

# ORGANISATIONAL DEVELOPMENT

At the end of this section you will have:

- A better understanding of IkamvaYouth’s organisational structures and procedures that assist the delivery of a high quality tutoring programme
- Been introduced to a variety of templates and examples to help build your own organisational structure and processes
- Gained understanding to grow and strengthen your tutoring programme



## Note

It is advised that you get your tutoring sessions operating effectively before you start seeking fundraising, developing chartered accounts or implementing an M&E process.

## HUMAN RESOURCES

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A team is only really as good as each individual player. The first step to creating a dynamic team is hiring the right people. This can be easier said than done. One of the best ways of recruiting is through your existing network of volunteers. People who have given their time, understand the organisation, and share your values are ultimately the best people for the job.

If you don't have this option, here are a couple of tips to recruiting the right people - your programme will need a Coordinator initially. It is suggested that by the time you have 80-100 learners on your programme you will need to recruit an assistant.

You may feel that the coordinator (you) can handle that many learners on your own. The reality is that you probably could turn up when you say you will and recruit a few volunteers to help and run a programme. However, if you want to deliver a quality programme that has the desired impact on the learners, it is important to build your organisation's capacity to support them effectively.

## Volunteers

When you first start your programme it is likely that you will be volunteering your time and you will be working with volunteers. However, it is still important to put some systems in place to ensure the smooth management of your human resources.

Think about HR management as a process of you enabling others to perform at their best and therefore deliver a good quality programme. If you are able to find a way to motivate, nurture and retain great people, you will also alleviate any one person carrying all the responsibility.

Keep an eye out for volunteers who are highly committed and are good at tutoring. Acknowledge it, and ask if they are willing to take on more responsibility. You will find some volunteers really want to get involved, while others can be honest and say they would rather stick with tutoring.

Gradually you will build a team of dedicated individuals around you, who can hold the programme in your/staff absence. You will find that some of the most committed volunteers may be in a position to become formal employees if your organisation is able to develop to this stage. Hiring people who you already know and trust, *and* that have a good understanding of the model and what you do will increase service quality and ease of management.

### Note

When hiring friends and longstanding volunteers who you trust, make sure you still consider their suitability for the role. **Are they the best person for the job?**

Some funders will want to see that you have thoroughly thought through the recruitment process and have picked the best person for the job.

However, it is also important to follow a process of recruitment and put proper management structures in place that will allow them to perform at their best. See management as a tool to get the best from your employees and ultimately for your programme, rather than a disciplinary role.

## Recruit

As soon as it is possible, you should look to hire a full-time person. Although tutoring sessions may only happen 3 times a week, to really deliver a quality programme there is a lot of background work that unfortunately can be quite time consuming. Calling parents, managing the relationships with stakeholders, collecting reports, managing volunteers, coordinating events, etc. etc. requires a dedicated human resource.

An organisation will normally recruit a Coordinator and an Assistant initially. IkamvaYouth branches have a Branch Coordinator and a Branch Assistant for between 80 – 180 learners. One person can usually manage a small group of learners but as soon as you are over 80 you will want to look for an additional resource.

You can find the job descriptions for each of these posts, which will give you some idea around how to construct your own job descriptions. These can be advertised using a more simplified job advert. This will be less detailed than the job description. *NGO Pulse* and *Bizcommunity* are recommended sites on which to advertise online.

**Example job advert can be found [here](#).**

It is often better to hire locally and so as well as online adverts it is important to put up adverts in local places and appeal to your tutor and stakeholder networks.

**Resources/Templates: Branch Coordinator Job description**

## Interview

Once applications come in, you could use an Excel spreadsheet to record the main information about each category and could use a rating system as you go so that you get a sense quickly of who the 'top' candidates are.

It is good practice to shortlist candidates. Aim for 4/5. Schedule an interview with each of the candidates, ideally in person. IkamvaYouth interviews *and* assesses candidates.

Assessments are conducted to test for writing ability, familiarisation with Excel, and critical thinking. This is usually sat as part of the interview so they can ask questions for clarity and

you can be sure that they are the ones completing the assessment, and do so within the allocated time.

It is important to include as many different 'groups' as possible in the interview. Invite a Branchcom learner, a committed volunteer, and other key members of the management team.

**Resource/Template: Branch Coordinator Assessment and Budget**

Managing staff is a whole other job in itself. If your organisation is at the early stages of development you shouldn't need to manage too many people. However, if you plan for your organisation to grow it does help to put in place certain performance management mechanisms that will reduce the risk to your programme.

## Employ

Once you have selected the right person for the job it is a good idea to draw up a contract so that everyone is clear about the expectations etc. Things to consider to put into a contract are; working hours, salary and pay days, sick leave, leave, notice period.

**Resource/Template: Sample contract**

## Manage Performance

Any staff member when hired is put on a 3 month probation. They receive a specific contract for this period of time. This protects you against poor performing staff. If you offer a permanent contract from the first instance it can get very complicated to dismiss someone who is underperforming.

At the end of the 3 months a performance review is conducted and if satisfied a permanent contract will be offered. Performance must still be managed after this period carefully and you need to have systems in place that allow you to identify and support the employee if they are not performing well and ultimately to dismiss them if performance does not improve. IkamvaYouth follows a disciplinary process to this effect. As long as your process is

communicated clearly to the employee upfront and know the expectations of their role, this shouldn't be a surprise if it comes to this – it is hoped you can intervene beforehand.

**Resources/Templates: Example Employment Contract Template, Performance Review template, Disciplinary process**

## Retain

As your organisation grows there may be room to offer career progression to your employees. Painting a pathway from an early stage can help you to retain talented and dedicated staff. Often people would like to progress in their careers and learn and develop themselves. You can do this by meeting with them and finding out their career aspirations and helping them to understand whether there is opportunities within the organisation to accomplish these goals and to put a plan in place to achieve this.

All organisations will be different but you can have a look at an example progression. The important thing is to communicate with your employee and find out about their motivations, what drives them, and then help to offer what they want and need.

It is also important to put in place basic policies that maintain the well-being of your staff. The most fundamental policy is a Leave Policy. You can have a look at IkamvaYouth's leave policy to help draft your own. Other policies that have been put in place as the organisation has grown are a study assistance policy that encourages people to learn more and develop their skills in line with their career progression and per diem policy which protects staff when they are traveling for work.

Please ask IkamvaYouth if you would like any information on our other policies.

**Resource/Template: Leave Policy**