



***SeLD-827***

***Secretariat and Human Resources:  
Defining the Functions***

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# Interamerican Division Ties



Antigua and Barbuda born and raised

St. Johns Seventh-day Adventist School Graduate

University of the Southern Caribbean Graduate

Third Generation Adventist and Second Generation Church

Employee.      North American Division employee

Mother of Three

*SeLD-827*

*Secretariat and Human Resources:  
Defining the Functions*



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# **Secretariat Role Defined**

Missions

Church  
Policies

Human  
Relations

Administrative  
Operations

Human  
Resources

Special  
Projects

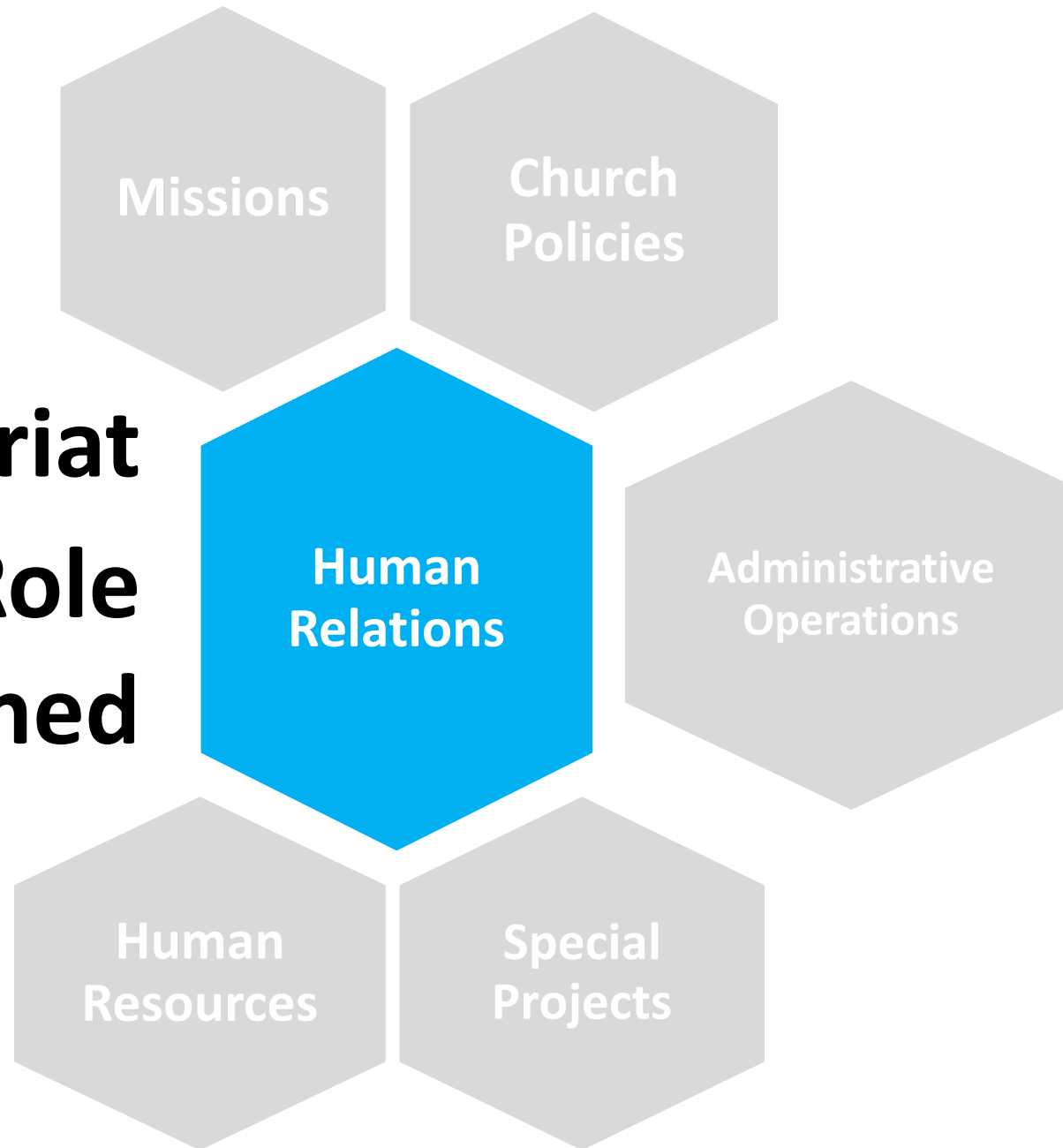


# **Secretariat Role Defined**





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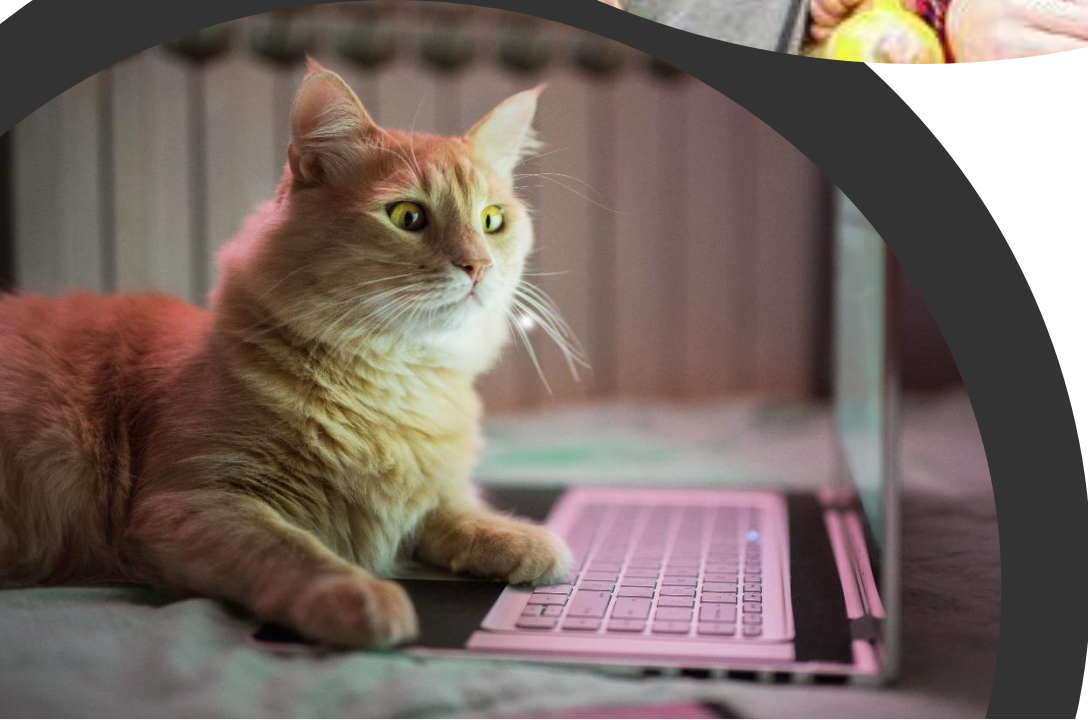
# **Secretariat Role Defined**

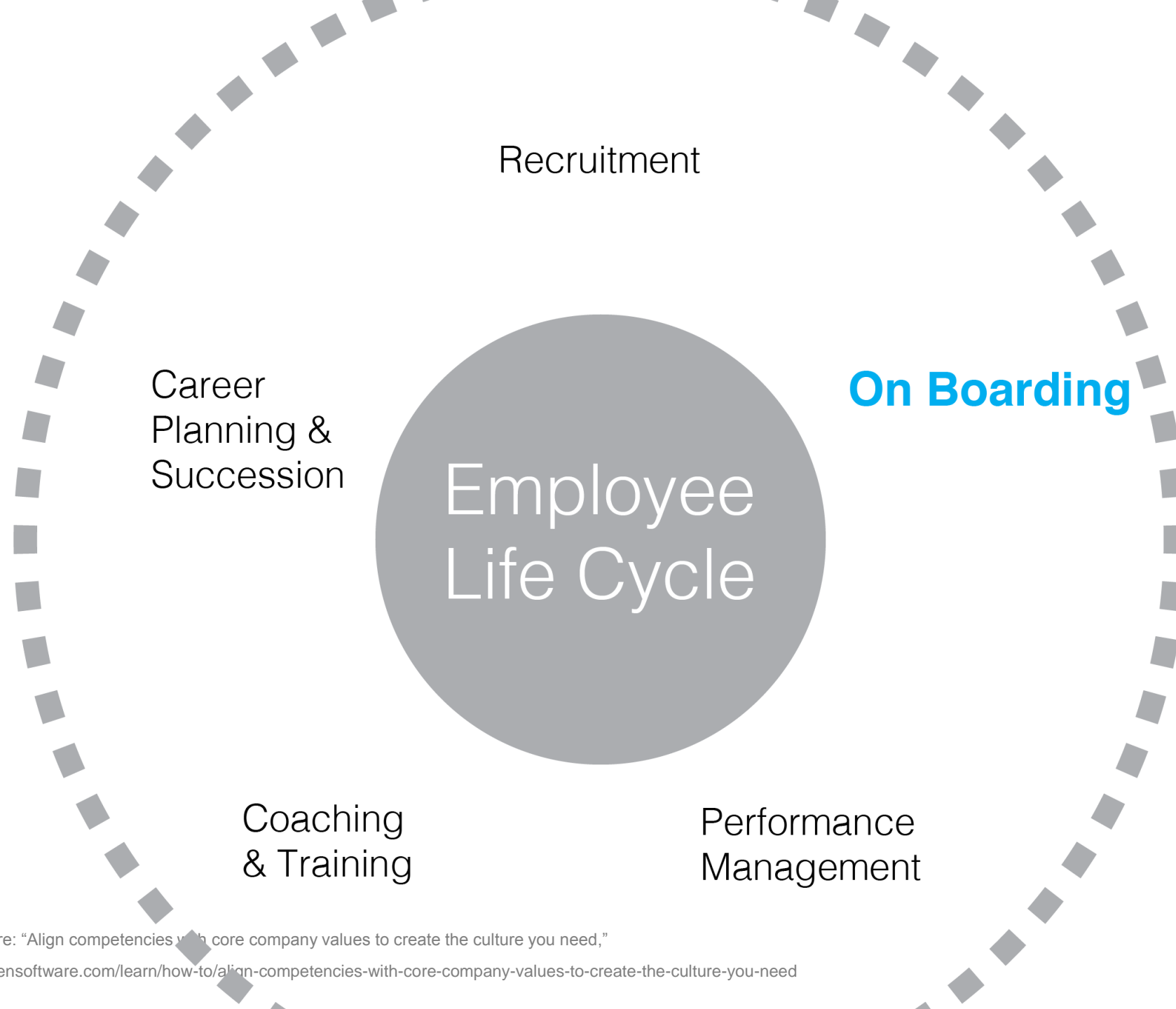






# The Gonzales Family





# Interviews with Candidates



## Utilizing panels/ Search Committees

Ask only legally permissible questions

Consider objective and job-related information

Questions/inquiries should be consistent for all candidates to avoid discrimination claims

No inquiries about medical conditions or disabilities

# Employee Onboarding



Onboarding of new employees is something that is always done, but often not done well.

Handing the employee a stack of paperwork and giving the employee a tour is no longer sufficient.



# Employee Onboarding



Your Onboarding process is the key opportunity to share and shape the organizations culture and set clear expectations on what the mission of organization means to that new employee in his or her new role.

When onboarding is done well, it lays a foundation for long-term success for the employee and the employer and leads to happier well integrated staff.

# Onboarding Checklist

What do I want to share about the Organization?  
Company profile.

- Mission, vision, values of the organization.
- Organizational culture.
- Directory
- Tour of facility
- Work expectations and standards
- Committees



# Onboarding Checklist

What is the Organization required to do at onboarding?

Legal and policy

- Personal information sheet.

- Tax withholding (when applicable).

- Benefits enrollment.

- Policies Acknowledgement Signed Receipt (e.g., anti-harassment, nondiscrimination, email, dress code, telephone, vacation accrual, etc.) and/or employee handbook.

- Security information.



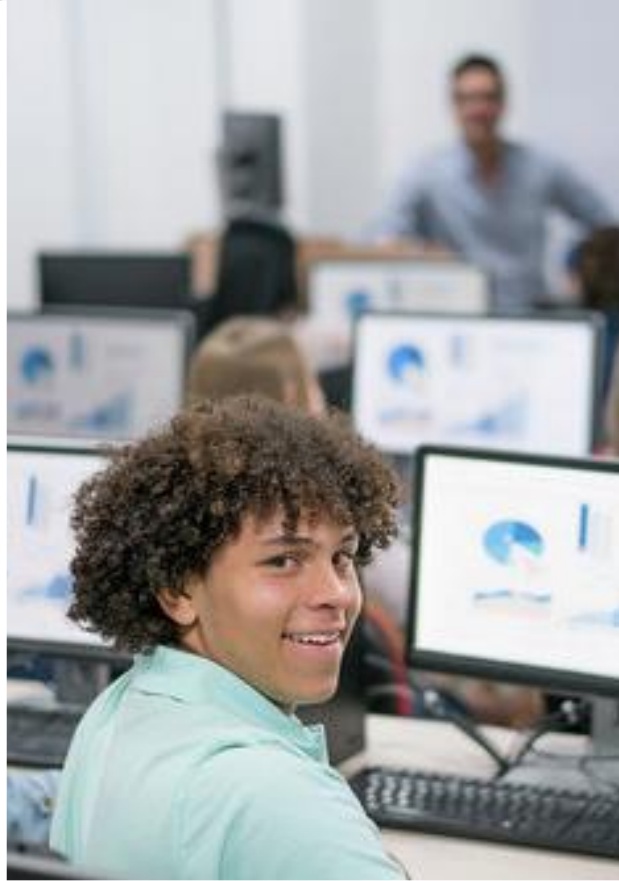
# Record Maintenance

Personnel Files

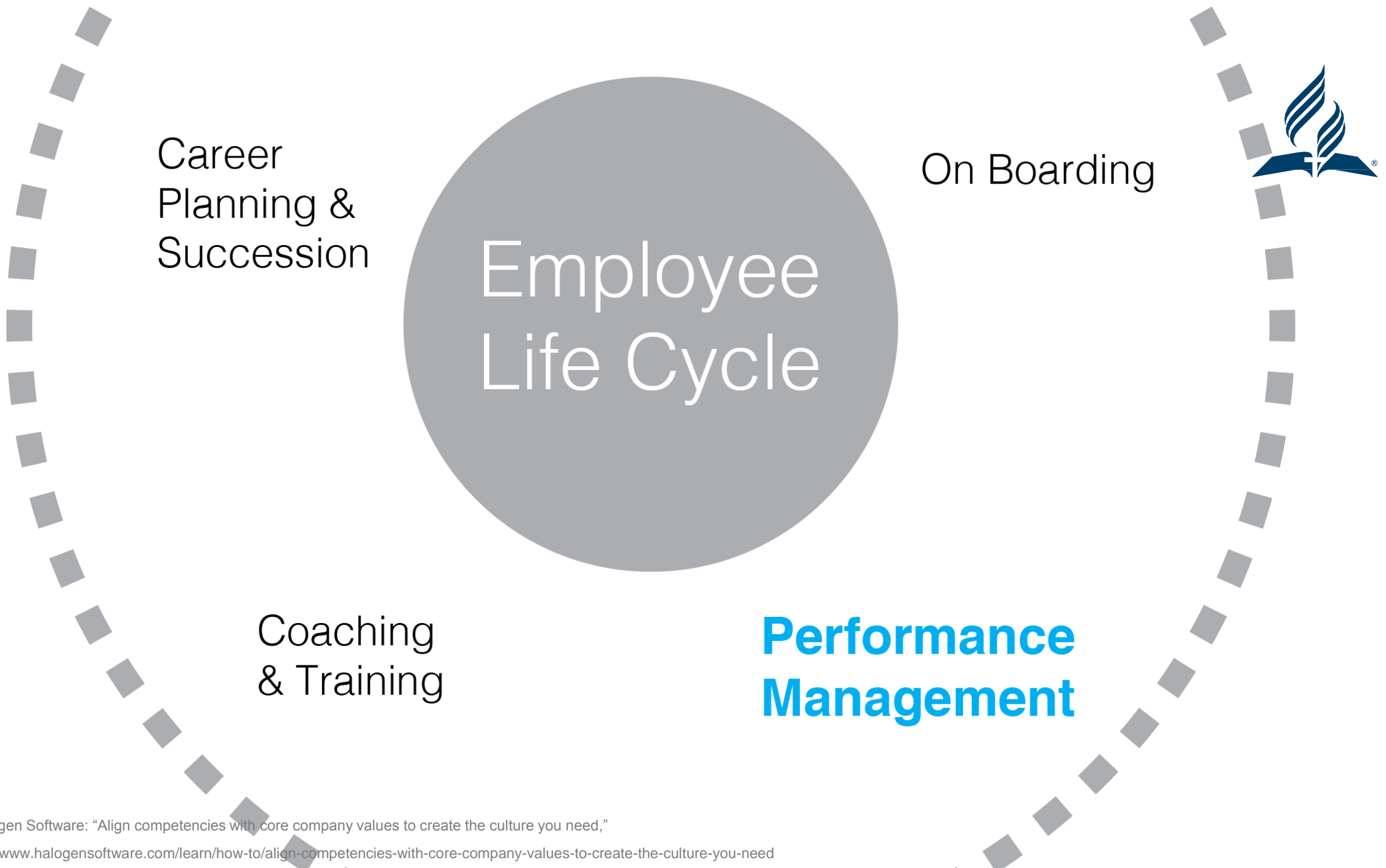
Service Records







# The Gonzales Family 27 years into Ministry



# Performance Management



Why is a Performance Review important?

The Performance Review process allows an organization to bring the supervisor's appraisal, the employee's self-review, and the job description together to create a fair, consistent, and effective evaluation.

The review process and the information it gathers allows an organization to capture what the current skills sets are, where there are opportunities for growth and training lies.

# Benefits of Employee Evaluations

- Identify and correct performance deficiencies
- Boost morale when employee accomplishments are recognized and positively rated
- Sets stage for future counseling
- Documentation supporting potential termination
- Support the organization's position where employee contests subsequent discipline or dismissal





# Dangers of Performance Evaluations



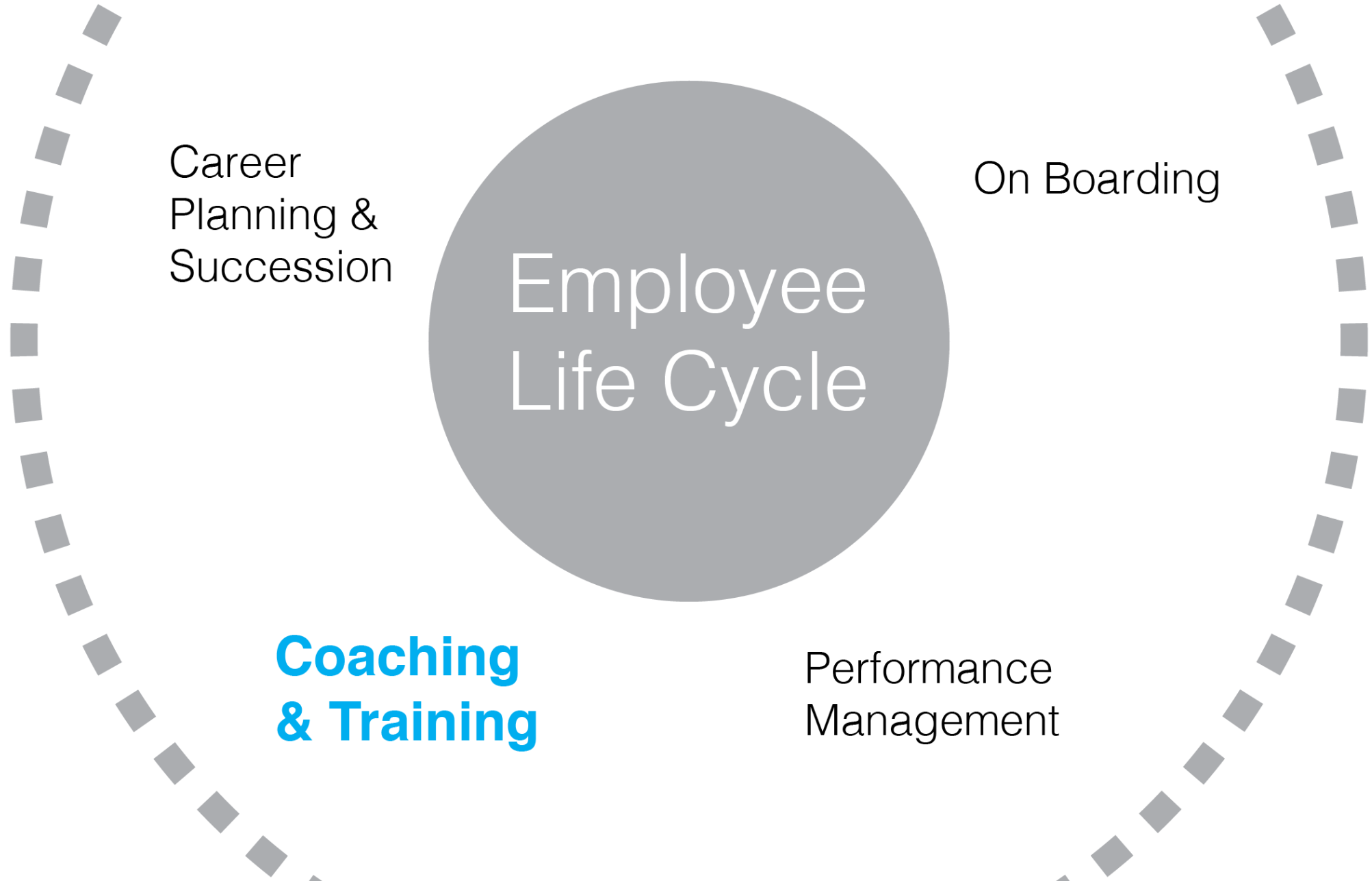
- Administration, Pastors and Principals:
- Feels uncomfortable discussing employee's failings directly with that employee
- Fears that the employee's performance and relationship with management will deteriorate even further if the evaluation is negative
- Rationalizes that a positive evaluation may encourage a poor performer to do better

# Use Evaluation Ratings



Unacceptable	Consistently falls short of performance standards
Needs Improvement	Sometimes meets the performance standards. Seldom exceeds and often falls short of desired results. Performance has declined significantly, or employee has not sustained adequate improvement
Meets Requirements	Meets all relevant performance standards. Seldom falls short of desired results
Exceeds Expectations	Consistently meets and sometimes exceeds all relevant Performance standards. Shows initiative and versatility, works collaboratively, has strong technical and interpersonal skills
Outstanding	Consistently meets and exceeds all relevant performance standards. Provides leadership, fosters teamwork, is highly productive, innovative, and responsive, and generates top quality work

SAMPLE



# Employee Life Cycle

Career Planning & Succession

On Boarding

Performance Management

**Coaching & Training**

# Coaching and Training

Following a successful Performance review process:

- Supervisors will be able to identify the need for training and development and or coaching.
- Performance Improvement Plans can help supervisors and departmental employees build bridges to success.
- Coaching relationships that are ongoing is reflective of a learning organization.
- In some instances progressive discipline may be the appropriate course of action due to behavioral and performance deficiencies.







# More on Training

Key Topics for Training may include:

Harassment Prevention

Diversity and Inclusion

Conflict of Interest and Ethics

Orientation and Benefits

Current Policies and Updates

Skills-based Training (Job related)

Safety & Risk –(Emergency Evacuation, Fire Hazards) etc)

# Progressive Discipline

Coaching/Counselling (verbal).

Warning.

Written Reprimand.

Suspension or Administrative Leave.

Dismissal

(following consideration of a discipline committee.)





Recruitment

On Boarding

Performance  
Management

Coaching  
& Training

**Career  
Planning &  
Succession**

Employee  
Life Cycle

# Career Planning & Succession



Succession plans should focus on the importance of transferring knowledge.

Succession planning can ensure the continuity of best leadership for a business.

Succession plans should identify high-potential employees with flexible criteria and look for different kinds of people to promote diversity within the organization.



# Human Resource Function





# What is HR responsible for?

- Recruiting and hiring, talent identification
- Compensation and benefits,
- Performance Management, Training and development,
- Legal compliance, Employment Law monitoring
- Discipline, and employment termination, succession planning.



ADVOCATE



*IN SERVICE TO THE CHURCH, HUMAN RESOURCE PROFESSIONALS SUPPORT THE DECISION-MAKING PROCESS BY MAKING PROFESSIONAL RECOMMENDATIONS ON WHICH OUR ADMINISTRATORS ULTIMATELY MAKE THE FINAL DECISION. WE ARE BEST SERVED IF WE ADOPT HUMILITY IN THE PROCESS OF DELIVERING THE RECOMMENDATION.*



# Questions