



Together we can access expertise, talent, and leverage resources to achieve quality none of us could achieve on our own.

Collaborative Nonprofit Human Resources

The Expertise, Experience, and Partnership You Need

MACC delivers the skill, expertise, and protection of a large, fully staffed human resources team - something most nonprofits are unable to attain on their own. We are experts in human resources that KNOW nonprofits. We work as a part of your team supporting your managers and employees.

Human Resources Services that Cover the Basics

- Compensation and benefits management
- Design and purchase of benefit programs
- Policy development and implementation
- Payroll administration
- Ensuring legal compliance

A Human Resources Team to Take You to the Next Level

- Performance management
- Recruitment/staffing support
- Talent development/training
- Supervisor support tools
- Organizational development and change management advising

Key Benefits of MACC Human Resources Services

- MACC's Human Resources services provide an organization protection from lost time and resources when dealing with employment-related issues.
- As a member of MACC, you have the benefit of collaborative best practices and knowledge from across our member organizations.
- We deliver increased effectiveness in managing employees and the resources it takes to ensure employees are successful.
- Our services lower an organization's legal and fiduciary compliance risks and ensure accuracy of employee-related records and processes.
- As the nonprofit sector evolves, funding continues to shift, and the demands on staff change, we offer organizations the ability to focus strategically on their talent management and building bench strength.





Payroll Administration

- Regular and off-cycle check processing
- Full support for all forms of deductions and withholdings
- Reporting and GL interface
- Legal and regulatory compliance
- Tax filings

Benefits Administration

- Collaboration with member on strategies and selection of benefits programs
- Benefits open enrollment
- Employee support on benefits issues/changes
- Plan sponsorship of selected benefits

Staffing Administration

- Position requisitions and posting
- Candidate pipeline process support
- Background and eligibility checks
- Onboarding and orientation

HR Consulting

- Employment practices/policies/handbook
- Employee relations support
- Regulatory/legal compliance support
- Investigations
- Performance and compensation support

Cloud-based HRMS Software Tools

- Ultimate Software UltiPro and gotimeforce
- Employee and Manager self-service capabilities



Staffing

Included Services

- Support core staffing functions including:
 - coaching Member leaders on creating job postings.
 - external and internal job posting of open positions on the Member's job board and up to five additional standard job posting sites of the Member's choosing.
 - collecting resumes, tracking applicants, scheduling interviews, and finalizing offer letters.
- Perform standard background investigations including state and national criminal check, social security number trace, and sex offender registry.
- Onboard new employees including:
 - Requesting driving record checks when applicable if Member uses MACC's preferred liability insurance vendor.
 - Conducting basic new employee orientation (Collecting completed payroll, benefits, new hire and related paperwork. Provide basic HR Systems overview, distribute employee handbook, payroll schedule, etc.).
 - Set up employee in electronic record-keeping systems, and create Personnel File, verification of legal work eligibility through the federal government E-verify platform, when applicable.

Member Commitments

- Notify MACC HR of new hires using appropriate established guidelines at least five business days prior to desired start date.
- Provide accurate new hire information including rate of pay, home department, cost allocation, work location, contact information, etc. in order to enable MACC to properly communicate with employee once onboarded.
- Provide sufficient lead time for scheduling interviews if interview support is requested – generally at least five business days before the desired interview date unless otherwise agreed.
- Conduct candidate reference checks.
- Reimburse MACC for staffing-related expenses including routine expenses incurred for services associated with authorized job searches and hires, including fees for advertising as authorized by Member's hiring manager; fees for third-party employment verifications; and criminal background investigations and all other direct employee recruiting costs.
- Use MACC's applicant tracking system for tracking all candidates, dispositioning candidates, creating the offer and providing communication of applicants offer.

Exclusions

- Implementation of recruitment strategies (beyond online postings).
- Conducting or maintain records of background investigations beyond the standard checks, such as FBI checks, MN Bureau of Crime Apprehension checks, finger printing, and child sex offender registry.
- Verifying employee and candidate certifications and licensure data.
- Participating in and conducting interviews.
- Checking candidate references.
- Cost of advertising or other direct employee recruiting costs.
- Orientation of new staff to a specific position or work group.
- Maintenance and distribution of employee directories.
- Drug testing, skill assessment testing, and other special employment testing.
- Support for Member's use of volunteers or workers engaged through service programs such as interns, VISTA, AmeriCorps and / or Public Allies, unless those workers are considered employees of the Member and paid through the MACC payroll system.

HR Consulting

Included Services

- Provide general oversight of regulatory and legal environment, including communication to members of significant changes in compliance requirements, on a "best-effort" basis.
- Design, develop, and implement any changes to HR policies, systems, or processes required to comply with new laws or regulatory requirements, subject to member requirement to share cost of such effort on a pro rata basis with other subscribing members (see Section B.b.i below).
- Provide first response to inquiries from Member managers and staff pertaining to included HR services.
- Create and maintain comprehensive, legally compliant employee Personnel Files. Work with Managers of member organizations to ensure that all required information is provided for the Files. (Note: prior to 2020, Personnel Files were secured, paper-based physical files, which continue to be maintained as such. For Member employees coming under MACC support since that time, Files are maintained electronically). Upon termination of agreement with the member, all employee records and files will be transferred to member.
- Consult with managers on development or updating of job descriptions using MACC's job description template.
- Consult with managers on employee relations issues, including guidance for managers on how to manage employee performance issues or conduct routine employee investigations.
- Facilitate investigations for employees (not including CEO or top-level leadership title) on non-routine issues, such as discrimination, whistleblower or harassment claims, including referral to legal counsel or qualified independent investigator when appropriate.
- Consult on the unemployment insurance process, including gathering wage information and other documentation in response to unemployment claims, when requested from the member.
- Provide guidance to leaders on appealing unemployment claim decisions, preparing witnesses for appeal hearings, creating defense strategies, and documentation collection. Serve as liaison between Member and Unemployment Services Trust, when applicable.
- When members use Unemployment Services Trust, MACC will respond to claims, provide documentation and consult with managers.
- Interpret human resource policies as documented in the Member's employee handbook, if handbook is based on MACC's standard, legally-reviewed template handbook. If not, MACC will discuss policies as written with member, and advise on HR best practices.
- Periodically review and update member Employee Handbook using standard MACC templates, as necessary based on legal changes or member policy changes.
- Consult with managers on worker's compensation injury reporting, including ensuring distribution of First Report of Injury form to employee.
- Provide consultation to Member on worker's compensation on topics such as loss management activities and return to work.
- Track workplace injuries in compliance with OSHA 300 tracking and posting requirements for members using MACC's partner for worker's compensation.
- Prepare and submit EEO-1 reports required by federal government, if applicable.
- Consult with the Member's designated EEO / AAP officer on the



HR Consulting cont.

- development of Affirmative Action Plans, if applicable.
- Prepare and submit annual compliance reporting in relation to Affirmative Action Plans, if applicable.
- Provide basic anti-harassment training as requested by Member, with such training to be repeated no more frequently than once per year per given employee population.
- Conduct market survey compensation analysis as needed for newly-created positions when requested by the hiring manager.
- Consult with management, making recommendations and carrying out decisions made by Member regarding compensation.
- Consultation on basic compensation philosophies, including provision of samples of compensation philosophy and pay structures that align with generally accepted best practices.
- Completion of a basic market compensation survey analysis using MACC's established protocol and data from sources readily available to MACC (e.g. Minnesota Council of Non-profits biannual compensation and benefits survey), plus up to two additional external data sources, if provided by Member, with analysis to be completed no more frequently than once every two years.
- Internal compensation-ratio analysis and consulting, utilizing completed market survey analysis and established template no more frequently than once every two years.
- Review and recommend on FLSA classifications as needed, at the time of position creation, new hire, role change or change in FLSA regulations.
- Distribute an online exit interview survey to terminating employees and collect responses. Periodically analyze and review results with Member.
- At Member's request, administer an employee engagement survey using an established template no more frequently than annually.
- Other HR consultation, including support for other employee engagement and organizational effectiveness as mutually agreed.

Member Commitments

- Member agrees to share cost of MACC effort as needed to design, develop, and implement any changes to HR policies, systems, or processes required (non-optional) to comply with new laws or regulatory requirements, on a pro rata basis based on pro-rata count of employees being paid via MACC payroll services at time of change, with other subscribing members.
- Member agrees to give access to managers or senior level leadership with MACC HR Partner when requested, or as needed for MACC to fulfill its agreed scope and commitments.
- Assist in maintaining accuracy of employee data by promptly notifying MACC HR of employee changes, using tools provided.
- Communicate human resource issues to MACC HR staff in sufficient lead time to complete actions by the Member's desired deadline.
- Maintain organizational compliance with the Member's human resource policies and MACC's human resource procedures.
- Member is responsible for customizing Member-specific content in the employee handbook, specialized formatting and other changes not included in the employee handbook template.
- Member is responsible for creating and communicating any member-specific policies that are not included in the hand-

book. Member is responsible to provide MACC HR with up-to-date copies of relevant policies (e.g. cell phone reimbursement.)

- With support from MACC HR staff, Member is responsible for implementing and communicating employee relations interventions (e.g. performance management meetings, job elimination meetings, terminations.)
- With support from MACC HR staff, Member is responsible for attending unemployment hearings as witness, preparing documentation for submission, and delivering defense strategy at the hearing.
- Communicate relevant human resource changes to MACC HR in a timely manner using established protocols, for actions such as changes in employee status, pay, title, allocation, leave of absence.
- Provide current contact information for Member's Board Chair, which MACC may, in turn: provide to staff directly supervised by Member's CEO or Executive Director, should such staff wish to bring forward a concern as provided for by Member's Employee Handbook, or utilize to address "whistleblower" concerns as provided for in Member's Employee Handbook.
- If Member hires someone outside of Minnesota other than an outside state already in use by Member, Member is required to give notice to MACC HR at least 10 days in advance of start date of the position, to ensure adequate time for payroll processor to set up tax codes for that state for the Member organization specifically prior to start date, and to allow sufficient time for MACC team to research employment laws and requirements applicable to that other State. If compliance requirements unique to that State require MACC staff time in excess of typical time for a MN hire, MACC reserves the right to request compensation at an hourly rate as defined in Schedule B.

Exclusions

- Consulting or investigations on non-employees (unpaid interns, independent contractors, participants/clients/ community members and volunteers).
- Determinations of individual employee pay or pay levels.
- Design and administration of custom compensation surveys.
- Legal services or legal advice, other than making incidental inquiries to MACC's preferred legal counsel related to employee relations issues on behalf of Member.
- Managing Member or employee's general compliance with licensing requirements (e.g. social work licensing requirements).
- Individualized coaching regarding leadership development.
- Facilitation of investigations for the Member's CEO or Executive Director or other top level leadership, such as discrimination, whistleblower or harassment claims.
- Managing or contributing to the performance evaluation of the Member's CEO or Executive Director.
- Issues related to the Member's CEO or Executive Director or other top-level leadership, Board chair and Board members.
- Consultation on specialized compensation design or employment contracts for Member's CEO or Executive Director or other top-level leadership.
- Final decisions on compensation levels for any position.
- Completion of Member or employee forms except employment verifications or PLSF. Records will be maintained as long as legally mandated.
- In-person or phone exit interviews with departing staff, unless mutually agreed to with Member based on unique circumstances surrounding a given situation (e.g. reduction in force) or the agreement to pay for such service.



HR Consulting cont.

- Providing individual performance information to third parties for current or former employees that indicate whether the employee is eligible for rehire or which requires verifying job duties for the purpose of securing a professional license / designation.
- Decision of resource classification of member workers as independent contractor versus a W2 employee.

Benefits Administration

Included Services

- In collaboration with MACC's selected benefits broker(s), provide annual benefits renewal consultation to CEO or Executive Director and / or senior leadership team.
 - Provide and annually update member "benefits guide" documentation for each member based on design decisions of Member.
 - Support annual Open Enrollment process, including:
 - Facilitation of educational sessions for Member staff
 - Availability to staff for questions related to their selections and enrollment process
 - Selections and enrollment process, including collection of necessary forms/data, and conveyance of enrollments to benefits-providing organizations
 - Provide first response to inquiries from staff regarding benefit issues and questions.
 - Periodically review overall benefit program offerings, typically once every three years.
 - Present signature-ready Forms 5500 for benefit plans as required by applicable laws / regulations, as applicable.
 - Serve as Plan Sponsor for the following benefit plans, if adopted by Member:
 - MACC 403(b) or 401(k) retirement plans
 - Ancillary benefits including life, dental and vision benefit plans
 These Plan Sponsor responsibilities include for Retirement Plan:
 - Coordinate an investment committee comprised of Member representatives, whose duties include supervision of external investment advisory management firm that has assumed 3(38) fiduciary responsibility the plans.
 - Preparation of required notices for distribution
 - Completion and submission of government filings
 - Timely filing of contributions
 - Timely implementation of employee deductions
 - Support to managers and supervisors as needed for development and administration of employee benefits and leave policies.
 - Reconciliation of monthly bills from provider with payroll deductions at least quarterly
 - Transmittal of benefit plan deductions and employer contributions for health and welfare and retirement plans, proving MACC partners are used
- #### Member Commitments
- Work with MACC's selected benefits broker(s) annual on benefits design and selection process.
 - Adopt the MACC ancillary benefits (if Member chooses to offer any of these benefit plans to its employees), if feasible.
 - Adopt the MACC 403(b) or 401(k) retirement plan, if feasible.
 - Make direct contributions to appropriate vendors if outside of

- MACC preferred relationships (retirement, FSA, HSA, etc.)
- Pay the cost of outside independent audit for any Member-sponsored plans.
- Share the cost of outside independent audit based on pro-rata share of total assets in the applicable retirement plan, with other subscribing member organizations, for MACC-sponsored plans.
- Pay the cost of any third-party benefit programs, including costs for legal representation.
- Pay benefit bills by the due date, via ACH (required).
- Member is responsible for legal ramifications if the Member elects to take actions contrary to the recommendation of MACC HR staff.
- Cooperate with MACC HR in distribution of required notices.
- Sign agreements with MACC providers of payroll, COBRA, FSA, HSA administration and similar services.
- Prepare notices and government filings for plans not sponsored by MACC, and submit or distribute as required.
- Make timely submission of employee status changes which affect benefits, using MACC-provided tools.
- If a Member decides to offer benefits other than those sponsored or endorsed by MACC, Member assumes all responsibility of administration of those benefits, with the exception of employee enrollments and changes, collection of employee payments via payroll deduction, and timely remittance of employee deductions.

Exclusions

- Plan Sponsor responsibility on employer benefit plans for which MACC does not serve as the Plan Sponsor.
- Administrative cost of third-party vendors (e.g. HSA, FSA, COBRA).
- Employer expense for employee pay and benefits.
- Legal representation on matters related to benefits not sponsored by MACC.

Payroll Services

Included Services

- Ensure payroll data is set up accurately for member employees, based upon the data provided in the hiring requisition information and per member's policies.
- Process regular payroll runs in accordance with preset bi-weekly payroll schedule.
- Periodically audit payroll reports to ensure all member policies are being applied to payroll correctly.
- Issue manual checks and special pay runs as directed by Member with at least 5 business day notice of pay date.
- Process third-party wage attachments (garnishments, levies, child support).
- Provide general oversight of compliance with regulatory environment with regard to pay practices.
- Through MACC's designated payroll vendor, comply with all applicable federal, state and local tax reporting and tax deposit requirements.
- Provide first response to inquiries from staff regarding payroll issues and questions.
- Respond to employment verifications to third parties, including start/end dates of employment, work location and job title. Provide ending salary only with written authorization from the employee or as requested from a government agency.
- Provide Member with standard payroll reports including payroll



Payroll Services cont.

register report, quarterly tax reports, and labor cost allocation report (Note: if Member also subscribes to MACC's Accounting Services, the Labor Cost Allocation Report is included as a standard monthly deliverable under Accounting Services).

Develop and provide reports and analysis other than standard payroll reports, which will be agreed upon before preparation of the report. If the reports require extensive staff time, MACC reserves the right to request compensation at an hourly rate as defined in Schedule B.

Use reasonable efforts to recover excess salary payments made to Member's employees as the result of an administrative error by MACC or Member.

Based upon the type of earning, determination of how codes are taxed (eg gift cards)

Member Commitments

Submit payroll-related changes by to the applicable deadline, before the end of the day on the Thursday prior to the beginning of the payroll, via systems provided.

Ensure submission of accurate, approved time tracking via systems provided by the required deadline each pay period. The deadline for review and approval of all timecards is 10:00AM on Monday morning the week of payroll.

If Member fails to meet applicable processing deadlines, MACC reserves the right to charge for extra work or re-rework at the applicable hourly rate indicated in Schedule B.

Conform to required structure of payroll on a biweekly basis with one week of accrued wages.

Refrain from compensating employees outside of payroll system.

Maintain sufficient cash in all accounts against which paychecks are debited to meet all payroll obligations at all times.

Use of MACC's approved secure ways of transmitting information (eg sharepoint, log in HRIS)

Exclusions

Re-work by MACC payroll team to correct or remediate payroll mistakes attributable to inaccurate or untimely submission of time tracking by approved systems, by the required deadline each pay period. If such re-work is required, MACC reserves the right to invoice member for time spent at rate described in Schedule B, supplement 1, section h.

Support for pension plans not sponsored by MACC, other than administering employee enrollments and transmitting authorized payroll deductions.

Payments to employees or support for employee incentives other than cash.

General Provisions

Included Services

Maintain an electronic HR, payroll and benefits management system (core HRMS).

Maintain an electronic time reporting system, either as part of an integrated HRMS or a stand-alone solution.

Maintain an applicant tracking / recruitment and onboarding system, either as part of an integrated HRMS or a stand-alone solution

Member Commitments

Participate in the inter-building courier service administered by MACC or make its own arrangements to provide for drop-off and pick-up of documents at MACC's office.

Provide feedback to MACC to inform its strategic planning priorities for the HR Services area

Utilize MACC-maintained electronic HR, payroll and benefits management system (core HRMS), and electronic time reporting system, as applicable

Exclusions

Cost of courier services when used, bill directly to Member.