



# THE LUTHERAN WORLD FEDERATION

A COMMUNION OF CHURCHES – EINE KIRCHENGEMEINSCHAFT – UNA COMUNIÓN DE IGLESIAS – UNE COMMUNION D'ÉGLISES

LUTHERISCHER WELTBUND – FEDERACIÓN LUTERANA MUNDIAL – FÉDÉRATION LUTHÉRIENNE MONDIALE

*Department for Mission and Development – Human and Institutional Capacity Development*

## ***Human and Institutional Capacity Management/Development (HICM/D) Policy Framework –Africa- (final draft)***

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**Outcome of the Strategic Leadership Seminar/Consultation in  
Africa, held in Nairobi, Kenya; 8-12 August 2011**

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## **1 Introduction**

Human and Resources Management (HRM) is the integration of all processes, programs and systems in an organization that ensures staff are acquired and used in an effective way. Human and Institutional Capacity Development (HICD) is a series of structured and integrated processes designed to enhance the achievement of an institution's goals and objectives.

## **2 Background**

The report from the LWF Global Consultation on Education and Training Impact & Strategy, Geneva, July 2011 identified most member churches of the LWF in the South to be complex institutions, which operate diverse social service institutions (health, education, homes for the elderly, kindergartens etc.) as well as business facilities. All churches express high demand for HICD. But the elaboration of an HICD policy that could serve as a basis for scholarship applications was found to be at different stages of development. Three different groups of churches were distinguished:

- a) The most advanced and smallest group, which has elaborated at least a strategic plan for the church activities and perspectives for the coming years, including plans for personnel training in some sectors.
- b) The biggest group, which disposes of a human resource development strategy in some departments, but no comprehensive strategy for the church as a whole.
- c) A group, which has not yet developed a human resource development policy.

This framework is an outcome of the Strategic Leadership Seminar/Consultation in Africa, comprising presentations, group exercises and plenary discussions; and thorough reviews made at the LWF Communion Office through subsequent follow-up.

### **The HICD policy imperatives**

People and capacity management go beyond the transactional activities associated with human resources to building a culture of excellence on foundations such as leadership, values and ethics and employee engagement and development. It is an integral part of achieving operational objectives and requires sustained leadership and investment of time and resources. It also requires the engagement of managers, employees, human resources

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practitioners, central organizations, and bargaining agents.

This Framework outlines an approach to people management that builds on past changes and further enables churches to manage people in a way that best accomplishes their objectives. The approach is based on legislated authorities, common principles, sound risk management practices and enhanced collaboration between parties. The application of this approach is expected to achieve a church that:

1. Attracts, recruits and retains talented individuals, and maximizes the potential of its **workforce** to meet both current and future organizational needs;
2. Provides a **workplace** where employees have meaningful work in a fair, safe, supportive and ethical environment;
3. Fosters **leadership** that sets clear direction, engages employees and demonstrates and promotes the member Church values and ethics; and
4. Invests in an **infrastructure** of people and systems that enables high quality people management services and capacity development.

### **Purpose**

The Framework sets out the principles that will guide the approach to people management, governance and the development of management policy and capacity. It also sets out the principles that will effectively foster excellence in people management and capacity development. Finally, the Framework clarifies the roles and responsibilities of everyone involved in shaping people management and capacity development at the member church level.

More specifically, three key objectives that necessitate the policy framework (for the church level) are:

- To enhance the churches' efforts toward *integrating human resources development and management*;
- To strengthen processes that *simultaneously promote institutional and human capacity development* for sustainable churches and their witness;
- To encourage churches to establish a follow-up system that promotes human resources development and capacity development as *distinctive and complementary components*.

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### **3 The Value of HICM/D**

While Communion-wide policy frameworks that support and encourage HICM/D are important, it is in churches and dioceses that a significant proportion of any HICM actually occurs. For HICM/D investment to be worthwhile, and for it to be seen as such, it must add value. That value particularly lies in:

1. The role of HICM/D in enhancing the skills and knowledge of employees, thus creating greater workplace capability;
2. The significant contribution made by HICM/D to the complex functions of organizational learning and organizational development; and
3. The role of HICM/D as a major force for achieving and embedding organizational change.

Organizations that do make HICM/D a strategic priority often express that objective in a formal HICM/D policy statement. Such policy statements are important as they **formalize and actively state organizational commitment to HICM/D**.

A statement of policy may also **articulate how and why HICM/D opportunities are available within an organization** and, importantly, they can **outline the obligations on the part of employees who are the recipients of the HICM/D investment**.

Organizational HICM/D policies typically include some or all of these core themes:

- Expression of the strategic focus of HICM/D activity;
- Recognition of the benefit of HICM/D to the organization;
- Alignment of HICM/D activity and organizational goals;
- Emphasis on both individual and organizational development and benefit; and
- Commitment to evaluating the effectiveness of HICM/D and measuring the return on the investment.

It is in this context that the church should seek to articulate its HR strategies and refine their HR Policy Framework so that they can support and develop their staff to achieve the excellence in performance that provides individual satisfaction and collectively will maintain and grow each member church's standing.

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This framework provides a blueprint for action to guide HICM/D policy development. From this framework, detailed policies and procedures will be specified, and there will be opportunity for staff and other stakeholders to provide further input to these as they are progressively developed.

These policies will be implemented at the local (member church) level within the LWF and therefore the support that will be provided to the supervisors and managers who are responsible for the day to day interactions with the staff will be vital to their success in bringing about the required changes.

## **4 The refined HICM/D policy framework**

The refined HICM/D Policy Framework will consist of three main aspects (see Appendix):

- Section 1: Human and Institutional Capacity Management (HICM) Aspect
- Section 2: Human Capacity Development (HCD) Aspect
- Section 3: Institutional Capacity Development (ICD) Aspect

## **5 Other policy issues**

There are also other policy issues, which may be included in the HICM/D Policy Framework and are important to assist the church staff to achieve their potential and to help the church remain attractive to prospective staff. These will be the subject of further consultations and development through appropriate spaces and contexts. Every effort should be made to ensure that churches are in compliance with legal requirements in each country.

## **6 Next Steps**

It is recommended member churches identify steering committees to oversee the development of the HICM/D policy.

The steering committees should draw on expertise across the church membership and professional practice areas.

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## ***Appendix 1: HICM/D Policy Framework – (Outline/Aspects)***

### **Section 1: Human and Institutional Capacity Management (HICM)**

#### **1. Introduction - Definitions**

#### **2. Functions (Roles & Responsibilities)**

2.1. Management

2.2. Staff

2.3. Board

#### **3. Standards of Conduct**

3.1. Conflict of Interest Guidelines

3.2. Confidentiality

3.3. Privacy

3.4. Complaint Resolution

#### **4. Employment Practices**

4.1. Recruitment, Selection, Appointment Practices

4.2. Induction & Probationary Period

4.3. Anti-discrimination / Equal Opportunity & Diversity

4.4. Discrimination, bullying and Harassment

4.5. Cultural Sensitivity Training

#### **5. Disciplinary Procedures & Termination of Employment**

5.1. Notice of Resignation

5.2. Discipline by Suspension or Dismissal

5.3. Termination for Cause

5.4. Termination of Employment due to Layoff or Transfer

5.5. Retirement

5.6. Exit Interviews

#### **6. Hours of Work / Leave**

6.1. Hours of work & Core hours

6.2. Vacations

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- 6.3. Statutory Holidays
  - 6.4. Special / Compassionate Leave
  - 6.5. Leave / Paternity Leave provisions
  - 6.6. Sick Leave & Sick pay
  - 6.7. Secondary Employment

## **7. Compensation & Employee Administration**

- 7.1. Pay Administration
- 7.2. Job Descriptions
- 7.3. Performance Evaluations
- 7.4. Training and Development
- 7.5. Travel & Expenses
- 7.6. Pay for Performance

## **8. Benefits**

- 8.1. Group Insurance, Long term Disability
- 8.2. Pension
- 8.3. Payroll deductions
- 8.4. Professional Development
- 8.5. Memberships

## **9. Work Environment**

- 9.1. Safe and Healthy Work Environment

## **Section 2: Human Capacity Development (HCD)**

### **1. Introduction & Definition**

- 1.1. Definition of terms
- 1.2. Objectives of the Training Policy
- 1.3. Generic policy guidelines
- 1.4. Purpose of training and development

### **2. Preparation for Training & Development**

- 2.1. Training needs analysis
- 2.2. Types of training and development
- 2.3. Eligibility for Long-Term Training



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- 2.4. Bonding Agreement
  - 2.5. Training and Development Budget
  - 2.6. Sources of Funding
  - 2.7. Training Service Providers
  - 2.8. Preparations – (Roles & Responsibilities)
  - 3. HCD Implementation, Monitoring & Evaluation**
    - 3.1. Evaluation
    - 3.2. Reports
    - 3.3. Monitoring
  - 4. HCD Integration**
    - 4.1. Skills Transfer
    - 4.2. Recognition of Skills
    - 4.3. Academic Professional Qualifications.
    - 4.4. Process steps for T&D policy implementation

### **Section 3: Institutional Capacity Development (ICD)**

1. ***Aspirations:***

An organization’s mission, vision, and overarching goals, which collectively articulate its purpose and direction.
2. ***Strategy:***

The coherent set of actions and programs aimed at fulfilling the organization’s overarching goals.
3. ***Organizational Skills:***

The sum of the organization’s capabilities, including such things (among others) as performance measurement, planning, resource management, and external relationship building.
4. ***Human Resources:***

The collective capabilities, experiences, potential and commitment of the organization’s board, management team, staff, and volunteers.
5. ***Systems and Infrastructure:***

The organization’s planning, decision making, knowledge management, and administrative systems, as well as the physical and technological assets that support the

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organization.

6. **Organizational Structure:**

The combination of governance, organizational design, interfunctional coordination, and individual job descriptions that shapes the organization's legal and management structure.

7. **Culture:**

The connective tissue that binds together the organization, including shared values and practices, behavior norms, and most important, the organization's orientation towards performance.