

STAFF DEVELOPMENT

FH CAMBODIA

One of the distinctives of FH Cambodia's work is the intensely relational approach taken to community development. We believe that our community-level staff are the key means by which transformational change takes place in our partner communities. However, we are deeply doubtful that these staff can function effectively as agents of transformation if they are not themselves being transformed. Our efforts in staff development are therefore designed to promote the holistic transformation of our staff.

Our purpose in staff development is primarily to increase staff capacity to promote holistic change among our partner communities, and more broadly to equip staff to effectively partner with God in the fulfillment of His holistic mission. Part of FH Cambodia's strategic plan is to DEEPEN staff development. We will do this through the following key pursuits:

- Developing a comprehensive, progressive staff development framework
- Encouraging staff development through a 'staff development bank' point system
- Establishing a culturally appropriate performance management system
- Providing opportunities for staff development through quality in-house training and certification (through the FH/C Academy) and by networking with external training opportunities and resources
- Embracing a 'culture of excellent performance'
- Nurturing the spiritual formation of staff

STAFF DEVELOPMENT FRAMEWORK

We have recently created a "staff development committee" with responsibility for overseeing this framework. Members of the staff development committee include the Coordinator for Human Resources, the Senior Coordinator for Staff Development, and 2 other leadership staff (category F or higher) approved by the Country Director.

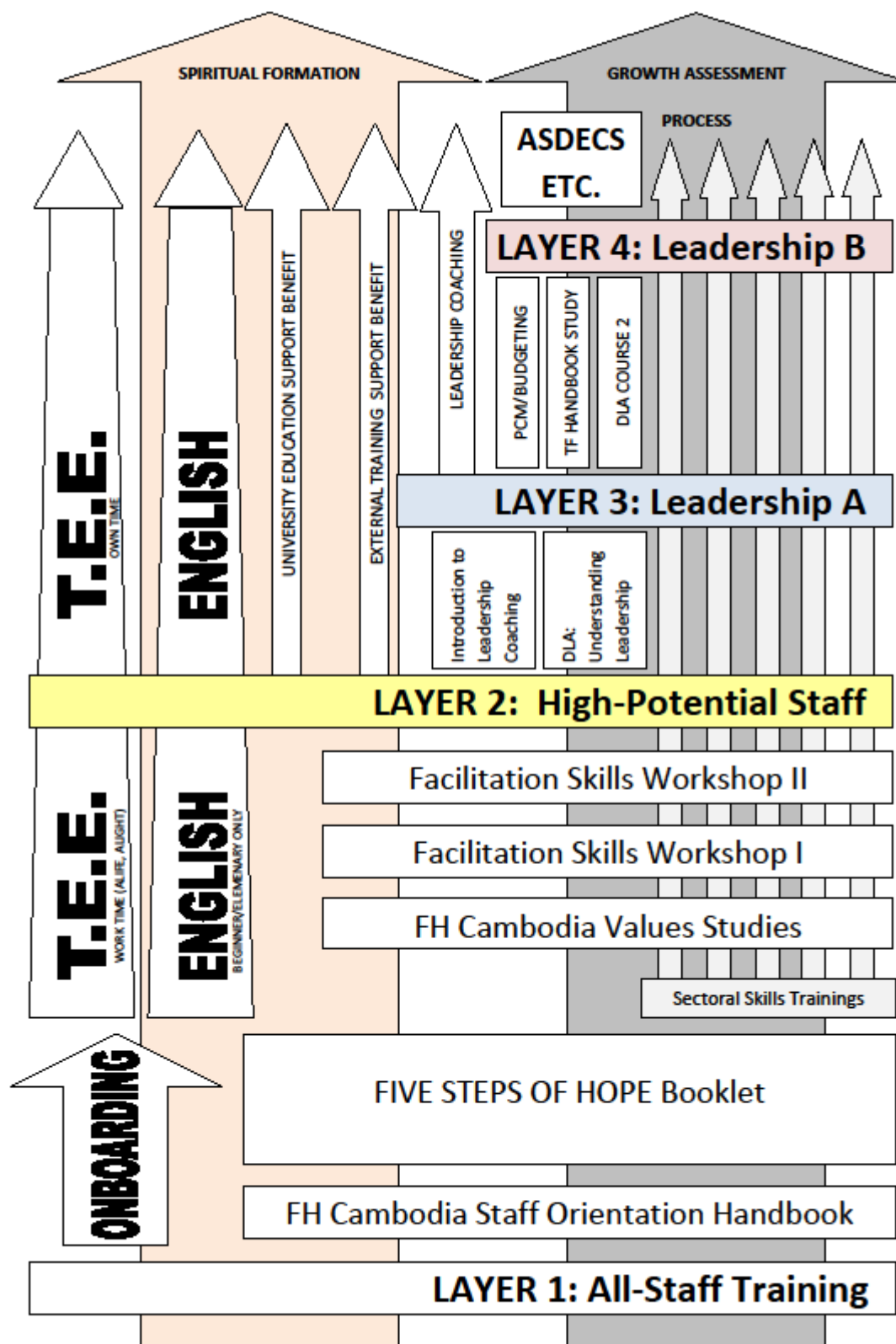
We have outlined a comprehensive, progressive staff development framework. This outline is presented below in graphic form.

This framework is comprehensive because it represents multiple, interrelated components that we desire to integrate into our overall staff development process. It is progressive, because it identifies four distinct phases of staff development, thus dividing staff into four categories.

All staff	All staff, at all levels of the organization and in various roles, are included in the staff development framework.
High potential staff	"High potential" staff are those who may not yet consistently demonstrate the 'core components of performance' (described below) but demonstrate capacity and willingness to grow in these areas.
Leadership A	These are high performing staff who demonstrate capacity and willingness to become leaders within our organization, and are already exercising leadership at a 'junior' level.
Leadership B	These are high performing staff who demonstrate capacity and willingness to become seniors leaders within our organization, and already demonstrate leadership experience and expertise.

Graduation from one category to another is dependent on three elements: personal expression of interest, HR approval, and attainment of a minimum credit threshold. The following are the credit thresholds for each category.

All staff	0 credits
High potential staff	25 credits
Leadership A	40 credits
Leadership B	60 credits



T.E.E. = Theological Education by Extension

DLA = Doulos Leadership Academy (training program of a partner organization)

TF = TearFund

PCM = Project Cycle Management

It should be noted that the above outline represents our *vision* for staff development. Not all of the pieces are currently in place, but these represent the kinds of opportunities we envision for this framework, with the hope that we can build them as we move forward in deepening staff development. It should also be noted that these various ‘pieces’ do not necessarily represent a set of *requirements*. Some of the elements at the lower end of the outline are indeed expected for all staff, but in general the outline represents a set of possible options for staff to pursue development.

The two large arrows in the back of this framework – representing “spiritual formation” and the “growth assessment process” are positioned in this way to demonstrate that they are foundational and form the background for the entire framework. These important components are discussed further below.

STAFF DEVELOPMENT BANK

FH Cambodia has designed an innovative approach to staff incentives with regard to staff development initiatives. We have created what we call a “staff development bank.”

Each staff member of FH Cambodia has an ‘account’ with our staff development bank system.

Staff can earn ‘credits’ for their account through a number of activities which contribute to their development as staff. Currently identified activities include completion of one year of service, staff orientation, Five Steps of Hope training, TEE: Abundant Life, TEE: Abundant Light, Facilitation Skills Workshop, a series of Biblical Values Studies, English courses (Beginner through Advanced), Understanding Leadership course, PCM training, budgeting training, work-related computer courses, external training courses, etc. They can also earn credits by earning a Bachelors degree, Masters degree, or Ph.D. in a work-related field, and through echo-training any external training course to other staff.

The staff development bank is therefore simply a system for tracking the number of credits that each staff member has accumulated in his/her account. The accumulation of credits is one part of determining eligibility for movement from one phase or category of staff development to another, as noted above. Accumulation of credits may also be used in determining eligibility for other staff development benefits as well, based on various thresholds to be established by the Staff Development Committee.

Specifically, staff can ‘spend’ their credits for staff development activities at a rate determined by the Staff Development Committee. For instance, one week of external training paid for by FH Cambodia would require the staff member to spend 10 credits.

The staff development bank tracking system will therefore monitor the *total credits accumulated* in each staff’s account (for determining eligibility based on thresholds – i.e., the minimum number of credits to be eligible for some activity/opportunity), and the *credit balance* in each staff member’s account (total credits accumulated *minus* expenditures of credits on staff development activities). Only the credit balance can be used for spending on desired staff development activities.

One unique feature of this system, therefore, is that both *earning* and *spending* of credits both promote the development of staff!

PERFORMANCE MANAGEMENT SYSTEM

In an Asian context, we believe that the concept of “performance management” can be particularly intimidating. We recognize this, and do not want to create a shame-inducing environment for any of our staff. However, at the same time, we clearly want to recognize and reward high-performing staff who contribute significantly to our vision and mission, and motivate staff to pursue growth and development. We have therefore created a “growth assessment process” to facilitate the pursuit of these ends. This functions as a “developmental approach to staff performance management.”

The process begins with the creation of an annual Staff Development Plan at the beginning of every calendar year. This is done through a dialogue between each staff member and his/her supervisor, using a sample template for the Staff

Development Plan that has been prepared. The plan identifies both achievements and areas for growth in understanding of FH Cambodia's VMV, values and character development, and the fulfillment of the staff person's job description. Together, the staff member and his/her supervisor identify 2-4 growth objectives for the coming year, and discuss training opportunities that may be relevant for that staff person, along with the system of accountability to provide support and motivation for the implementation of the plan.

Following this, there should be a "staff development checkup" at the end of every trimester (four months). This is not a formal performance review. It is rather an opportunity for each staff member to meet with his/her supervisor and for them jointly to assess progress in the staff development plan.

Finally, a Staff Development and Performance Appraisal should be completed at the beginning of the following calendar year.¹ This is a formal performance review meeting between the staff member and his/her supervisor in which the staff member's performance over the past year is assessed and discussed and a new development plan for the upcoming year is developed. The new "Staff Development Plan" forms the framework for this discussion.

The standards for this Staff Development and Performance Appraisal include organizational VMV, the staff member's job description, and his/her Staff Development Plan for that year. This Appraisal is the basis of the assignment of a given number of credits towards the staff person's "staff development bank" account (as described above). The number of credits granted can be from 0-3 credits.

0 credits	Deficient Performance. Performance of activities does not fully meet minimum expectations as stated in the staff person's job description. Fulfillment of the objectives identified in the Staff Development Plan has been inadequate. The following year's staff development plan should specifically focus on resolving these issues. Receiving two "0 credit" appraisals in two consecutive years is grounds for dismissal.
1 credit	Standard Performance. Performance of activities meets minimum expectations as stated in the staff person's job description. Fulfillment of the objectives identified in the Staff Development Plan has been adequate.
2 credits	Excellent Performance. Performance of activities exceeds minimum expectations as stated in the staff person's job description. Fulfillment of the objectives identified in the Staff Development Plan has been excellent. The staff person demonstrates a positive attitude, a high commitment to the job, and a strong interest in personal development.
3 credits	Exceptional Performance. Performance of activities exceeds minimum expectations as stated in the staff person's job description in an exceptional manner unique to this person. Fulfillment of the objectives identified in the Staff Development Plan has been outstanding. The staff person demonstrates an exceptionally positive attitude, an extremely high commitment to the job, and an extraordinarily strong interest in personal development. The person demonstrates high potential for advancement. <i>No more than 2 people in each appraisal group (e.g., Area Team) are eligible to receive this score each year. It is not unusual to have no "3's" at all in a given year.</i>

The outputs of Staff Development and Performance Appraisal are therefore a new "Staff Development Plan" and a report to the Senior Coordinator for Staff Development as to the number of credits assigned to the staff member as a result of the Appraisal.

¹ New staff will develop an "initial Staff Development Plan" with their supervisor upon commencing work with FH Cambodia. This will be the basis of their Staff Development and Performance Appraisal at the beginning of the next calendar year. This allows all staff to be on the same cycle of growth assessment (always starting at the beginning of the calendar year.)

SPECTRUM OF TRAINING OPPORTUNITIES

In order to further the development of its staff, FH Cambodia desires to provide its staff with an array of training opportunities both outside and inside the organization.

Every year, the Staff Development Committee will create an “annual staff training plan.” This will identify the training opportunities that the organization intends to take advantage of in the coming fiscal year. This plan will therefore determine the allocation of training funds within the staff development budget, according to the following priorities.

- First priority will be for funding scheduled internal trainings. This includes trainings conducted by FH leadership and staff, as well as trainings that are organized by FH Cambodia and taught by invited external trainers.
- Second priority will be for funding scheduled external training events. This means that the Staff Development Committee identifies these external training events in advance as part of the annual staff training plan, and actively promotes participation in these events within the organization.
- Third priority will be for funding unanticipated external training events. This means that participation in these events is not planned in advance as part of the annual staff training plan, but they come to the attention of staff or their leaders during the course of the year. 15-20% of the overall training budget will be held in reserve for this third priority category.

INTERNAL TRAINING: FH/C ACADEMY



We recognize that we already have a significant amount of experience and expertise within our organization. We should avoid thinking that pursuing quality training for staff requires us to go outside the organization. Therefore, we are developing a ‘program’ called “FH/C Academy” which will develop curriculum for staff development, prepare and conduct training courses for staff, and provide internal certification for participation in selected series of courses.

The “certification” component is still in development at this point, but we envision that this process would integrate internal and external training components to provide a comprehensive development program, with possible certifications including: a Certificate in Holistic Ministry, a Certificate in Leadership for Community Development, and a Certificate in Organizational Management. This could draw on FH/C Academy internal courses such as *Understanding CFCT*, *Introduction to Leadership Coaching*, *Foundations of Leadership*, *Holistic Adult Learning Framework*, *Five Steps of Hope*; on courses offered by partners like KdeySokSan Kampuchea such as *Introduction to Holistic Mission*, *Missional Leadership*, *The Church as a Missional Community*, and *Studying and Teaching the Bible*; and on courses offered through FH’s global eLearning system.

EXTERNAL TRAINING

While we want to increasingly build our in-house capacity for providing training and development for our staff, we recognize that there are multiple opportunities outside our organization for training.

Eligibility for staff to participate in external trainings will be based on the following criteria:

- Initiative and commitment of individual staff (i.e., staff should desire to participate and be a staff member in good standing, with good demonstration of organizational values)

- Staff member has sufficient credits in the staff development bank system
- Recommendation of the staff's direct supervisor (with priority given to "high performing" and "high potential" staff, and consideration of the alignment between the training opportunity and that staff member's individual "staff development plan")
- Review and approval by Staff Development Committee (with attention to budget constraints, training priorities as identified in the annual staff training plan, and appropriate balance among sectors and area teams and levels of staff)

Upon approval for participation in an external training opportunity, a staff must participate in line with the following expectations:

- The staff member must submit a "training commitment form" prior to the training, detailing his/her purpose for participating in the training, and the ways in which he/she will use the training to benefit the work of FH Cambodia.
- Following the training, the staff member must tangibly use the training concepts in his/her work. This will usually take the form of 'echo-teaching' the material to other staff or in a partner community.
- The staff member must contribute financially according to the following guidelines (based on length of training):
 - One week or less: No need. FH/C covers all expenses including training fee, travel, per diem, and lodging
 - More than one week – one month training: Employee needs to contribute 5% of school fee. FH/C will cover the travel, per diem and lodging. Amount of personal time to be contributed by staff will be determined on a case-by-case basis.
 - More than one month- One year training: Employee needs to contribute 5% of school fee, 5% of travel cost, and 5% of per diem, 5% of lodging fee. Amount of personal time to be contributed by staff will be determined on a case-by-case basis.
 - One year- four year training: Employee needs to contribute 20% of school fee, 100% of travel cost, 100% of per diem, 100% lodging fee, and 100% his/her own time.
- The staff member is expected to continue working with FH for a significant period of time following the completion of training. If the staff leaves FH/C within 2 years of receiving training of more than one working week in length, the staff member will be expected to repay a portion of the training costs funded by FH (training fee, travel, per diem, and lodging). If staff leaves FH/C within:
 - 6 months: 100% repayment
 - 6-12 months: 90% repayment
 - 12-18 months: 75% repayment
 - 18-24 months: 40% repayment

If a staff member leaves FH/C within 6 months of receiving training of one working week in length, the staff member will be expected to repay 50% of the training costs funded by FH (training fee, travel, per diem, and lodging).
- Staff members who participate in external training must sign a statement of commitment indicating their willingness to comply with this policy.

Any staff member who wants to pursue external studies on personal time, without financial support from FH Cambodia, is entirely free to do so, provided they follow all standard procedures with regard to requesting and taking personal leave. It is important to note that studies of this nature will NOT earn points in the staff development bank system.

'CULTURE OF EXCELLENT PERFORMANCE'

Part of our implementation of the staff development system involves creating a culture that promotes excellence in the performance of work-related responsibilities. In so doing, we want to pay attention to the broader cultural theme that places a priority on seniority (both age and length of service). Therefore, a key motto for us is:

"Respect seniority; reward performance."

A key part of creating this culture is through identifying clearly what constitutes ‘excellent performance.’ We define performance in this way:

Performance is the completion of work tasks with high quality to produce designated results.

There are therefore three key aspects of performance:

- ✓ *Completion of work tasks*
- ✓ *High quality*
- ✓ *Producing designated results*

In order to achieve high performance, we have identified four “core components of performance,” as follows:

- **CHARACTER**
The person demonstrates a heart-level character consistent with the Biblical values adopted by FH Cambodia. The person demonstrates spiritual maturity and wisdom. The person is an excellent role model to others among the staff and in our partner communities.
- **COMMITMENT**
The person demonstrates commitment to FH Cambodia, its staff, and its partner communities. The person is NOT constantly looking for a better opportunity (e.g., higher salary) with another organization. The person is not focused primarily on the personal benefit that they receive from working with FH Cambodia, but instead places appropriate priority on the interests of the organization and our partner communities. The person is willing to make personal sacrifices to ensure that our mission is successful.
- **COMPETENCE**
The person demonstrates mastery of the knowledge and skills necessary for effective fulfillment of his/her job description. The person demonstrates a commitment to excellence, and a desire for personal development.
- **CONNECTIONS**
The person has good relationships with others among the staff and in our partner communities. They model servanthood and sacrificial love.

Based on these components, we can identify staff as “high performing” or “high potential.” “High Performing” staff are those who consistently demonstrate the ‘core components of performance.’ “High potential” staff are those who do not yet consistently demonstrate the ‘core components of performance,’ but demonstrate capacity and willingness to grow in these areas. We also recognize that there may be other staff who are not currently demonstrating the core components of performance, and need further assistance to motivate and help them to grow. Obviously, our desire is to move staff to become “high potential” and ultimately “high performing.”

Another key aspect of our desire to create a ‘culture of excellent performance’ is through creating a ‘coaching culture’ within our organization. This is described elsewhere in our strategic plan.

Another key way in which we will pursue this performance culture is through making sure that our communication processes reflect our performance standards. In other words, one way we communicate the importance of excellent performance is through the stories that we tell. We will tell stories of committed staff who have good relationships and serve our partner communities well – and the resulting impact that these high-performing staff bring.

Finally, we will work creatively to identify a set of culturally-appropriate incentives to reward performance. At this point, we do not envision implementing a performance-based pay system, but we are exploring other options to incentivize excellent performance.

SPIRITUAL FORMATION

An important process underlying the entire staff development framework is “spiritual formation.” We define spiritual formation as *the holistic process of nurturing and shaping the life of disciples of Jesus toward greater conformity to His lifestyle and teaching.*

We recognize that not all of our staff have made a commitment to trust and follow Jesus. We do not require this of our staff. However, all staff are invited to walk together on a journey of learning more about Jesus and becoming more like Him. This is an important journey for *all* staff – those who have barely even heard of Jesus, and those who have been Christians for many years. All of us will be better off if we can learn to know and trust and love Jesus more than we do today! Spiritual formation is how we move forward together in that journey.

Since FH Cambodia is not a local church, we do not believe that we are best positioned to be the ***primary*** agent of spiritual formation in the lives of our staff. However, we want to do everything possible to ensure that we create an environment conducive to spiritual formation of all staff, and to provide our staff with significant and meaningful opportunities to promote their own journey toward becoming like Jesus.