Orientation to HR Level 2

(for new HR Managers, must take Level 1 first)

1. **Introduction.** The HR manager is the advocate for the well being of the staff in his or her unit. We are hopeful that by taking this course, you will have a good foundation for your role. However, this doesn't take the place of the people who will support you. You are not alone. In addition to your unit director, your Area HR Director is available to support you, provide advice, talk through situations, and explore solutions.

2. **Strategic HR Thinking**
    a. **Transactional vs Transformational HR**. *Transactional HR* involves performing the tasks of the HR life cycle (e.g. entering data into Workday, etc). It is the mechanical side of HR. *Transformational HR* is about understanding, improving, and changing the processes behind the mechanics. It is a strategic approach to HR that catalyzes change in individuals and organizational systems to better serve the staff and impact the organization. The primary responsibility of most new HR *workers* is to do a set of transactional tasks. However, the primary responsibility of most HR *managers* is to support and encourage transformational HR, in addition to some transactional tasks.
    b. **Adding value to your unit leadership team.** HR managers add valuable input to their leadership teams by providing the people-perspective to meetings and strategic conversations (e.g. How will these plans impact our staff?), and also by offering their expertise directly to each leader regarding all matters of engaging with their staff. HR Managers are usually the go-to person in their units for policy guidance and compliance issues, advice on interacting with and supporting staff, and for supplying data regarding staff in their unit.

3. **Staff Engagement.** Interaction between Supervisors (Line Managers) and their staff is staff engagement. This includes planned/predictable/intentional interactions, as well as more informal/casual connections. Supervisors who invest their time in their staff and teams find that their staff are generally more content and confident that they are doing what they should be doing. HR managers are usually the ones who help the supervisors in their unit to understand the organizational expectations of supervisors for staff engagement.
    a. **Planned interactions.**
        i. **Regular Check-ins.** Supervisors are expected to schedule regular check-ins with their staff. The minimum expectation is once per quarter, but many choose to meet monthly or biweekly. This is expected to be a one-to-one meeting (not a team meeting) that is face-to-face if the supervisor and staff person are in the same location, or via video call (e.g. Zoom, Google Meet) if they are not in the same location. Supervisors can use this time to check on the staff person's health and wellbeing, monitor progress on work, discuss professional development opportunities, etc.

While it is a good idea to take notes during these conversations for your mutual benefit, there is nothing to submit for these conversations.

ii. **Annual Reviews.** During one of the regular check-ins each year, the supervisors should conduct an annual review with each staff person and submit it to their unit HR Manager. HR will then upload it to Workday, and for seconded staff, inform their sending organization. The annual review is a good time for supervisors and staff to reflect on the past year together and prepare for the next. There should not be any negative surprises for the staff person that come up for the first time during the annual review. Areas of concern should be discussed as they happen and/or during a regular check-in.

iii. **Staff Development.** Supervisors are expected to encourage learning and development in their staff and help them create an Individual Development Plan (IDP), and it is likely that they will look to their HR manager for guidance. Staff development doesn't have to be a separate meeting. It can be accomplished during a regular check-in and progress can be reviewed during the annual review. The supervisor submits the IDP to the HR Manager, and HR uploads it to Workday.

b. Casual connections. HR Managers can encourage the supervisors in their units to have casual connections with their staff in addition to the planned expected interactions. These can be team activities, shared meals, etc., for teams located together, and social media chat groups, etc., for teams that are spread out.

4. Working relationships beyond your unit.

a. **With Sending Organizations**: Since many of your staff are likely seconded from Sending Organizations, it is essential that you build relationships with the HR staff of your Sending Organizations. Name recognition and trust are valuable. This makes it easier to liaise with the Sending Organization HR when various conversations need to take place in relation to:

i. Assignment

1. APR
2. Copy of current PRD
3. Name of supervisor
4. Training and Development plans
5. Change of assignment within entity
6. Assignment plans (incl. Home Assignment) for coming 3 years
7. Change of location
8. Significant change of working hours
9. Conflicts in assignment
10. Workload management
11. Other concerns

ii. Living situation

1. Contingency plans
2. Name of SG Contingency officer

3. Events that affect living situations

iii. **Personal issues**

1. Physical health concerns
2. Emotional health concerns
3. Family concerns (immediate)
4. Concerns re. extended family (elderly parents etc.)
5. Financial concerns

b. **With Area HR**: Each SIL Area has an Area HR Director. This person reports to their Area's Director, but interacts with both global HR and OU HR. As an OU HR manager, your Area HR Director is your go-to person for help with HR issues and questions. Be aware of who your Area HR person is and participate in any HR CoPs or scheduled meetings that are organized. Your Area HR will cascade information to you from Global HR. Be sure to read these promptly and respond as needed.
   i. There are twice yearly Global HR CoP meetings which your Area HR person will attend, along with representatives from Global HR & AO HR, to discuss topics of relevance to HR. You may be asked to give input to, and be expected to cascade feedback from, these meetings. There are also global HR domain-specific CoPs that you could attend, such as Workday learning, staff care, etc.

c. **With Global.** Although your Area HR person will be your primary organizational HR contact, there will be times when you will interact with those in global HR.
   i. **Chief Human Resources Officer (CHRO).** The CHRO is the top of the HR chain in the organization. This person supports the Executive Leadership team, negotiates MOUs with Partner Organizations, manages a team of HR related domain leaders, and interacts with the Area HR Directors. The CHRO can be contacted at chro_intl@sil.org.

5. **HR Related Domains.** SIL Global HR has five HR domains - Workforce Management, Staff Care, TCK Care & Education, Security Risk Management, and Learning & Development. However, some units organize their departments differently, so in your unit you may find that some of these domains are not under your HR department and your HR department may have additional domains not listed. In larger units, you may have one or more staff serving in an HR domain, whereas in very small units there may be one person responsible for more than one HR domain.
   a. **Workforce Management.** This domain encompasses all of the processes and procedures of the HR Life Cycle including recruitment, screening, placement, onboarding, policy development, workflow processes, Workday maintenance and development, and complexities such as workplace inquiries and child safeguarding investigations.
   b. **Staff Care.** This domain encompasses a range of practices offering holistic organizational support to staff and their family members. This support is both proactive and responsive, and is focused on individual, community and workplace wellbeing and resilience.

c. **TCK Care & Education.** This domain encompasses the care, well-being, and educational needs of the children of the staff in our organization that are not living in their home country. TCK stands for third culture kids.
d. **Security Risk Management Services.** This domain encompasses the safety and security of our staff. This support is proactive (crisis preparedness), reactive (responding to a crisis), and reflective (evaluating the effectiveness of a crisis response).
e. **Learning & Development.** This domain encompasses the professional development of our staff. This support includes creating courses, championing individual development, and promoting learning opportunities. A major part of this is leadership development.

6. **Dealing with difficult situations.**
    a. ***Principles***:
        i. **Grace and Restoration:** Remember how God deals with people. Our intent should always be to help the person grow and be restored.
        ii. **Duty of Care:** Our Duty of Care is twofold: On the one hand to the person themselves and on the other hand to their colleagues or other people involved in the case.
        iii. No situation is truly 'black and white' - look for and assess
            1. What are the person's motives in noncompliance?
            2. Has something like this happened before?
            3. What are the person's expectations and are they reasonable or not?
        iv. Multiple perspectives
            1. Not any one person will have all the sides to a story/narrative/situation
            2. Evaluate a situation from all perspectives
            3. Continue to seek, ask questions to understand the full perspective(s)
    b. ***Policies*** - Familiarize yourself with the SIL policies and the levels of severity
    c. ***Process***:
        i. When encountering any difficult personnel situation, your first step should be to contact your Area HR Director for advice. Your Area HR Director can guide you to the relevant policies and offer advice on what to do next.
        ii. A Workplace Inquiry is an investigation of a complaint or of possible wrongful behavior. You will find SIL resources on this Gateway page, and your Area HR Director can help you find the specific resources you need. It may be helpful to know that workplace inquiries are separated into three categories: minor breach, major breach, and child-related major breach.
        iii. Begin documenting early - concerns and conversations, both with the person and with others about the person. Follow up on any verbal conversations with a written summary or email. Make sure everything is documented with dates. Good documentation makes a clear statement of

the situation: What happened? Who was involved? When? Where? What was the impact?

iv. Inform and consult with leadership depending on the severity of the case, e.g. with your OU Director and Area HR Director. (Child Safety allegations go directly to your OU Director.)

v. In consultation with Area HR and OU Director, communicate with partners (i.e. Sending orgs):
    1. Control the narrative
    2. Be proactive
    3. Communicate how you are responding

d. **Mediation/Conflict resolution.** Keep it informal as long as possible.

i. **Conflict is normal!** Whenever people work and live together there will be conflict. Sometimes it can damage teams and dramatically lower morale. Yet, the fact that conflict exists is not necessarily a bad thing. It can also lead to productive change. Knowing how to manage and resolve conflict successfully can increase understanding within your team, and improve people's relationships with one another.

ii. **Possible sources of conflict:** different priorities and competing interests, lack of clarity about goals, misunderstandings due to lack of communication or miscommunication, stress, different cultural working styles, distrust and jealousy due to bad relationships

iii. **Benefits of conflict:** learning new ways of doing things, reaching better conclusions/results, better understanding and stronger relationships after conflict, improved self-knowledge

iv. **Levels of conflict:** Conflicts can be less or more severe. They can range from just a problem to solve, over disagreements and contests to fights and even to being unresolvable. Depending on the level, you may be able to resolve the conflict yourself, have to engage outside help (e.g. a mediator) or just debrief the conflicting parties and provide a healing process. Before trying to help solve a conflict, assess what level the conflict has reached and then decide whether you can help yourself, need outside help or can only pick up the pieces.

v. **What to keep in mind:** Listen first, talk second. Keep people and problems separate. Relationships take priority.

vi. **Preventing conflict from escalating:** Teams need to develop ways of preventing conflict from becoming damaging. Here are some tips:
- Deal with conflict immediately – avoid the temptation to ignore it.
- Be open – issues should not be allowed to fester. Practice clear communication – articulate thoughts and ideas clearly.
- Practice active listening – paraphrasing, clarifying, asking questions.
- Don't let conflict get personal – stick to facts and issues, not personalities. Don't look for blame – encourage ownership of the problem and solution. Demonstrate respect.
- Practice identifying assumptions – asking yourself "why" on a regular basis. Encourage different points of view – insist on honest dialogue

and expressing feelings.
- Focus on actionable solutions – don't belabor what can't be changed.

vii. **Process for solving conflict**:
1. Set the scene: Make sure people understand that this problem will best be resolved through discussion and negotiation.
2. Gather information: Agree on the observable facts that might impact your decision together. Ask for each person's viewpoint and respect their opinion.
3. Agree on the problem: This might sound obvious, but it's important that everybody understands what needs to be resolved.
4. Brainstorm solutions: By asking each team member to help generate solutions, you ensure that everyone feels included and that they're more likely to be satisfied with the outcome. Be open to all suggestions.
5. Negotiate a solution: At this stage, the conflict might already be resolved if both sides understand the other side's position.

e. **Child safeguarding training and cases.** There are two aspects of Child safeguarding that you will be engaging with, and it is important for you to know who is responsible for each in your unit.

i. **Child safeguarding training.** It is mandatory for each staff person in your unit to remain current in their SIL child safeguarding training. For seconded staff, this is in addition to whatever child safeguarding training is required by their sending organization. SIL is working with our primary sending organizations to try to combine these when possible, but different countries can have different laws and training expectations, so it isn't always possible. SIL International will notify staff (via Workday) when they are due to renew their child safeguarding training, though it is often HR's practical responsibility to encourage members toward completion. Training can be completed either online or in person; HR will often arrange for in-person training (like at their group conference) if large groups of their staff are due for the refresher course at the same time or if it needs to be offered in a local language for local staff. The contact for the Child Safeguarding training office is cstraining_mgr@sil.org

ii. **Child safeguarding cases.** Unlike a regular workplace inquiry, a child safeguarding inquiry in your unit will be handled primarily by the global Child Safeguarding team. If someone in your unit brings a child safeguarding concern to you, immediately contact your unit director and the unit director needs to immediately contact the global Child Safeguarding team at child-safety_intl@sil.org. Although Global HR will take the lead in the investigation, OU HR may have some input and involvement in the case.

iii. **Child safeguarding investigators.** SIL needs to have trained child safeguarding investigators available, preferably in different parts of the

world, and these people usually come from OU HR input. You may be asked to identify potential child safeguarding investigators to be trained from among your unit's staff.

f. **Crises.** You will likely be involved in working though crisis and contingency issues alongside your OU director and OU security officer. Know your OU's evacuation plans. Be prepared in a crisis situation to take instructions from your OU Director and Crisis/Security officer for new responsibilities you may need to take on; be prepared to help in any way asked. One step of preparation is to ensure that staff contact information is kept up to date. The major contribution of HR in a crisis is making sure all staff (and families) are taken care of - physically and emotionally. This could include offering debriefs, trauma healing, and more. Be sure to involve your Area HR director. They will support and advise you as you support and advise your staff.

7. Other things to know

a. Legal potential awareness/issues

i. SIL adheres to the highest level available which is currently GDPR (European General Data Protection Regulation)

Principles of GDPR:

a. Informed consent: People should know in advance what you plan to do with their information and agree to it.
b. Portability: A person has the right to demand a copy of their data.
c. Right to be forgotten: People can request to have their data deleted.
d. Information security: You are responsible for the safekeeping of any personal information you've gathered.

ii. Make sure you are aware of any local labor/employment laws in consultation with your leadership or Area HR.

b. Continuing HR training education:

- SIL Identity account help site
- Society for Human Resource Management (SHRM) Courses
- Free Nonprofit Courses
- Avado Learning Free Training

c. Wrap-up

i. **Resource Pages**. Here are some helpful HR resources:

1. Preventativeness & Proactiveness: Best Practices for working with People
2. Addressing Unhelpful Behavior slidedeck
3. Data Protection and Confidentiality slidedeck
4. Preventing and Managing Conflict slidedeck

ii. **Be encouraged!** The purpose of HR is to see our staff thriving on their field of service for the long term. It is our privilege as HR Staff to walk alongside our people as they walk through all these phases of life and

service. By you being willing to take on these responsibilities, you are helping people thrive and succeed. Don’t worry if your new HR management role feels overwhelming at first. There are many people in the organization who are willing and eager to support you as you grow into your role.

iii. **Congratulations!** You have completed Orientation to HR Level 2.