

Non-profit HR Change Management Series

A guide for weather-
proofing your HR

**Five ways not-for-profit
organisations can succeed in a
turbulent world**

How can you adapt to unrelenting business disruption?



HR professionals at not-for-profits have shown fantastic leadership and resilience during turbulent times — from local charities, care homes and hospices to global, non-governmental organisations.

They know what it's like to deliver HR services under immense pressure, support colleagues working remotely, and hire staff amid recruitment challenges.

HR teams deserve some respite. However, more challenges have arrived.

Organisations are having to adjust to a decline in government funding and financial support, coupled with rising costs in areas such as national insurance and fuel.

Regulatory and compliance demands weigh heavily — and there's a shortage of skilled staff as well as the salaries needed to attract and retain them.

Perhaps, never before has so much been expected from not-for-profit HR.

But here's some good news

This guide will help HR professionals to find fresh ways to survive and thrive amid tough circumstances. We'll discuss how you can strengthen your resilience and transform processes — so you can get back onto the front foot and achieve remarkable results for your organisation, whatever storm is impacting the world outside.

Let's explore the challenges for non-profits and five ways to weather-proof your HR to help overcome them >

The sector has been struggling, with fewer staff and less money



- Over 2,000 people were made redundant at the largest 20 charities despite the high use of furlough^[1]
- Almost half of charities sold property and assets amid the cash crunch^[2]

[\[1\] Civil Society News — 8 April 2021](#)

[\[2\] Independent — 13 September 2021](#)

2 Challenge #1: Delivering on your core mission, while having to do more with fewer resources

Not-for-profits are accountable to their funders, who need to feel confident that their donations are being spent wisely. However, the budget may be reducing — while demand for services is increasing.

Demand is increasing but resources are in short supply



- Two-thirds of charities (66%) experienced an increase in demand for their services^[1]
- The top two obstacles impeding organisations from realising their talent management priorities were not having enough staff resources dedicated to HR (65%) and not having enough financial resources devoted to HR (56%) to achieve them^[2]

HR professionals are in a tight spot. They're often bogged down with necessary, but time-consuming manual tasks. They didn't join their organisation to see their time swallowed up with processes. Instead, they wanted to use their skills effectively, so their not-for-profit would thrive.

So how do we fix it?

The answer is for HR professionals to find new ways to win back time to spend on value-added tasks. Here are some proven ways to get there.

• Achieving faster digital transformation:

With the right tools, you can streamline many HR tasks and increase efficiency, with your processes functioning perfectly.

• Avoid multiple systems:

You can connect people and data collaboration tools within a single HR system, increasing visibility and speeding up outcomes.

• Automating repetitive tasks and key back-office workflows:

This can save hours of valuable time, give you access to real-time information, and dramatically reduce human errors.

• Unleashing self-service:

Employees can update their own records, request holidays, check their pay, answer surveys, manage their career progression and carry out many other time-consuming admin HR tasks. This not only frees up admin time, but makes employees feel empowered, connected, and trusted. Everyone wins.

3 How to save hours of valuable time — in one giant leap forward



Having a single system that seamlessly combines your HR and payroll functions opens the door to significant savings in time and unnecessary effort.

For example, you can: unify your HR and payroll data, avoiding duplication of work and errors; bring your performance reviews online; and create and manage essential surveys easily.

Ultimately, this approach brings your business higher productivity, increased efficiency, and enhanced staff engagement.

^[1] CFG — 6 September 2021
^[2] Nonprofit HR: 2020 Talent Management Priorities Survey

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Challenge #2: Recruiting the best people in a competitive arena

Recruitment for non-profits can often be challenging. Salaries are generally lower, making candidate attraction trickier, and it can be difficult to build a diverse workforce. Frontline staff, especially those working with children or vulnerable people, also need strict vetting.

For HR managers, the hiring process can feel slow and cumbersome. And that's how candidates can feel too. But it's possible to transform the process.

Proactive steps you can take

Not-for-profits must raise their game in the recruitment marketplace. Often, HR needs to work closely with colleagues in marketing to find ways to showcase the valuable contributions made by the roles advertised — to attract the best talent via the web and social media.

Once candidates show an interest, it's essential to maintain their 'wow' factor, enthusiasm, and interest. They need a great candidate experience — from attraction, through to interview, hiring and onboarding.

You can make this possible by automating your recruitment process using applicant tracking software that follows best practices. You'll optimise the process and reduce time-to-hire, so you don't miss out on the best applicants. The recruitment process is often the first connection to a new employee – having a smooth, well-run process can make the difference between recruitment success and failure.

Major trends make it harder to recruit and retain people



- The number of women in work generally is at its lowest since 1988^[1]
- In the not-for-profit sector, 45% of employees plan to seek new jobs by 2025^[2]

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Not-for-profits sharpen their competitive edge in recruitment

The Salvation Army Trading Company Ltd (SATCoL) deployed an end-to-end recruitment solution to streamline internal processes and ensure GDPR compliance. With efficient workflows, tracking and reporting, managers have valuable insight throughout the entire recruitment process.

UK-based charity Parkinson's now offers a standout digital experience to its candidates, thanks to a fully automated process, from application to hire. Its engaging, interactive adverts can include videos, image carousels, 'meet the team' sections and Google Maps.

"... I have had nothing but positive comments from all recruiting managers, as they now have a streamlined system with an easy-to-use platform that is GDPR compliant."
Sarah Trivett, Training & HR Manager, Salvation Army Trading Company Ltd^[3]



^[1] [CNBC — 8 February 2021](#)
^[2] [Forbes — 10 Feb 2020](#)
^[3] [IRIS Customer Case Studies](#)

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Challenge #3: Retaining and inspiring your people, whatever is happening

In the not-for-profit sector, it's essential to build engagement and loyalty. If engagement and culture isn't managed effectively, plummeting morale can affect everyone. It can also morph into a lack of ambition, which can affect how you develop fresh talent.

Sometimes not-for-profits go through dramatic periods of change, such as restructuring. It can be extremely tough for HR to maintain employee morale, especially if the workforce is a mixture of salaried staff and volunteers, some working at home and others at head office, across branches, or in the field, nationally or worldwide.

But, whatever is happening, it's too easy for employees to feel ignored and unappreciated — even if the organisation values them greatly.

The not-for-profit sector can be impacted by people challenges, just the same as other industries



- 32% of UK workers are not stimulated by what they do^[1]
- 27% say they are not performing at their best or giving 100%^[1]
- 36% believe what they do isn't meaningful^[1]
- Only 49% of employees think their manager understands their problems and needs^[2]
- 51% of all work-related ill health cases are caused by stress, depression or anxiety^[3]

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Challenge #4: How to fill the void and engage better with employees

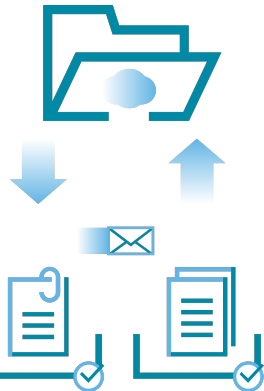
How to fill the void and engage better with employees

HR teams need tech that enables them to stay connected with employees, wherever they are working, with regular interaction that feels friendly, helpful, caring, personal and responsive. This will help to define how people feel about their relationship with your organisation.

But engagement must extend beyond regular emails and staff awards. As consumers, we all embrace the digital world in our personal lives — and our time at work should be the same. HR leaders need to choose software and design HR processes that meet the high expectations of employees and volunteers who assume everything should be ultra-convenient and available instantly.

With the right tech, you can fix gaps in communications and build strong connections with every employee, using topical, refreshing engagement to develop your culture. You can get people's feedback instantly and find ways to support how they think, feel and act.

74% of organisations named culture and engagement as their top talent management priority^[4]



[1] Deloitte: Voice of the Workforce report
[2] Gartner HR survey, reported March 15, 2021
[3] HSE: Work-related stress, anxiety or depression statistics in Great Britain, 2020
[4] Nonprofit HR: 2020 Talent Management Priorities Survey

Challenge #4: Sticking to the highest standards with policies, reporting, compliance, and data privacy

This is one of the most demanding areas of an HR professional's job. Policies and practices must reflect an organisation's mission and culture, and meet fast-changing regulatory requirements.

It's vital to minimise human error and stay in line with the latest legislation. But this can be especially difficult when HR professionals are battling with other tasks.

Proactive steps you can take

Most not-for-profit HR teams don't have the luxury of spending hours every day monitoring their organisations. But the latest tech can have your back, doing the heavy lifting for you.

Firstly, integrated HR software can create a single version of the truth for everyone. You can store all your employee handbooks and policies in one place, so people can find and follow them more easily.

With a single system, you've got all key data at your fingertips, so you can confidently meet reporting requirements, including Government legislation on equal pay, recruitment and employment procedures. Your system can record all HR-related, digital interactions and store evidence with a useful timeline, should grievances arise.

Next, you can use flexible tools to align HR services with your not-for-profit's corporate business goals. It's simple to design, execute and measure your people initiatives such as ongoing projects like equality, diversity and inclusion (EDI) and return on investment.

Finally, you can automate processes such as the protection, storage and timely destruction of personal data. As a result, you can be assured of GDPR compliance, with sensitive employee information stored securely in a single database in the cloud, rather than in disparate systems and paper records.



Reduce the risk of human error

Specialist not-for-profit HR software can save you hours and avoid mistakes by helping you to:

- **Manage your payroll:** You can ensure that everything, from payslips and pensions, to furlough payments and temporary contracts, are accurate and up-to-date with the latest legislation.
- **Streamline admin:** With advanced document and workflow automation, you can be confident that functions are working efficiently.
- **Strengthen compliance:** With the right tools, you can keep track of your organisation's statutory and legislative compliance — and prove it, when asked.



Challenge #5: Responding quickly and calmly to whatever change comes next

To maintain employee morale and stakeholder confidence, it's essential that not-for-profits keep a firm grip on crisis-management. Legacy systems and processes mustn't get in your way, restricting your organisation's ability to make big decisions and adapt quickly in the face of economic uncertainty or other kinds of disruption.

During a crisis, people will look to HR for answers. You need a cool head and the tools to stay in control. You must make decisions quickly – to ensure you have the systems in place to provide critical insights and support to your own team and your trustees.

How to improve your core agility

You need an HR system that's designed to help you adapt quickly, empowering you to operate flexibly and in a way that works for you. The best solutions will cover HR core activities efficiently and give you the freedom and tools to customise at will.

The ideal software is intuitive and straightforward enough to be reconfigured quickly by your HR team in fast-moving situations. They get the tools to automate processes and change screens, workflows, and reporting instantly.

During times of change, you can also monitor how your organisation is adapting, staying connected and engaged with all your people by using metrics in areas such as performance and wellbeing. You can then generate executive reports instantly, helping your organisation to make smarter decisions, including tactical switches in the way you manage HR.



Cloud HR tech delivers the perfect platform for success



Scalable, cloud-based HR solutions are helping to drive greater agility for HR teams at not-for-profit organisations.

Cloud HR software helps to simplify, automate and enhance your HR processes to save time and money, while boosting productivity and your ability to focus on meeting business objectives. Your solution can grow and adapt with you.

This approach also frees HR teams from being reliant on internal servers and IT departments for support. The best cloud solutions will give you outstanding support, seamless upgrades and zero downtime.

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Not-for-profit HR needs to become stronger, more resilient, and agile — whatever is around the corner

The right HR technology can provide everything you need, to do an even better job

Many not-for-profits have been battling through a long period of harsh conditions. But things can change quickly as new opportunities arise. This calls for greater HR agility and the kind of tech that enables organisations to adapt and scale.

While some not-for-profits may still use spreadsheets to manage HR operations, others look for tech solutions that save time and cost, while increasing accuracy, performance, and scalability. So, it's no surprise that the shift towards digital transformation is gathering pace.

Digital transformation is an imperative

Charities look to be continuing to capitalise on the shift to digital during the pandemic — almost half of respondents (44%) reported increased spending on digital technology and IT equipment in the previous quarter^[1]



With an all-in-one, easy-to-use HR system that covers all your needs, it's possible for people to feel more empowered and motivated. You can develop a positive culture and mindset — whether your organisation is experiencing hard times or starting to grow again.

You can take the pain out of processes and focus better on the work you love. The right software helps you to easily comply with regulations, drive productivity, and support better engagement with key stakeholders.

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Selecting the solution that's right for you

When choosing HR software, ensure it can adapt to the changing requirements of your not-for-profit organisation. Here are eight qualities to look for:

- 1) A single integrated database that creates one centralised system for everything HR
- 2) Flexible tools and modules that can be tailored to your exact needs
- 3) Simple set-up, so you don't require expensive consultants to customise your tech
- 4) Streamlined user interface with branding options
- 5) Integrated payroll, eliminating costly errors, with seamless dataflow between HR and payroll systems
- 6) Unparalleled reporting and invaluable insights for better decision making
- 7) An exciting, future-proof, development roadmap from a partner that's powered by a passion to deliver new features that drive HR excellence
- 8) A desire from the HR tech partner to explore your goals and find ways to support your long-term success



[1] CFG — 6 September 2021

Introducing IRIS: Market-leading, purpose-built software for not-for-profit organisations

Our software and services for not-for-profit organisations will save your team hours of admin and effort, give you the extra transparency you need and simplify how you meet your specific not-for-profit reporting and compliance responsibilities. This means you can devote more time to delivering on your mission and your people can spend more time doing what they love most about their jobs.

IRIS is trusted
by over
120,000
organisations
worldwide,
including not-
for-profits

“Our project manager was a real expert in their field, easy to work with and understanding of our needs and demands was so refreshing.”

**Jez Lowe, Senior HR
Officer, Parkinson’s UK⁽¹⁾**

[\[1\] IRIS Customer Case
Studies](#)

We can help you to succeed, whether you’re a small, medium, or large not-for-profit organisation, operating locally, nationally, or globally. Our team will support your HR today and in the future, with functionality that can be added as your needs develop.

Be ready for tomorrow. Discover more today

With IRIS, you can survive and thrive — whatever you face next.

Our team will be delighted to explore the possibilities with you. Contact us now.

Call our team on 0344 225 1525 or visit <https://www.iris.co.uk/solutions/area/hr-software/>



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