

NCOA/NISC SELF ASSESSMENT and ACCREDITATION MANUAL

ADMINISTRATION AND HUMAN RESOURCES

PRINCIPLE

A senior center shall have clear administrative and human resource policies and procedures that contribute to the effective management of its operation. It shall be staffed by qualified personnel, paid and unpaid, capable of implementing its programs and services for its participants.

RATIONALE

Effective management requires clearly defined areas of administrative responsibility, lines of supervision and communication. The chief administrator is accountable to the senior center's governing structure and is usually given complete control over day-to-day senior center management. The administrator, in most cases, carries primary responsibility for dealing with agency interactions, funders, and community resources and collaborations. He/she also plays a leadership role with the center's governing structure, paid and unpaid staff, participants and advisory groups. An effective administrator recruits and retains competent staff members to accomplish senior center goals and objectives.

Senior center staff, paid and unpaid, should have the opportunity and be encouraged to learn new skills and take on responsibilities that promote personal growth. Staff should be encouraged to increase their knowledge through ongoing education, in-service training, and membership and participation in professional organizations. Training and professional growth should be a budgeted item in a senior center's budget.

Periodic review and updating of the human resource policies and practices manual ensures policies are up-to-date and in sync with actual practices. New policies and practices arise out of staff needs, changes in laws and expectations of the community. Sound policies and practices provide objectivity and fairness. They give staff an understanding of the organization's environment and clarify work expectations. Consistent, fair human resource management enhances staff morale and promotes cooperative effort. Personnel policies should reflect the needs of the employees and also the goals of the organization.

A senior center's staffing pattern may look different when it is part of a larger organization, e.g. government or multi-service non-profit. The makeup of the parent organization and the services it provides may affect staffing patterns and policies in place. Government organizations may have policies governed by unions or other procedures common to government groups. Compensation packages will also vary based on resources available, community practices and expectations. However, fairness and equality to all individuals are essential.

Unpaid staff and stipended individuals from federal or other programs are an essential part of senior centers' operations. They are an invaluable source of knowledge, experience and skills. Their role should not be seen as subordinate to paid staff rather on the same level. They can play a role in building the

capacity of a senior center, particularly in the age of dwindling government support.

Good volunteer management practices for unpaid staff mirror good management practices for paid staff. Therefore, written personnel policies, equipment and appropriate space to accomplish assignments, compensation in the form of recognition and communication with a supervisor are all essential components. The volunteer's knowledge and experience should be respected and utilized in the same way as a paid employee.

Much is being written about the "Boomers" and what they can contribute to an organization's capacity to meet its mission. They will also redefine the role of the unpaid staff person in an organization. A senior center needs to recognize that adaptations will need to be made in how to engage unpaid staff. Good management practices will be very important. However, the rewards in increased human resources will be evident not only from the Boomer generation, but others who will gain from the new perspective of working side by side with paid staff.

ADMINISTRATION & HUMAN RESOURCE STANDARDS CRITERIA

A. Administrative Responsibilities

1. The governing organization or sponsoring organization of a senior center shall designate a chief administrator and delegate responsibility for the overall management of the senior center's operation and program.
2. Through a combination of education and experience, the chief administrator shall possess the ability to perform the necessary duties.
3. A senior center's chief administrator's roles and responsibilities shall be clearly defined.
4. The chief administrator has the ultimate responsibility, but may delegate or share many of the following duties:
 - a. Development of the center's overall work plan;
 - b. Assessment of community needs;
 - c. Planning and implementation of programs and services to meet community needs;
 - d. Evaluation of programs and operations;
 - e. Resource development;
 - f. Day-to-day operations;
 - g. Development and nurturing of community relations;
 - h. Human Resource management;
 - i. Staff development;
 - j. Reporting to boards; community, funders and others regarding program accomplishments and needs; and/or
 - k. Financial and risk management.
5. For a senior center that is part of a larger agency, the senior center's

administrator shall have a defined relationship with the larger agency regarding:

- a. Governing structure;
 - b. Administrative staff;
 - c. Relevant committees; and
 - d. Shared space or co-located organizations.
6. In a multi-site operation, there shall be a staff person on-site with clearly defined responsibilities and the ability to carry out day-to-day operations. There shall be a clearly defined relationship between this on-site person and other administrators and governing structure.

B. Personnel

1. A sufficient number of competent and qualified personnel, paid and unpaid, are needed to implement the activities and services to meet the senior center's goals and objectives.
2. Supervisors shall ensure that individuals have the skills, knowledge and information needed to complete tasks and provide the autonomy to accomplish them.
3. A senior center shall have a staffing pattern that clearly defines the positions and the relationships necessary to implement the center's goals and objectives.
4. A senior center shall use resources in the community to increase its capacity to accomplish goals.

5. The ethnic and racial makeup of senior center staff should reflect the ethnic and racial makeup of the older adults in the community
6. At all times, staff shall show respect and encourage personal growth of senior participants by:
 - a. Respecting individual needs, interests, rights and value;
 - b. Developing relationships that respect the individuality of each person;
 - c. Encouraging responsibility for making one's own decisions;
 - d. Providing the resources to aid people to develop coping skills and solve personal problems; and
 - e. Supporting the individual's involvement in senior center decision making.
7. Each staff person shall have a written job description, which minimally would include:
 - a. Position title and classification (if applicable);
 - b. Qualifications;
 - c. Essential duties and responsibilities;
 - d. Lines of communication for supervision and reporting; and
 - e. Salary range and benefits.

C. Staff Supervision and Training

1. A senior center shall ensure that hiring practices, staff compensation, classification and benefits are consistent with requirement of government laws and regulations.
2. A senior center shall have a formal system of staff supervision for paid and unpaid staff to:
 - a. Provide feedback on the accomplishments of the individual;

- b. Establish goals to help individuals grow in their responsibilities;
 - c. Indicate ways to improve one's performance;
 - d. Identify ways to help individual improve or gain skills; and
 - e. Review job description to ensure that it is still appropriate.
3. Performance evaluations should include:
 - a. A written performance evaluation based on objectives and job-related criteria;
 - b. Review of the evaluation in a face-to-face interview; and
 - c. An opportunity for written dissent to be part of the personnel record.
4. A senior center shall examine all types of opportunities for continued education of staff. Ways to use technology should be explored as it now provides many low-cost means to stay abreast of developments in the field.

D. Human Resources Management

1. Policies governing paid personnel shall be established by the governing structure, reviewed periodically, maintained as an official document and made available to each individual.
2. Personnel policies should outline how all personnel issues are handled. What is written in the policy and what is carried out should never differ.
3. A personnel policy should include the following topics:
 - a. Terms of hiring and training periods;
 - b. Compensation and benefits;
 - c. Various types of leaves from work;
 - d. Savings programs;
 - e. Performance appraisal;
 - f. Job posting and promotions;
 - g. Communication channels,

- grievance and disciplinary actions;
 - h. Staff development, training and reimbursement of such;
 - i. Family leave;
 - j. Protection from discrimination based on: sex, age, race/ethnicity, sexual orientation, disability and religious preference;
 - k. Policy on prescription drugs, illegal substances and drug testing;
 - l. Confidentiality statement;
 - m. Technology use and abuse.
4. Issues often emerge that may necessitate the development of new policies or guidelines. For this reason, someone knowledgeable in the field of Human Resource Management should review the policies at least every two (2) to three (3) years.
 5. An employee record should be maintained for each paid employee containing at the minimum:
 - a. Application for employment;
 - b. Resume (if applicable);
 - c. Job description;
 - d. Letter of employment;
 - e. Record of compensation, promotion and salary adjustments;
 - f. Annual performance evaluations;
 - g. Commendations;
 - h. Disciplinary actions; and
 - i. Correspondence.

E. Unpaid staff (volunteers, interns or stipended individuals)

1. A senior center shall engage individuals of all ages to assist with the delivery of programs and services in unpaid or stipended positions.

2. There should be a Volunteer Administrator who handles management of these individuals, which is frequently referred to as Volunteer Management.
3. These unpaid or stipended staff should be treated in the same professional manner as paid staff. Refer to the above sections to clarify what these are. (See C 2, 3, and 4)
4. A Volunteer Manual should be provided to all unpaid staff. At the minimum it should contain the following:
 - a. Organization's mission statement;
 - b. Orientation information about senior center;
 - c. Opportunities for sharing skills;
 - d. Communication channels, grievance and disciplinary actions;
 - e. Protection from discrimination based on sex, age, race/ethnicity, sexual orientation disability and religious preference;
 - f. Process of evaluation for appropriate placement and job satisfaction;
 - g. Confidentiality statement; and/or
 - h. Recognition of contributions.
5. This will be especially important for the volunteers that help build the capacity of the organization by carrying out functions that in other instances might be completed by paid staff.
6. The following techniques will be important in working with Boomers and highly skilled unpaid staff who can work independently:
 - a. *Job sculpting* – designing a job that will allow the person to use skills and knowledge already gained.
 - b. *Flexible scheduling* – understanding the person's availability and

- designing a schedule to fit their need.
- c. *Self directed teams* –Teams that work without a designated leader.
7. An unpaid staff person will feel connected to an organization when he/she understands the mission of the organization and how their role fits into meeting that mission.
 8. When an unpaid staff person is provided the tools necessary to accomplish their task (telephone, computer, appropriate information etc.), they are more likely to continue to assist the organization.
 9. Compensation for unpaid staff may come in the form of recognition, tokens of appreciation, notes of thanks and other expressions of gratitude.
 10. A stipended position may receive reimbursement for expenses and payment for the job that would be below market rate.
 11. People who have a positive experience helping a senior center are the best people to recruit additional people. They are also the ones who will support the center financially and in other ways.

ITEMS FOR ON-SITE REVIEW NOTEBOOK

- Current resume for main administrator of senior center
- Job descriptions for paid staff
- Organizational chart(s) showing structure and lines of authority
- Personnel policies for paid staff (If document is lengthy, include a copy of the table of contents and have copy ready for the on site review.)
- Job descriptions for unpaid staff
- Volunteer Handbook for unpaid staff that includes policies

STANDARDS REQUIRED FOR ACCREDITATION

- The chief administrator must have the experience and education to accomplish duties as outlined in job description
- Personnel policies have been distributed or are available electronically to employees and are followed as written
- There is a Volunteer Handbook written for unpaid staff that includes policies

These are a few of the web sites that were reviewed at the time of this update. However, be aware that web sites can change. Using Google or another search engine may find additional sites.

<http://nonprofitrisk.org/tools/volunteer/volunteer.shtml> NonProfit Risk Management Center – Volunteer Risk Management

<http://www.energizeinc.com/> Energize Inc. by Susan J Ellis

<http://managementhelp.org/policies/policies/polslist.htm> Free Management Library – Sample List of Personnel Policies

<http://www.encore.org/about/employers> Encore Careers – Employer Advice

<http://www.allianceonline.org/boomers.page> Alliance for Nonprofit Management – Resources on Baby Boomer Volunteers