
- Informs the board about any social meetings or up coming events. Sends a “will you attend” questionnaire to all board members, tracks, and reports to secretary attendance replies.
- Follows our bylaws and procedures and upholds the mission statement for the center

(D. Turner, personal conversation, November 11, 2017)