



## Human Resources

### Major work for 2014-2016

#### Personnel policies

In November 2014 the ELCA Church Council approved revised personnel policies for the churchwide organization.

#### Compensation and benefits

Per the "Personnel Policies of the Churchwide Organization," Human Resources regularly reviews the salary bands used for compensation administration. The salary bands implemented in 2013 remain competitive. As part of the annual budget process and corresponding with the churchwide organization's personnel policies, funds may be allocated annually for merit increases. The merit increase budget for 2014, 2015 and 2016 was 2 percent per year.

#### Staffing

As of April 30, 2016, the distribution of non-international staff for the churchwide office included 61 percent female, 34 percent people of color and 70 percent lay employees. Staffing numbers have basically remained flat over the triennium, excluding support for special events and some minor program adjustments.

Human Resources sponsors the Advent celebration, staff recognition events, the Christmas service projects, Bring Our Daughters and Sons to Work Day, and other employee events.

#### Human Resources Information System

In response to a need for a more user-friendly, easily accessible system, Human Resources implemented a new Human Resource Information System in October 2015. Paylocity integrates recruitment, time and attendance, payroll, performance management and employee self-service with ease. Paylocity also offers a mobile feature that allows staff to access their time and data from smartphones.

#### Leadership development

Human Resources offers several courses throughout the year addressing staff training needs. The current curriculum includes Learning Lutheran, Harassment Prevention, New Hire Orientation and Supervisor Round-Table. Other training opportunities are available for units and individuals focused on team building, compliance and personnel policies.

In 2014, Human Resources sponsored the first cohort of the Leadership Development Program. The program provides emerging leaders in the churchwide organization the understanding and tools to be effective leaders. Emphasis is on the context in which churchwide leaders operate, the knowledge of and expectations for effective leadership, characteristics of high performing teams and units within the churchwide organization, and identification and development of individual leadership capabilities and performance. A second group started the program in September 2015.

#### Internal committees

Human Resources is represented on the following committees: business continuity planning, policy review, data security, financial systems, and enterprise-wide operations team. The executive for human resources also serves as a resource person to the Church Council's Executive Committee.

### Major directions for 2016-2019

Human Resources will increase focus on organizational training and development as well as employee engagement. The coming year will also see continued focus on diversity in recruitment and staffing, as well as ongoing analysis and revision of existing personnel policies.

Ms. Rhondean L. Johnson, *executive for human resources*