

CCCO HR SWAP MEET

TOP TEN TIPS: Human Resources in Small Organizations

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1. **Communicate!** Everyone should be familiar with organizational goals, your own expectations as director. Provide regular feedback and support as well as constructive criticism. Recognize contributions of staff not only individually but in reports to Board, member newsletter, staff meetings.
2. **Job descriptions.** Have'em. For everyone, including summer students, interns, board and other volunteers. Use performance evaluations as an opportunity to review an individual's job description. Does it accurately describe the job today? Has anything in the organization changed that needs to result in job description changes?
3. **Regular performance evaluation.** Once a year is usually often enough unless there is a problem and a staff member has been given a shorter time in which to demonstrate improvement. Staff members will appreciate the opportunity to have your undivided attention on their areas of responsibility and to discuss how this fits into the organizational "big picture". And it can help avoid a messy termination.
4. **Regular staff meetings.** Opportunities for forward planning and sharing what everyone is doing (amazingly important in small and overtaxed organizations).
5. **Opportunities for professional development** (and sharing what learned with other staff)
6. **Responsibility.** Resist the temptation to micromanage or second guess. If you have hired "the best", let them know that you are there to discuss and make use staff meetings to get "team" feedback but have the confidence to let them take responsibility within their job description.
7. **Team Building.** It doesn't have to be an "Outward Bound" course...little things like treats at staff meetings, celebrations or traditions, laughter, "awards" go a long way. Deal with staff disputes.
8. **Coach, mentor, succession planning.**
9. **Make work-life balance part of your corporate culture.** But be open and consistent about expectations eg. start time of work day, appointments, making up time...
10. **Have an HR Policy** (and use it). See #1. Consistency is good for everyone. Recognizing no money (benefits), no upward mobility and that each staff member has a unique job description in the organization.

HR Resources (human resources resources!) for Small Organizations

Cultural Careers Council Ontario & Cultural Human Resources Council, Human Resources Management Series (2004) French & English

- Human Resources: An Overview
- Job Descriptions
- Recruiting the Right People
- Managing Employee Performance
- Dealing with Challenge and Conflict
- Coaching, Mentoring and Succession Planning
- Benefits and Retirement Plans
- Termination of Employment
- Best Practices in the Cultural Sector

CCCO Get Mentored! A Practical Guide for Workers in Culture (1999)

Ferguson, Robert "The Care and Feeding of Ideas" Muse March/April 2005
(Canadian Museums Association)

Matthew, Maureen Human Resources Manual Template for Cultural Organizations in Saskatchewan (March 2004)

Stasiuk, Victoria Recruiting and Hiring Museum Curators and Directors: A Human Resource Tool for Local Government, Museum Trustees and Cultural Managers
(Ontario Museum Association, July 2003)

The Learning Coalition Improving Performance Through Evaluation, A Resource Guide for Museum Trainers and Managers (May 2004)

The Learning Coalition "Human Resource Planning Tool" (March 2006)

Websites

Cultural Careers Council Ontario
www.workinculture.ca

Cultural Human Resources Council
<http://www.culturalhrc.ca/home-e.asp>

HR Council for the Voluntary/Non-Profit Sector
http://www.hrcouncil.ca/council/index_e.cfm

Ontario Museum Association
www.museumsontario.com Lots of tip sheets, sample policies, case studies and legislative links in the Member's Area