

# Developing Your Organizational Team

This reader-friendly handbook provides the essentials for managing your most vital resource.

By Terrence Fernsler

**Human Resources Management for Health Care Organizations: A Strategic Approach.** By Joan E. Pynes and Donald N. Lombardi. Softcover. 424 pages. John Wiley & Sons, Inc., [wiley.com](http://wiley.com).

Employees are the most important aspect of a nonprofit organization. They define an organization's character, affect its capacity to change, and carry its knowledge base.

Human resources management plays a key role in selecting, motivating, and developing employees. Therefore, it's crucial to your organization's success. At the same time, human resource practices must be attuned to constituents' needs if you want to provide quality services.

While this book is intended for health care organizations (which are defined very broadly in the book), its principles can be applied to any organization. There are only a few short passages specific to the health care professions; most topics are inclusive enough to apply to any type of nonprofit.

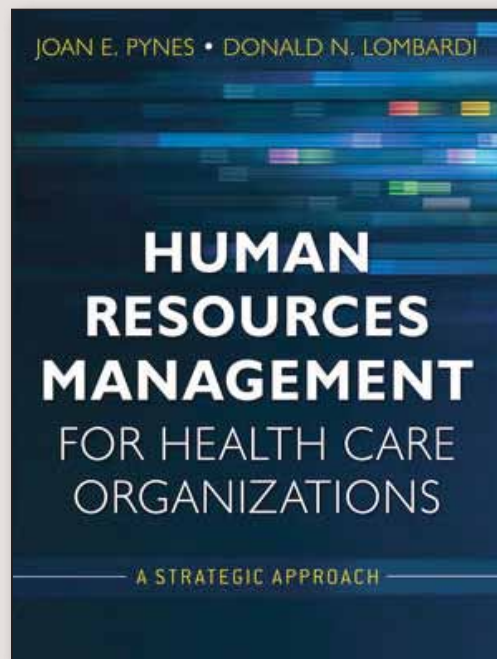
The authors explain how important human resources management is in staying competitive, avoiding lawsuits, and keeping constituents satisfied. They cover job analysis, selection procedures, performance evaluation, career development, and factors influencing compensation. Along the way, they provide helpful, practical examples. Again, nearly all these techniques are highly relevant to any nonprofit organization.

The discussion questions at the end of each chapter allow the book to be used as a textbook. However, it seems most useful as a handbook, helping to guide organizations in making decisions about employment practices by clarifying human resource principles.

Nonprofit organizations are increasingly being held accountable to their purposes. Strategic human resources management can help meet this demand by integrating personnel practices with the organization's mission. This book demonstrates to leaders how human resource policies and procedures can proactively support the work of organizations.

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*Terrence Fernsler, MNPL, has been a nonprofit professional for over 30 years. He is currently an advisor to nonprofits and a PhD student in the School of Strategic Leadership Studies at James Madison University in Virginia.*



## Building Pride

An important part of human resources management is strengthening an alliance between each staff member and the organization. Here are some affiliation strategies that will lead to greater commonality of purpose and, ultimately, organizational achievement.

**Create a credo** – a statement of your organization's basic beliefs. Going beyond the basic mission statement, the credo should reflect your core values and commitment to your customers. Emblaze the credo with your logo, and post it at all employee entrance points and other places where it can be readily observed, as well as on your Web site.

**Produce a set of "house rules"** that reinforce lessons learned by employees in their day-to-day work. These rules might include common-sense maxims such as "Never say, 'I don't know'; immediately find someone to answer the question at hand." These rules not only represent standards for conduct; they supplement the credo and act as a positive reinforcement for staff members.

**Use T-shirts, windbreakers, and other garments** bearing the organization's logo, credo, and other features to bond employees and boost awareness in the community. Such branded items have a tremendous impact on staff members and their friends and neighbors. 