

# Red een Kind Staff Policy

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## INTRODUCTION

For an organization like Red een Kind (ReK) with operational development aid as core business, the staff policy is one of the keys to results and success. Firstly, an important part of the vision and identity of the organization is conveyed by the staff. Secondly, the degree of flexibility and quality is largely determined by the staff.

## VISION AND IDENTITY

ReK strives for the proper implementation of its staff policies from her Christian identity. In its general policy paper, the biblical word "stewardship" is taken as a basic principle. Several key concepts are further developed in this respect.

### Identity and Motivation

The organization partly conveys her identity through her staff. That is why it is of the utmost importance that the staff endorse and promote ReK's vision and mission. It should however be noted that the above cannot be applied in all situations. In such cases the staff are expected to respect the vision and identity of the organization.

### Respect

Man is created in God's image. Every human being -beneficiary or staff member- is a valuable creature of God, whose value and uniqueness is seen as such by God. This means, amongst other things, that each staff member deserves respect for who he or she is. From this perspective we would like to treat each other respectfully within the organization.

### Responsibility

This comes from the realization that God has given mankind capabilities that come with responsibilities. Responsibility to God, our fellow man, to creation and to him or herself. Therefore it is every individual's responsibility to develop these capabilities. In this respect it is the responsibility of every organization to provide their employees with the necessary room to develop existing potential. Besides, there is also the responsibility to creation in general as well as the responsibility to the organization itself. Within its space there is a constant balance between the potential and development of the employee.

## MAIN PRINCIPLES OF THE STAFF POLICY

In laying emphasis on staff policy we opt for a number of approaches. It should be clear from which standpoint ReK operates its staff policy. From a business approach, in which the organization's goal is the main objective and people are subservient to the interests of the organization. Or from a social and humane approach with the staff as the starting point, seen as the most significant capital and the backbone of the organization.

A third approach, in addition to the aforementioned options, best fits ReK's vision as stated in the paragraph on its main policy. This is the conduct of a development-oriented staff policy, whose primary goal is the achievement of the organization's objectives.

The continuity of the organization is also the primary concern of every employee. One of the conditions for continuity is an organization with well-functioning employees, in anticipation of future developments. The development and retention of staff is a very important success factor in achieving the organizational objectives of ReK.

Where it is not possible to reconcile the organizational goals with individual goals, a socially responsible solution will be sought for.

It is assumed that each employee is unique. This implies that within the organization, the development, training, responsibilities and competencies of employees are customized. Not from the principle of 'what's sauce for the goose, is sauce for the gander', but from a position of 'acknowledged inequality'.

The following are thereby applicable:

- The principle of diversity in the deployment and development of potential employees;
- The principle of consistency applicable to legal status issues (e.g. in allowances)

## **MAIN FEATURES OF THE STAFF POLICY**

In connection with the ReK policy statement and the complex and dynamic environment in which ReK operates, special consideration shall be given to the keywords: flexibility, quality and professionalism.

### **Flexibility**

Given the rapid changes in our field, it is imperative that the staff are prepared to adapt to changing circumstances, different roles and new responsibilities. This requires a smooth and flexible attitude of the employees. The organization's task and responsibility is to stimulate and guide employees to this effect. Along with that, sufficient continuity and stability for the organization and staff are important.

### **Quality**

A responsible way of working requires a constant focus on quality. Quality of the programs, but also of work, the work environment and the employees. Improving quality is an ongoing focal point and therefore the staff are repeatedly called on to accept changes and where necessary, undergo further training.

### **Professionalism**

Professionalism includes both quality and flexibility. The organization will pay constant attention to the conditions necessary to achieve professionalism. A professional employee is someone who possesses a combination of knowledge, skills, attitude and motivation, enabling him/her to function adequately in a particular field.

## **Learning Organization**

In order to give substance to these areas, the entire organization must have the capacity to learn, change and adjust continuously. Only a learning organization has the ability to continuously change.

In recent years, attention for the learning capacity has increased enormously. The ability to learn is seen as a core competence of the organization or company.

## **Development-centered Staff Policy**

Characteristic of a learning organization is that development is central to its staff policy. That means that the organization must provide facilities and instruments to achieve this objective. ReK is willing to invest in the development of expertise, skills and the competencies of employees. The employee must however be prepared to invest in his/her own development. He/she should also have the flexibility to change with the organization and the corresponding functions.

That suggests that a development-oriented staff policy is to in the first place achieve the organizational objectives of Red een Kind. The development of employees may or may not be free of obligation. The organization shall consciously and actively direct activities, create the right conditions and promote good use of the available instruments.

## **Competencies**

Because ReK's work environment is very dynamic, it requires a high degree of autonomy, flexibility and improvisational skills of the employees.

In an organization where strategic policy making is characterized by a complex and changing environment, employees are needed who can work independently, decide independently, and easily improvise in different situations. The management of the organization must provide employees with the necessary space. It is therefore important to clarify job profiles with regard to the necessary expertise, skills and competencies for a particular function. In order to achieve a good fit between 'supply and demand'.