

Risk Management ESSENTIALS

Tips, Knowledge and Tools
for Nonprofit Organizations



2012 Risk Management Webinars: Affordable and Convenient

The First Wednesdays webinar series features twelve, 60-minute webinars on topical risk issues.

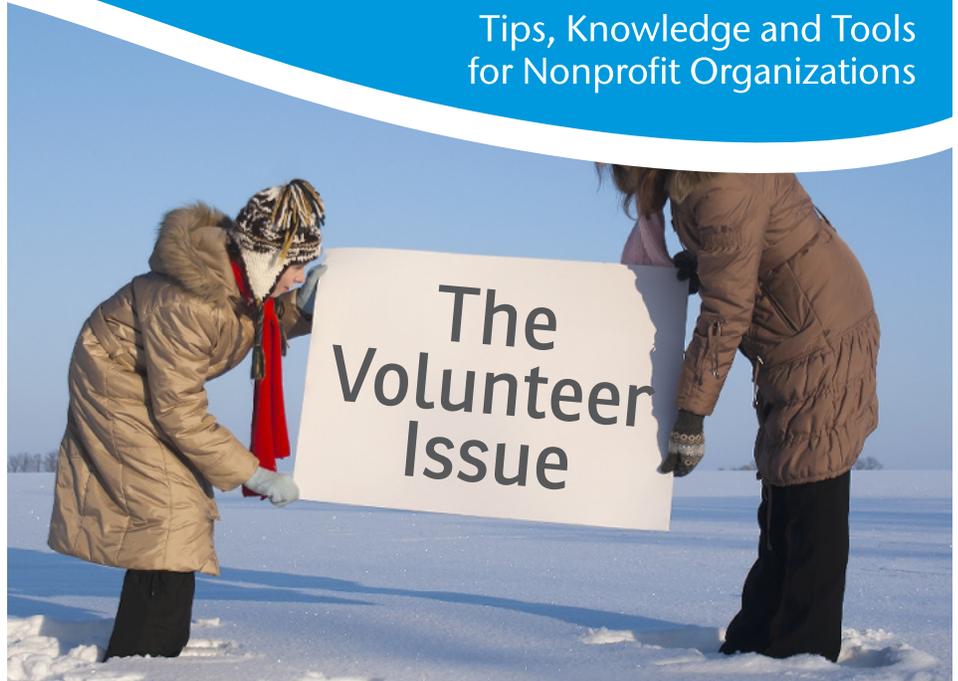
- **January 4:** *Risk & Decision-Making*
- **February 1:** *Managing Social Media Risk & Reward*
- **March 7:** *D&O: What's New and What You Need to Know*

The Third Thursdays webinar series features four, 90-minute programs on topical HR issues.

- **January 19:** *Federal and State Employment Law Update*
- **February 16:** *Why Can't We All Get Along? Managing a Multi-Generational Workforce*
- **March 15:** *Remote Workers: Plugged in Resources or Unmanaged Risk?*

Each "live" program is packed with practical information. All Center webinars are recorded and archived so you can watch missed programs at your convenience.

Visit www.nonprofitrisk.org and choose the "Webinars" tab to learn more.



Employee or Volunteer: What's the Difference?

By Melanie Lockwood Herman

Nonprofit organizations frequently depend on the service and commitment of volunteers as well as the labor of employees. The skills and talents of both types of workers bring nonprofit missions to life. At first glance, the simple difference between these two types of workers is that employees get paid and volunteers don't. Yet many nonprofit leaders have discovered that there is more to distinguishing between employees and volunteers than whether an individual receives a regular paycheck. This article explores two subtopics under the umbrella issue

of employee versus volunteer status: whether employees may also volunteer, and the consequences of compensating volunteers.

When Employees Also Volunteer

May your nonprofit's paid employees also serve as unpaid volunteers? Each year the Center receives numerous calls and email messages from leaders who tell us that their dedicated, paid

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Risk Management ESSENTIALS

Vol. 20 • No. 3 • Winter 2011/2012

Published three times annually by the
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**Nonprofit
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...find the answer here

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staff are eager to volunteer in the evenings and on weekends. In some cases these willing staff volunteer to work “off the clock,” while in other instances they sign up or formally apply for volunteer roles, such as volunteer ticket takers, coaches or special event staff, or as volunteer mentors in the nonprofit’s mentoring program. But we also receive calls from employees who want to know whether they can be forced to “volunteer” and on occasion from employees who are indignant after having been told that they cannot volunteer their services in the agency where they are employed.

At the time the Fair Labor Standards Act (“FLSA”) was revised in 1985, Congress stated its desire to prevent any manipulation or abuse of minimum wage or overtime requirements through coercion or undue pressure upon individuals to “volunteer” their services. Yet the Department of Labor’s Wage and Hour Division has recognized that a volunteer in a religious, charitable, civic, humanitarian or similar nonprofit is not subject to the FLSA. Volunteers may work for nonprofits without expectation of compensation, and nonprofits are free to recruit and retain true volunteers without undue worry about the risk of wage and hour claims.

To determine whether an individual is a true volunteer engaged in “ordinary volunteerism,” the Department of Labor considers a number of factors. No single factor is determinative. The factors include:

- ❑ Is the entity that will benefit/ receive services from the volunteer a nonprofit organization?
- ❑ Is the activity less than a full-time occupation?

- ❑ Are the services offered freely and without pressure or coercion?
- ❑ Are the services of the kind typically associated with volunteer work?
- ❑ Have regular employees been displaced to accommodate the volunteer?
- ❑ Does the worker receive (or expect) any benefit from the entity to which it is providing services?

A volunteer position at your nonprofit is likely to be regarded as “ordinary volunteerism” and safely exempt from the minimum wage requirements of the FLSA if you can answer “yes” to the first four questions and “no” to the final two questions.

Risk Management Tips

If your nonprofit engages both paid personnel and unpaid volunteers and paid employees are eligible to volunteer, consider the following tips to increase the safety of your HR and volunteer management practices.

- **Put it in Writing** – An important step in distinguishing between your employees and volunteers is to document the distinct roles that each group of workers plays in the organization. First, make certain that you have written job descriptions for each paid role in your nonprofit. A job description should contain information on the employee’s classification and status (e.g., regular/non-exempt/part-time or temporary/full-time/exempt, etc.), education and other requirements, as well as specific job duties. Volunteer roles should be defined in position descriptions or volunteer agreements that

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Employee or Volunteer: What's the Difference?
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What is a Volunteer?

According to the Department of Labor, a volunteer is: an "individual who performs hours of service... for civic, charitable, or humanitarian reasons, without promise, expectation or receipt of compensation for services rendered."

emphasize volunteer status and make it clear that no compensation will be provided. A Volunteer Agreement* is especially helpful when the volunteer is also an employee, because it requires both the nonprofit and the volunteer to agree and acknowledge that volunteer service is separate from employment and that the willingness to volunteer will have no impact on the terms of a volunteer's employment with the agency.

- **Document Policies in Separate Manuals** – While the Center recognizes the desire to economize in developing policies, we believe it is inappropriate and risky to consolidate policies for employees and volunteers in a single handbook or manual. An Employee Handbook or Personnel Policies Manual should be developed and distributed to employees only. A Volunteer Handbook or Volunteer Policies Manual should

be developed for your volunteer workforce. The overlap in policies should be minimal, such as those related to safety matters. Employees who also volunteer should be instructed that their volunteer service is governed by the policies in the Volunteer Handbook, and that their paid service is governed by the policies in the Employee Handbook. An employee who volunteers should have a job description and a Volunteer Agreement.

- **Never Ignore "Off the Clock" Service** – Employers who look the other way when nonexempt workers "volunteer" after hours expose their nonprofits to costly wage and hour claims. The nonexempt employee who is content to volunteer today could be an aggrieved plaintiff demanding unpaid wages and penalties six months from now. Keep in mind



*Use the Center's affordable online tool, [My Risk Management Policies](#), to develop a custom volunteer agreement or job description (and 200+ other risk management policies) in a matter of minutes.

▶ See ad on page 13 for more details.

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*Employee or Volunteer: What's the Difference?
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that it is the employer's duty (not the employee's!) to keep track of the hours worked by nonexempt employees and to ensure that compensation practices are FLSA compliant. Exempt employees are expected to work the hours required to perform their jobs. Most exempt employee schedules include occasional long days and extended work weeks. The additional time spent beyond a customary eight-hour day or 40-hour work week is generally part of the job, and not "volunteer" service to the agency. If, however, an exempt worker seeks a formal volunteer role in the nonprofit he or she should be required to follow the proper channels and should be subject to the rules and supervision associated with that volunteer role.

- **Never Coerce Employees to Volunteer** – An employee who feels coerced to "volunteer" after regular work hours is a wage and hour claim waiting to happen. No individual—whether they are on your payroll or not—should be coerced to volunteer their time for your nonprofit. Make certain that all supervisors at your organization are aware of the distinction between employee and volunteer status, and that they understand that strong-arming employees to work without pay is a violation of policy that may subject the supervisor to discipline.
- **Remember the Volunteer Service Rule of Three** – "True" volunteers are those who: (1) work toward public service, religious, or humanitarian objectives; (2) do not expect or receive compensation for services; and (3) do not displace any genuine employees.

Can We Pay Our Volunteers?!

Many nonprofit organizations offer some monetary benefit to their volunteers, such as stipends, reimbursement for out of pocket expenses, discounts on services, and so forth. "Bona fide" volunteers are those whose compensation is limited to reimbursement for expenses, reasonable benefits and/or nominal fees for services.

There are at least two key issues that arise when volunteers receive payment or benefits from the nonprofit organizations they serve. The first issue is whether the payments or benefits are taxable compensation. The second issue is whether payments to a volunteer jeopardize the worker's volunteer status.

Taxation of Benefits Provided to Volunteers

In general, a nonprofit employer must treat payments to volunteers the same as payments to employees, which means that income tax and FICA contributions must be withheld. (See 26 U.S.C. § 3402). Living allowances, stipends and in-kind benefits should generally be treated like wages. Inexpensive items (e.g., a \$25 gift card, free lunch or admission to an event where the volunteer is representing the organization) may be excluded from income as de minimis fringe benefits (See Internal Revenue Code section 132(a)(4)). Examples of such benefits include holiday gifts, light refreshments, occasional personal use of the nonprofit's office equipment, occasional tickets for entertainment events, and personal use of a cell phone provided primarily for the nonprofit's business. The more expensive the item or the more frequent its use, the less likely it is to

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qualify as de minimis benefit. Keep in mind that a de minimis fringe benefit “should not be a form of disguised compensation.” (Source: www.irs.gov/govt/fslg/article/0,,id=184791,00.html)

In-kind benefits that do not qualify for a tax exemption must be assigned a dollar value for tax purposes. Your nonprofit is responsible for determining the fair market value of the goods it distributes to volunteers and for withholding the tax from a volunteer's stipend or other income provided. Generally, the fair market value of a benefit is the amount an individual would have to pay for the item at a local store or restaurant. Reimbursements to volunteers are taxable to the same extent as reimbursements to employees. Only if the expense qualifies as a tax deduction for an employee does the volunteer also avoid tax liability. Thus, reimbursement for a volunteer's purchase of a uniform, required for program participation, would not be considered part of taxable income.

Reimbursements for ordinary living expenses like food, clothing and commuting to and from home are taxable income. You may be able to provide meals tax-free in some circumstances, but reimbursements for meals or for groceries to cook meals will ordinarily be subject to tax.

Jeopardizing Volunteer Status

A second issue is whether the payment of a fee, stipend or valuable benefits jeopardizes the legal status of a volunteer. The unwitting conversion of a volunteer to employee status has potential negative consequences for the employer as well as the volunteer. In contrast with their volunteer counterparts, employees are subject to various forms of legal protection,

such as the guarantee of a minimum wage under the federal and state wage and hour laws, and protection from illegal discrimination under Title VII. Nonprofit employers should therefore proceed with care when determining the benefits that will be provided to volunteer workers.

Short of changing a volunteer's status to that of employee, payments to volunteers can also lead to a loss of legal protection for the volunteer. The Volunteer Protection Act specifically protects a volunteer who: (1) performs services; (2) for a nonprofit organization or governmental entity; and (3) either (a) receives no compensation (although reasonable reimbursement for expenses incurred is allowed), or (b) does not receive anything of value in lieu of compensation in excess of \$500 per year. Therefore a “volunteer” who receives a stipend of \$50 per month, or \$600 annually, is not protected under the VPA.

What is Nominal Compensation?

While there is no clear-cut guidance on what constitutes “nominal compensation” to a volunteer, 29 C.F.R. § 553.106(e) provides that “a fee is not nominal if it is a substitute for compensation or tied to productivity.” In addition, Section 553.106(f) of FLSA regulations provides that “determining whether the expenses, benefits, or fees would preclude an individual from qualifying as a volunteer under the FLSA requires examining the total amount of payments in the context of the economic realities of a particular situation.” DOL's Wage and Hour Division presumes that fees paid to volunteers are nominal as long as the fee does not exceed twenty percent of what an employer would otherwise

Same or Different Work: It Matters

“According to FLSA section 6, an employer must pay all employees not less than the minimum wage for all hours worked. As indicated in 29 C.F.R. § 785.44 (copy enclosed), “[t]ime spent in work for public or charitable purposes at the employer's request, or under his direction or control, or while the employee is required to be on premises, is working time. However, time spent voluntarily in such activities outside of the employee's normal working hours is not hours worked,” so long as the volunteer activities are not the same or similar to the activities the employee is employed to perform. See also **Field Operations Handbook** § 10b03(c) and (d).”

“It is Wage and Hour Division policy that when employees volunteer to do the same type of work that they perform as a part of their normal work duties, the volunteer work must be included in the employees' hours worked calculations...Therefore, it is our opinion that the employer must compensate employees for the hours spent volunteering during their normal working hours or when the volunteer work performed is similar to their regular duties.”

Source: DOL Opinion Letter: FLSA2005-33



▶▶ [Click here to view online](#)

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What is the Fair Labor Standards Act (FLSA)?

The FLSA is a law that covers public agencies and businesses engaged in interstate commerce or providing goods and services for commerce. The law includes guidelines on employment status, child labor, minimum wage, overtime pay and record-keeping requirements. The FLSA determines which employees are exempt from the Act (not covered by it) and which are nonexempt (covered by the Act), and also establishes wage and time requirements for minors. The FLSA also sets the minimum wage that must be paid and mandates when overtime must be paid. The Act is administered by the Employment Standards Administration's Wage and Hour Division within the U.S. Department of Labor. For more information, visit: www.dol.gov/compliance/laws/comp-flsa.htm.

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pay to hire a full-time employee for the same services. See Wage and Hour Opinion Letters FLSA2006-28 (Aug. 7, 2006) and FLSA2005-51.

In a wage and hour case involving a volunteer school golf coach (who also served as a paid safety and security assistant for the same school system), both a U.S. District Court and the 4th Circuit Court of Appeals found that the coaching role was properly classified as a volunteer position. In its ruling the District Court held that the coaching role was different from the plaintiff's paid position, and that a stipend of \$2,114 was nominal. The 4th Circuit Court also appeared to be swayed by the plaintiff's decision to choose the volunteer coaching role over a part-time paid position due to the satisfaction he derived from his volunteer role. (*Source: Purdham v. Fairfax County School Board, 4th Cir., No. 10-1048, March 10, 2011.*)

Risk Management Tips

- **Proceed with Care When Paying Volunteers** – Remember that the definition of volunteer is grounded in the idea of service without contemplation of pay. Keep in mind that paying your volunteers “a little something” could have negative consequences for your nonprofit (e.g., exposure to wage and hour claims, extension of protection under civil rights laws, etc.) and negative consequences to your volunteers (e.g., loss of protection under the Volunteer Protection Act).
- **Never Offer Benefits Tied to Hours of Work** – Paying volunteers in accordance with their hours of work may be regarded as a “substitute for compensation” and inadvertently convert volunteers to employees.

A key factor in determining whether payments to a volunteer are a substitute for compensation is “whether the amount of the fee varies as the particular individual spends more or less time engaged in the volunteer activities.” (See Wage and Hour Opinion Letter FLSA 2005-51).

- **Never Base Classification Solely on the Nonprofit's Ability to Pay** – The classification of a position as a volunteer role versus a paid employee role in a nonprofit should be based on a number of factors, and never solely on whether funds are available to pay the worker. Generally, volunteer roles are those that:
 - ❑ do not require the worker to follow a consistent, full-time schedule;
 - ❑ are required on an “as needed” basis throughout the year, versus a fixed number of hours on a regular basis;
 - ❑ vary depending on the programs and services of the nonprofit (e.g., special events, seasonal work, etc.); and
 - ❑ are dissimilar in scope, requirements and expectations from paid positions in the organization.

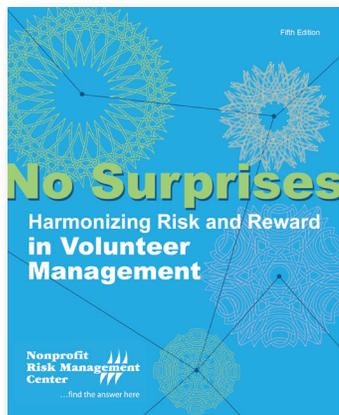
Melanie Lockwood Herman is Executive Director of the Nonprofit Risk Management Center. She welcomes your feedback on this article and questions about the Center's resources at Melanie@nonprofitrisk.org or (202) 785-3891. Melanie's most recent books include *Ready...or Not: A Risk Management Guide for Nonprofit Executives-2nd Edition*, and *EXPOSED: A Legal Field Guide for Nonprofit Executives*. Information on these and other titles can be found at www.nonprofitrisk.org/store/catalog.asp.



Volunteers, Social Media and Risk

Here are a few tips for managing the risks that arise from volunteer use of social media or the use of social media to attract, support and connect volunteers.

- **Don't overreact** – Posting a “tit for tat” response to every negative post by disgruntled volunteers may cast your nonprofit in a negative light. Stakeholders may begin to wonder why your staff have enough free time to pounce on every post, or why the nonprofit is so defensive when criticized. The truth is that not every volunteer will have a positive experience at your nonprofit. No organization will live up to the expectations of everyone who signs up to serve.
 - **Remember the village** – A common mistake is to relegate oversight of a nonprofit's social media activity to a single department, such as communications, marketing or IT. The multiple facets of social media risk and reward warrant a team approach to strategizing and risk management. To maximize your experimentation with social media tools to reach and connect volunteers strive to tap the perspectives of team members with diverse points of view.
- **Look for the wisdom in negative feedback** – Many leaders have a visceral, negative reaction to critical feedback about the organizations they love, such as: “That's not true!” or “That's not fair!” While the unflattering post may not be entirely accurate, negative feedback may contain wisdom that you can use to strengthen your volunteer program. At a minimum, you're learning that a volunteer had a negative experience. Instead of dismissing the volunteer as vindictive or unhinged, consider the reasons for the volunteer's negative experience. Is it possible that s/he was misled about the volunteer role? Or that s/he never received the training necessary to serve as needed?
 - **Keep a sense of humor but keep it clean** – A prominent national organization turned a “tweet” about shopping for beer sent in error from the nonprofit's Twitter account into positive attention when it posted a light hearted follow-up tweet acknowledging the erroneous post. Be cautious however, and remember that effective humor in your blog posts and tweets should never cross the line and express views that you'd be uncomfortable sharing out loud from the podium at a volunteer recruitment or recognition event.



Developing Risk Management Policies for Your Volunteer Program

There is no single way or ideal approach to managing the risks that arise from volunteer service. In *No Surprises: Harmonizing Risk and Reward in Volunteer Management*, the Nonprofit Risk Management Center explores various facets of risk associated with volunteer programs and organizations. This popular book, now offered as a 5th edition, outlines practical ways to manage a wide array of volunteer risks. Before you set off to draft new policies or polish existing guidelines, consider the following tips for ensuring that your volunteer risk management program rests on a solid foundation.

■ Understand the important volunteer roles in your agency

– What will your volunteers do? Are the expectations of volunteers reasonable? Is the distinction between employees and unpaid volunteers clear? Is the structure of your volunteer program (including reporting relationships) effective and suited to current needs and circumstances?

■ **Memorialize volunteer roles and responsibilities** – Taking the time to document volunteer requirements, roles and responsibilities in volunteer position descriptions or Volunteer Agreements is key to effective risk management. Written position descriptions increase the opportunity to establish shared expectations between service volunteers and their paid or volunteer supervisors.

■ **Devote time to training and orientation** – Expecting dedicated volunteers to “learn as they go” is inconsistent with thoughtful risk management. Your nonprofit has the benefit of past volunteer experiences, familiarity with the programs and services you offer and insight on legal requirements, quality standards and other issues that your volunteers will need to appreciate in order to succeed. A common complaint among departing, disgruntled volunteers is that the nonprofit

did not provide adequate training. The risk of an unhappy volunteer can’t be avoided altogether, but you can eliminate a frequent cause of discontent by providing engaging and helpful training and support throughout a volunteer’s tenure.

■ **Got questions?? Ask your volunteers!** – Don’t allow the views and perspectives of your long-time volunteers go to waste. Take the time to solicit feedback on your volunteer recruitment, screening and training activities. Remember to include a “net promoter” question such as: “Would you recommend volunteer service at this nonprofit to a friend?” as well as a question about how you can improve, such as: “What steps could we take to improve the volunteer experience we provide?”

With a strong foundation for volunteer risk management in place, you’re ready to start developing or re-working your volunteer risk management policies. Here are a few guidelines to keep in mind as you develop policies:

■ Great policies evolve over time.

Use easy to correct word processing software to draft policies rather than a chisel and stone tablet. Things change! As your nonprofit matures, as volunteer roles evolve, and as the marketplace for

volunteers changes with the times, your policies will require updating.

■ **Effective policies are easy to understand and apply.** A complicated, convoluted or jargon-filled volunteer policy will be of little value. Use language that every volunteer is likely to understand. Pilot test your new policies in a volunteer Q&A session. After explaining the rationale for the policy and its key components, invite questions. Consider incorporating Qs and As into the final version of the policy.

■ **Remember to explain rationale as well as requirements.** A common mistake in volunteer policy development is to omit the explanation of “why” the policy is needed and focus solely on “what” volunteers should or shouldn’t do. When the rationale, purpose or benefits to the nonprofit and its volunteers are unclear, your volunteers may see little reason to comply. Gaining “buy-in” for safety policies begins with making certain that the “why” is clear.

In addition to *No Surprises*, the Center offers a Web-based tool to help leaders develop custom volunteer policies and forms in a matter of minutes. *My Risk Management Policies* is available 24/7/365 at www.myriskmanagementpolicies.org.

Professional Development and Training Calendar

The Nonprofit Risk Management Center's in-person and virtual training programs offer great content, access to experts, and networking opportunities.



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Can't attend one of the programs of interest on the date it will be presented live? All webinars are recorded and archived so you can watch, listen and learn when it suits you to do so. When you sign up and purchase a program you will receive a confirmation email with a link to the webpage featuring downloadable handouts. The archived recording of the program will be posted on the same webpage as soon as the live program has concluded.



First Wednesdays in 2012 –

A Webinar Series at 2 p.m. Eastern

Join the experts at the Nonprofit Risk Management Center for a series of practical, to the point programs on risk management in the nonprofit world. The brand-new series features twelve, 60-minute programs on topical risk issues. Each program features relevant handout materials, an expert presenter (or two!) and practical insights and tips on the webinar topic.

This series of twelve programs is ideal for in-service training, risk-management skills polishing and orienting staff, managers and board members to critical aspects of understanding and managing risk in your nonprofit organization.

REGISTER

- Each webinar program is \$59.
- Register for all 12 webinars for \$459, a savings of \$249 off the cost of the programs if purchased separately!

First Wednesdays Schedule

JANUARY 4: Risk and Decision-Making

We'll begin the 2012 series with a fast-paced program exploring the intersection between risk-taking and decision-making. Find out how to overcome the biases and traps that lead to poor decisions, and learn how to tap your growing awareness of ever-present risk in your nonprofit's internal and external environments to enhance the decisions you make in 2012.

FEBRUARY 1: Managing Social Media Risk and Reward

Social media tools offer low cost, engaging and creative ways to engage a wide array of stakeholders. Yet like any tool deployed

to advance your nonprofit's mission, there's plenty of downside risk along with potential reward. Register for this webinar to learn about the risks caused by intentional as well as unintentional conduct on the part of employees, volunteers, members and others. Learn what you can do to better appreciate and manage the risks that arise from social media use, including uses within and outside your span of control.

MARCH 7: Nonprofit D&O: What's New and What You Need to Know

Nonprofit Directors' and Officers' liability coverage ("D&O") has evolved from the early days when only a slightly customized corporate form was offered to nonprofit buyers. Today nonprofit D&O is often the first coverage purchased by start-up nonprofits and D&O coverage is regarded as a "must-have" coverage in many nonprofit insurance portfolios. Attend this webinar to

learn about how the coverage has changed over time, how claims against nonprofits and nonprofit boards have evolved over the years, and what you need to look for when selecting a policy in today's highly competitive marketplace. We'll spend 20 minutes on each topic during this fast-paced, informative program.

APRIL 4: Risk-Aware Contracting: What You Don't Know Could Cost You

Contracts are unavoidable. They are the mainstay of relationships with independent contractors, vendors, service providers, and landlords, to name just a few. Yet negotiating sound contracts requires time, understanding and some practical experience with contracting potholes and pitfalls. In our book *EXPOSED*, we caution that contract planning requires equal measures of "planning for performance" and "planning for trouble." The expert presenter for this webinar will identify common contracting mistakes and offer practical steps to steer clear of the dangers that lurk in the contracts your nonprofit will execute in the year ahead.

MAY 2: Risk and Reward: Protecting Your Tax Exempt Status

This webinar will explore strategies for protecting your nonprofit's tax exempt status. Critical topics that will be covered include: the importance of key governance policies, making certain that your nonprofit generates the "right" kind of revenue, managing joint ventures and other revenue-generating programs to minimize exemption and UBIT risks, and steering clear of "deal breakers," including private inurement and political activities. Stop worrying about threats to your nonprofit's tax exempt status; register today!

JUNE 6: Financial Due Diligence: It's More Than Checking Boxes

Due diligence and risk management are inextricably linked. Many leaders think of due diligence in the context of managing the risks of contractual arrangements, partnerships or new business ventures. Some may see due diligence as a "checking-the-box" process that boils down to confirming facts. This narrow view trivializes the process. Effective due

diligence requires the willingness to look for indicators that may signal unusual or unexpected risks. Done properly, due diligence should offer information and insights beyond re-statements of fact. This session will focus on financial due diligence using actual financial statements.

JULY 11: Reporting Success: What's the Risk?

Savvy donors want to know more than how much of their dollars went to "programs" versus "overhead" or "fundraising" expense: they want to know what progress your nonprofit is making to advance its ambitious mission. Failing to track and demonstrate impact puts your mission and long-term success at risk. Success in today's nonprofit world is more than how many people you served, how many events you sponsored, or how many "friends" you have at a popular social media site. Attend this webinar to learn how to appreciate and manage stakeholder expectations and how to tell your "success story" in a manner that is transparent, accurate and compelling.

AUGUST 1: Protecting Vulnerable Populations

Attend this webinar to learn about best practice strategies for protecting members of vulnerable populations from harm caused by criminal acts, negligence and accidents. In addition to exploring "best practice" approaches you'll learn about critical, evolving challenges facing leaders of nonprofits that serve vulnerable clients. If your nonprofit serves children, the elderly or persons with disabilities, you won't want to miss this fast-paced program.

SEPTEMBER 5: Human Behavior and Risk Management

When a nonprofit adopts a risk management "framework," deputizes members of a risk management committee, and approves a set of slick policies that have been blessed by legal counsel, one would expect that the organization's risk management journey will be relatively smooth and uneventful. But not if there are human beings in the mix! This webinar will explore how somewhat predictable human behavior can impede the realization of rational risk management approaches

and policies. Learn about the importance of ownership behavior in employees, how to inspire truth-telling, and what steps are key to jump starting true collaboration in your risk management program.

OCTOBER 3: Managing Special Event Risks

Special events continue to be popular in the nonprofit sector. Whether your upcoming event is designed as a fundraiser, as a way to raise awareness for your mission or cause, or both, an assortment of risks will be featured along with the plentiful buffet and enthusiastic crowd. Attend this webinar to learn "what's new" in special events risk management. Find out what you can do today to better appreciate the risks associated with events, and what you can and must do if something goes wrong when you set the stage, unroll the red carpet or simply promise an "unforgettable" event.

NOVEMBER 7: Crisis Management and Crisis Communications

A crisis is any event that threatens your nonprofit's survival or ability to advance its mission. A crisis demands your immediate focus. This webinar will explore the critical steps and planning required before a crisis hits. Find out what you should be doing today to ensure that your nonprofit will be in the strongest possible position to survive a crisis that is difficult, if not impossible, to imagine.

DECEMBER 5: Calibrating Your Nonprofit's Risk Appetite: Candid Conversations at the Board Table

Many nonprofit leaders report a sense of being either "risk takers" or "risk averse." Yet it is unusual for the entire leadership team to share the same level of comfort with highly uncertain outcomes. This webinar will explore the concept of "risk appetite" in a nonprofit organization. Topics to be discussed include: how to engage the board in a conversation about the nonprofit's appetite for uncertainty, and how to ensure that decision-making at all levels of the organization is in sync with the overall risk appetite defined by the board. Find out how to have a conversation about taking bold risks with a board that clings to the status quo, or how to raise risk

issues gracefully in an environment where “anything goes!”



Third Thursdays in 2012 –

An HR Webinar Series at 2 p.m. Eastern

Join the experts at the Nonprofit Risk Management Center for a series of practical, to the point programs on HR risk and reward. The Third Thursdays series features four, 90-minute programs on topical HR issues.

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- Each webinar is \$89.
- Register for all four webinars for \$259.00, a savings of \$97 off the cost of the programs if purchased separately!

Third Thursdays Schedule

JANUARY 19: *Federal and State Employment Law Update*

This webinar will offer a fast-paced update on the changing landscape of federal and state employment laws. Attend this session to learn about new laws (e.g., “ban the box” legislation and the Lilly Ledbetter Fair Pay Act), amendments to existing laws (e.g., the Dodd-Frank Act amendment to the Fair Credit Reporting Act), and new interpretations of long-standing laws (e.g., whether the use of organization-provided smart phones by non-exempt workers is compensable time under the Fair Labor Standards Act).

FEBRUARY 16: *Why Can't We All Get Along? Managing a Multi-Generational Workforce*

Within a few years, five generations of workers will be represented in the nonprofit workforce. Whether you're a CEO, CFO, HR Director or other senior leader in a nonprofit, you've probably encountered a few challenges stemming from the varying perspectives and priorities that workers from different generations bring to your organization. Conflict between generations is increasingly cited as a driver of low engagement. Attend this

webinar to learn about managing risk in a workplace with workers representing three, four or five generations. Find out how to manage a changing workforce that may include workers from the Silent Generation (born before 1945), Baby Boomers (born between 1946-1964), Generation Xers (born between 1965-1980), Millennials (born between 1981-1995), and the very youngest employees—called Generation Z or “Digital Natives” (born after 1996).

MARCH 15: *Remote Workers: Plugged in Resources or Unmanaged Risk?*

Is working from home an efficient alternative to the traditional office job or does it drain or even kill productivity and camaraderie? According to a recent CareerBuilder study, 10% of U.S. workers telecommute at least once a week, up from eight percent in 2007. Cloud computing and high speed wireless networks have made remote worker programs affordable and accessible for even the smallest employers. Yet working remotely may not be a “walk in the park” for all employers. Concerns about inadequate supervision, decreased productivity, and declining morale continue. This webinar will examine the myriad risks associated with remote workers and offer practical approaches to understanding and managing those risks. The webinar will cover communication, resource needs, supervision, and security protocols, as well as topics raised by participants.

APRIL 19: *He Said, She Said: Managing Workplace Disputes*

In a perfect world every nonprofit employee would be content 100% of the time. Few if any nonprofits live in such a world. This webinar will explore the risks associated with discontent and offer practical suggestions for managing complaints and learning how to respond with finesse and fairness. The session will cover systematic approaches such as authentic open door policies, training employees on the complaint process, adopting a practical complaint investigation process, and determining witness credibility.

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