

Human Resource Management for Nonprofits (3 credits)

FYC 6932 - Summer B, 2020

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Course Description

This course analyzes core nonprofit human resource management functions including recruitment, selection, performance management, labor relations, volunteer management, compensation and training, for effective nonprofit management. Experiential exercises are used to simulate situations and issues that managers face in nonprofit organizations.

Course Introduction

Nonprofit organizations, like business and government, must rely on effective human resource management for their long-term success. However, unlike the other sectors, those who are attracted to nonprofit organizations are motivated in fundamentally different ways from their counterparts in the private and public domains. Human resource managers in nonprofit organizations must be concerned with unique issues of balancing organizational, board, staff, and volunteer concerns, while also maintaining a committed, motivated, and productive workforce. The intent of this course is to a) provide students with knowledge and skills related to managing paid and unpaid staff in a nonprofit organization, and b) introduce students to the opportunities and challenges of human resource management in complex social contexts.

This syllabus is subject to change. Please review the course website regularly.

Course Format & Expectations

This class uses readings, online discussion, and individual assignments. Students are expected to participate in class discussion boards, to dedicate time to course readings, and to bring a sincere curiosity to the material.

E-Learning:

Class material, announcements, and resources will be available online via Canvas. All students are expected to check Canvas regularly: <http://lss.at.ufl.edu>

Course Objectives

During this course, students will learn how to:

- Identify concepts, definitions, and approaches in human resource management.
- Explain what is unique about human resource management in the nonprofit sector.
- Apply knowledge of human resource management in a nonprofit setting through developing a systematic approach to managing paid and unpaid staff.
- Practice the skills necessary to accomplish the goals and objectives of a nonprofit organization by strategically planning for, involving and evaluating the human resources of an organization.

Required Readings

Available through Canvas.

Suggested Readings

The Nonprofit Quarterly: www.nonprofitquarterly.org (subscribe to free daily newsfeed)

Course Outline

Module #1: Nonprofit Human Resource Management: Paid Employees

- Week 1: Evolution of Human Resource Management and Job Analysis
Week 2: Employee Recruitment, Selection, Compensation, and Benefits
Week 3: Employee Orientation, Training, and Performance Management

Module #2: Nonprofit Human Resource Management: Volunteers

- Week 4: Introduction to Volunteer Management and Planning for High-Impact Programs
Week 5: Volunteer Recruitment, Selection, Orientation, and Training
Week 6: Volunteer Recognition and Program Evaluation



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Assessments

Details about these assignments, including grading rubrics, can be found on the course website.

Points	Assessment	Team or Individual
420	6 Case Study Memos @ 70 points each	Individual
525	Comprehensive Job Plan	Individual or Team (Students' Choice)
30	Syllabus Quiz	Individual
25	Class introduction	Individual
1,000	TOTAL	

Grading

Grading Scale: Letter Grade	Points
A	950+
A-	900-949
B+	870-899
B	830-869
B-	800-829
C+	770-799
C	730-769
C-	700-729
D+	670-699
D	630-669
D-	600-629
E	<600

For information on current UF policies for assigning grade points, please visit:

<https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

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Course Calendar

Week #	Assignments Due
1	<ul style="list-style-type: none">• Syllabus Quiz• Class Introductions (Discussion Board)• Job Plan – Discussion Board Post re choosing a Project• Case Study #1 – Initial Post on Discussion Board• Case Study #1 – Follow Up Posts on Discussion Board
2	<ul style="list-style-type: none">• Job Plan – Job Analysis Plan• Case Study #2 – Initial Post on Discussion Board• Case Study #2 – Follow Up Posts on Discussion Board
3	<ul style="list-style-type: none">• Job Plan – Job Description• Case Study #3 – Initial Post on Discussion Board• Case Study #3 – Follow Up Posts on Discussion Board
4	<ul style="list-style-type: none">• Job Plan – Recruitment Plan• Case Study #4 – Initial Post on Discussion Board• Case Study #4 – Follow Up Posts on Discussion Board
5	<ul style="list-style-type: none">• Job Plan – Interview Process Guide• Case Study #5 – Initial Post on Discussion Board• Case Study #5 – Follow Up Posts on Discussion Board
6	<ul style="list-style-type: none">• Job Plan – Performance Evaluation• Case Study #6 – Initial Post on Discussion Board• Case Study #6 – Follow Up Posts on Discussion Board

Course Activities

Case Study Memos

Each week, students will be given a human resource case study to analyze and develop an action plan. These cases are based on real-world experiences.

The rubric for this assignment is located on Canvas in the assignments.

Guidelines for Drafting Case Study Memos:

Imagine you are a senior leader (e.g., Executive Director, Human Resource Director, or Board Member) and this scenario occurred in your agency. You need to address this issue with your board and your human resource director at an upcoming board meeting. Draft a 3 paragraph memo to your board and HR director that addresses these questions:

- What is the problem and what are the ramifications for the organization? Articulate the problem as succinctly as possible, distilling it down to the essence. Identify as many types of ramifications (financial, legal, ethical, political, etc.) as possible.
- In hindsight, what should the organization have done to prevent this issue?

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- What actions should you take now to address this issue? Remember to consider financial, legal, ethical, and political consequences of your recommendation.

Post your memo to the discussion board.

Guidelines for Responding to Classmates' Memos:

Now, step out of the role of executive director and, instead, imagine you are a board member or a human resource director in that agency. Imagine the leader of that agency (i.e., your classmate) has just sent you this memo to be discussed at the upcoming board meeting. Read through memos from that perspective. Use the following questions to develop and post a response to three of your fellow students' memos.

- Does your classmates' conceptualization of the problem make sense? If not, what is missing?
- Do your classmates' recommendations seem appropriate and reasonable? Yes, why? If not, what else do they need to consider?
- Are there any legal implications or concerns you have about the situation which your classmate (the executive director) has not addressed?

Suggestion: To increase your learning, respond to classmates whose ideas about the case differ from yours.

Comprehensive Job Plan

Students will create a comprehensive job plan that will include a) a plan to conduct a job analysis, b) a formal job description, c) a recruitment plan, d) an interview guide and scoring matrix, and e) an evaluation template. Instructions and templates are available on the course website (See "Project: Comprehensive Job Plan" link on the Home Page).

Most students will complete this assignment as individuals. Students may choose to work in teams of two or three if they wish. They can use the Week 1 discussion board post to identify team members. Let Dr. Jones know ASAP if you plan to work in a team.

Class Policies

Attendance and Make-Up Work

Attendance and Make-Up Work Requirements for class attendance and make-up exams, assignments and other work are consistent with university policies that can be found at: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

Late assignments will be accepted up and will be subject to a late penalty of 10%.

UF Computing Help Desk

This syllabus is subject to change. Please review the course website regularly.

This course is run on Canvas. Additional readings, course information, and grades will be available on Canvas. It is your responsibility to successfully utilize Canvas. The UF Computing Help Desk is there to assist you with all your computing questions. Please use the following information to contact the help desk:

- Phone: (352)392-HELP (4357)
- E-mail: helpdesk@ufl.edu Location:
- CSE 214/520 URL: <http://helpdesk.ufl.edu>

Introductions

Every gator counts! On the first day of class, students will complete a brief introduction discussion where they may share career aspirations, nicknames, gender pronouns, and other information they would like the professor to know.

University of Florida Policies

Grades and Grade Points

For information on current UF policies for assigning grade points, see <https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

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Online Course Evaluation Process

Student assessment of instruction is an important part of efforts to improve teaching and learning. At the end of the semester, students are expected to provide feedback on the quality of instruction in this course using a standard set of university and college criteria. These evaluations are conducted online at <https://evaluations.ufl.edu>. Evaluations are typically open for students to complete during the last two or three weeks of the semester; students will be notified of the specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results>.

Academic Honesty

As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following pledge: "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity." You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment."

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It is assumed that you will complete all work independently in each course unless the instructor provides explicit permission for you to collaborate on course tasks (e.g. assignments, papers, quizzes, exams). Furthermore, as part of your obligation to uphold the Honor Code, you should report any condition that facilitates academic misconduct to appropriate personnel. It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action. For more information regarding the Student Honor Code, please see: <http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code>.

Software Use

All faculty, staff and students of the university are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against university policies and rules, disciplinary action will be taken as appropriate.

Student Resources

I encourage students to be proactive in seeking resources that will help them succeed and, also, to let me know how I can best support them in the classroom.



U Matter, We Care

Your well-being is important to the University of Florida. The U Matter, We Care initiative is committed to creating a culture of care on our campus by encouraging members of our community to look out for one another and to reach out for help if a member of our community is in need. If you or a friend is in distress, please contact umatter@ufl.edu so that the U Matter, We Care Team can reach out to the student in distress. A nighttime and weekend crisis counselor is available by phone at 352-392-1575. The U Matter, We Care Team can help connect students to the many other helping resources available including, but not limited to, Victim Advocates, Housing staff, and the Counseling and Wellness Center. Please remember that asking for help is a sign of strength. In case of emergency, call 9-1-1.

Services for Students with Disabilities

The Disability Resource Center coordinates the needed accommodations of students with disabilities. This includes registering disabilities, recommending academic accommodations within the classroom, accessing special adaptive computer equipment, providing interpretation services and mediating faculty-student disability related issues. Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation 0001 Reid Hall, 352-392-8565, www.dso.ufl.edu/drc/

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Campus Helping Resources

Students experiencing crises or personal problems that interfere with their general wellbeing are encouraged to utilize the university's counseling resources. The Counseling & Wellness Center provides confidential counseling services at no cost for currently enrolled students. Resources are available on campus for students having personal problems or lacking clear career or academic goals, which interfere with their academic performance.

University Counseling & Wellness Center, 3190 Radio Road, 352-392-1575,

www.counseling.ufl.edu/cwc/

- Counseling Services
- Groups and Workshops
- Outreach and Consultation
- Self-Help Library
- Wellness Coaching

Career Resource Center, First Floor JWRU, 392-1601, www.crc.ufl.edu/

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