IAAS

Human Resources Management

GUIDELINE | 2022

Background

Meet the team behind the guideline creation.

Human Resource Management (HRM) is the functional area of an organization that is responsible for all aspects of recruiting, supporting, and developing members (e.g., providing and administering members benefits). In other words, all the activities related to the members' recruitment, training, retention, and support.

This guideline will not cover everything about the HRM aspect of an organization. Still, it will certainly provide deeper insights on how a committee should run their recruitment process, how to manage a team, how to provide the necessary learning and development strategy for the members, and how a committee should measure their initiatives by doing an evaluation activity. This guideline will also provide the tools needed so that IAAS committees can implement them accordingly based on their own needs.

The reasons why IAAS committees need this guideline are to effectively enhance the committee's performance by finding the right people to move the committee and guiding the committee on how to train and motivate its members in order for the committee to reach its goals. We hope that through this guideline, IAAS committees can determine the impact of the people in their respective committees, providing organizational guidance for the team leaders and members themselves, and providing additional data that can improve the effectiveness of the HRM aspect of the committee.

This newly established HRM Guideline should be used by anyone who feels it necessary to use this guideline to function their organization in a good way. It includes National Directors, National Committee, Local Director, and any team leaders present in IAAS.

Regards,

Global HR Managers

iaasworld.org

Chapter 1:
Recruitment

Recruitment

What is Recruitment?

Recruitment is a series of events and processes that are formally used to get some qualified people in the right place and at the right time (Schuler, 1987). According to Mondy (2008), recruitment is a process to attract individuals on a certain amount and time with the proper qualifications to become the organization's member. The recruitment process provides a number of potential members that could fulfill the needs of the organization's members. Successful recruitment starts with proper planning and forecasting. A bad recruitment process often leads to a bad impact on the organization's culture, members' morality, productivity, and effectiveness.

What are the Objectives of Recruitment?

- To acquire good quality members with proven competencies and able to commit to the organization.

- Get potential successors to the organization.

- To get new members that can contribute to the organization's achievements and maintain or improve the organization's culture.

Recruitment

How to Conduct Recruitment?

- Identify and evaluate the organization's needs for new members.

- Develop the recruitment plans.

- Form the recruitment committee.

- Implement the recruitment plans.

- Review the applicants' requirements.

- Conduct an interview.

- Decide the candidate that you will accept.

P.s.: Estimated time for the whole recruitment process (from forecasting until onboarding) approx. 3-months duration.

Recruitment:
Forecasting

Forecasting

Forecasting

Forecasting should always be the first step in conducting a recruitment process and is all about the preparation and planning of the recruitment system, which will discuss the evaluation of the previous recruitment and also the estimation and adjustment of the needs of human resources in the organization based on the quality and quantity of resources that you would recruit.

Forecasting

Manpower Planning

One of the Human Resources planning methods is based on the required quality and quantity of the Human Resources in one batch. The needed quality and quantity of the Human Resources in one batch can be defined based on the number and needs of the program from each department and also considering the value that IAAS members should possess.

The value that each committee has defined could be used as a tool to screen the new members in the recruitment process. If your committee has not yet determined your committee's value, IAAS World has already framed the core value that every member should possess as listed beside.

IAAS Values

Striving for Excellence
We strive to encourage our members to take action and be innovative by inspiring and empowering future generations to accomplish a meaningful impact.

Team Focused
We are inclusive by respecting and actively encouraging contributions by every individual to develop our members worldwide.

Innovation
We prepare future professionals to address the issues that affect agriculture and related sciences, allowing youth to reinvent themselves towards sustainable innovation.

Leadership
We encourage leadership by allowing youth to take meaningful action and inspiring others to impact society.

Diversity
We value respect and equality towards our global network and provide youth the opportunity to learn, experience, and grow in a multicultural environment.

Sustainable Action:
We act in a sustainable way for our association and society by making decisions for future generations' needs.

The values can be adopted and improved by each committee according to the conditions and needs of the committee. But it is **highly recommended** to use IAAS Core Value as a whole.

Forecasting

You can use several recruitment evaluation questions to set up the Manpower Planning:

1. How many members (for each department in your IAAS committee) are needed for the department to run its activities?

2. What kind of member composition is required by your local/national committee itself? (such as gender, domicile, etc.)

3. What kind of skills should the new members possess to support the department's programs?

4. Which values are essential for new members to have? (defined based on IAAS values)

5. What kind of characteristics of new members should we avoid in the recruitment process which can hamper the organizational performance (you need to be careful in choosing your new recruit)?

Recruitment:
Promotion

Employer branding strategy, identify Employee Value Proposition, recruitment marketing, identify Value IAAS.

Promotion

Recruitment Marketing

Recruitment Marketing is a strategy, technique, and process to attract and engage students (candidate members) and turn them into applicants, including **organizational branding,** planning, and implementing campaigns to see the impact on recruitment objectives.

Recruitment Marketing in Talent Acquisition in HR focuses on what happens before registration. It aims to increase awareness of the organization as a professional organization and encourage potential students to apply. Students who know IAAS well and know the strong points of IAAS are more likely to accept offers or speak positively about IAAS afterwards.

Promotion

Recruitment Marketing Strategy

- Segmentation

- Positioning

- Connecting with the Candidates

- Engage

Segmenting

Segmenting is the first step for the committee to establish a storefront. They think about what should be in the window (something that an outsider sees in IAAS), such as websites and social media. The committee should have more profound thoughts about IAAS branding in general: For example, what are the values of IAAS? Is the value conveyed well on social media or broadcast? Is the content issued by the IAAS LC by these values? All of these elements will come together to create a strong IAAS branding.

Positioning

Positioning activities are carried out by designing the Employee Value Proposition (EVP). EVP are the unique Policies, Programs, Awards, and Benefits that IAAS offers to its members, which can take the form of material, organizational reputation, and prestige. EVP gives members and candidate members a reason to join the IAAS and reflects the organization's position as the largest international youth organization in agriculture and related fields.

EVP can be divided into four parts:

- **Growth** → Opportunities in IAAS what is attractive about IAAS members.

- **Organization** → IAAS Values, IAAS Partner, Brand, and reputation.

- **Rewards** → Benefits of joining IAAS, the activities or programs that are "exclusive" for IAAS members.

- **Members** → Networking, competencies, and commitment of members

The EVP of each committee has something in common. Still, it is recommended to discuss the features of the committee that you can highlight to make the candidate member interested in joining IAAS.

Connecting with the Candidates

Strategic Sourcing

The goal of strategic sourcing is to "catch" candidate members who are suitable for IAAS values and culture. In this current condition, IAAS members must be proactive and pursue talent. Targeted candidate members can be assigned to one group (Whatsapp/Messenger/Facebook/Telegram) so that information about recruitment can be sent and discussed there.

Data Collection

Recommended data to be taken such as name, phone number (Whatsapp), social media (Instagram, Telegram, etc.), semester, faculty, and interest in IAAS. The process of retrieving data can be done actively (directly requesting data) or passively (not directly requesting data).

Cold Messages

Cold messages are the activities of sending a message to someone about currently open opportunities. Some tips for cold messages:

1. Using the recipient's first name

2. Avoid words like "quick" or "urgent"

3. Keep the subject line to 4 or 5 words to fit the phone screen

4. Personalization, such as a hobby reference, someone you both have a connection with, and other personal details that are still related to the opportunity.
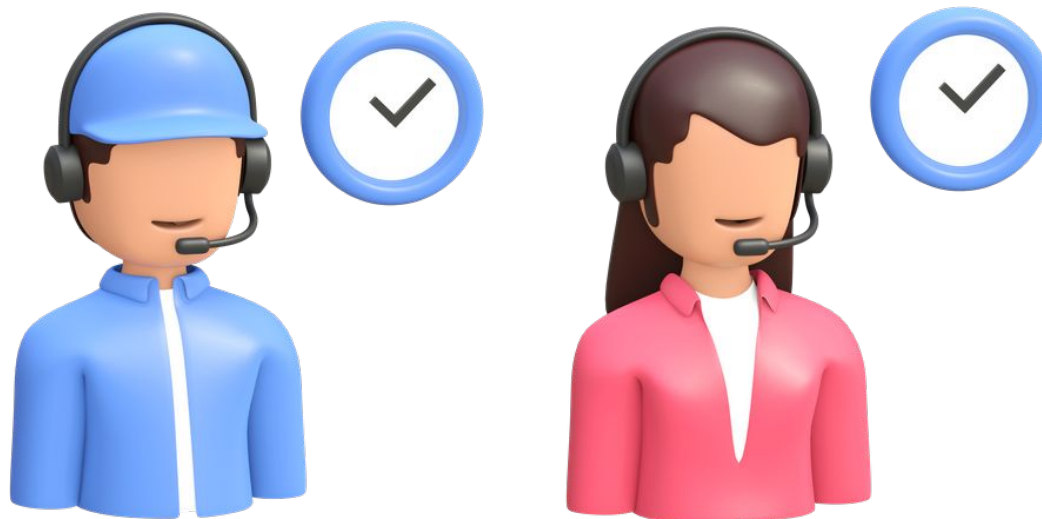
Connecting with the Candidates

Social Media Strategy Recruitment

Recruiting on social media splits into two main categories:

1. **Attracting candidates** to IAAS (brand or values)

2. **Sourcing candidates** that match the needs of the committee (proactive).

   Use social media for sharing IAAS moments, focus on spontaneous photos taken by the members, and avoid formal photos taken from the internet. You can also use Instagram for various things: exciting exchange activities, views/activities on Village Concept Project, IAAS campaign activities, and other activities. The success of social media recruitment can be seen from the following two things:

   - **Frequency:** More is not always good, but to make candidate members stay and attract their attention, more frequency is needed to make our social media look more active

   - **Multi-channel:** Try to broaden up by using multiple platforms such as Twitter, LinkedIn, Facebook, YouTube, etc.

Engage

This process is all about maintaining connections building long-term relationships with candidate members to obtain detailed information on how to develop and maintain candidate member data, as well as how to use it effectively for the future. The Engagement process can be done by creating interactive activities involving candidate members in the form of webinars, campaigns, classes, open houses, quizzes, and other interactive activities.

Other examples could be

- Member Awarding;

- Free tools made by IAAS such as Ebooks on how to do vertical gardening, or about conditions that are currently viral;

- Livestream or Talk Show with the current board of the committee;

- Videos about interview simulation;

- Questionnaires about a hobby or other interesting activities;

- Updated about the recruitment timeline.
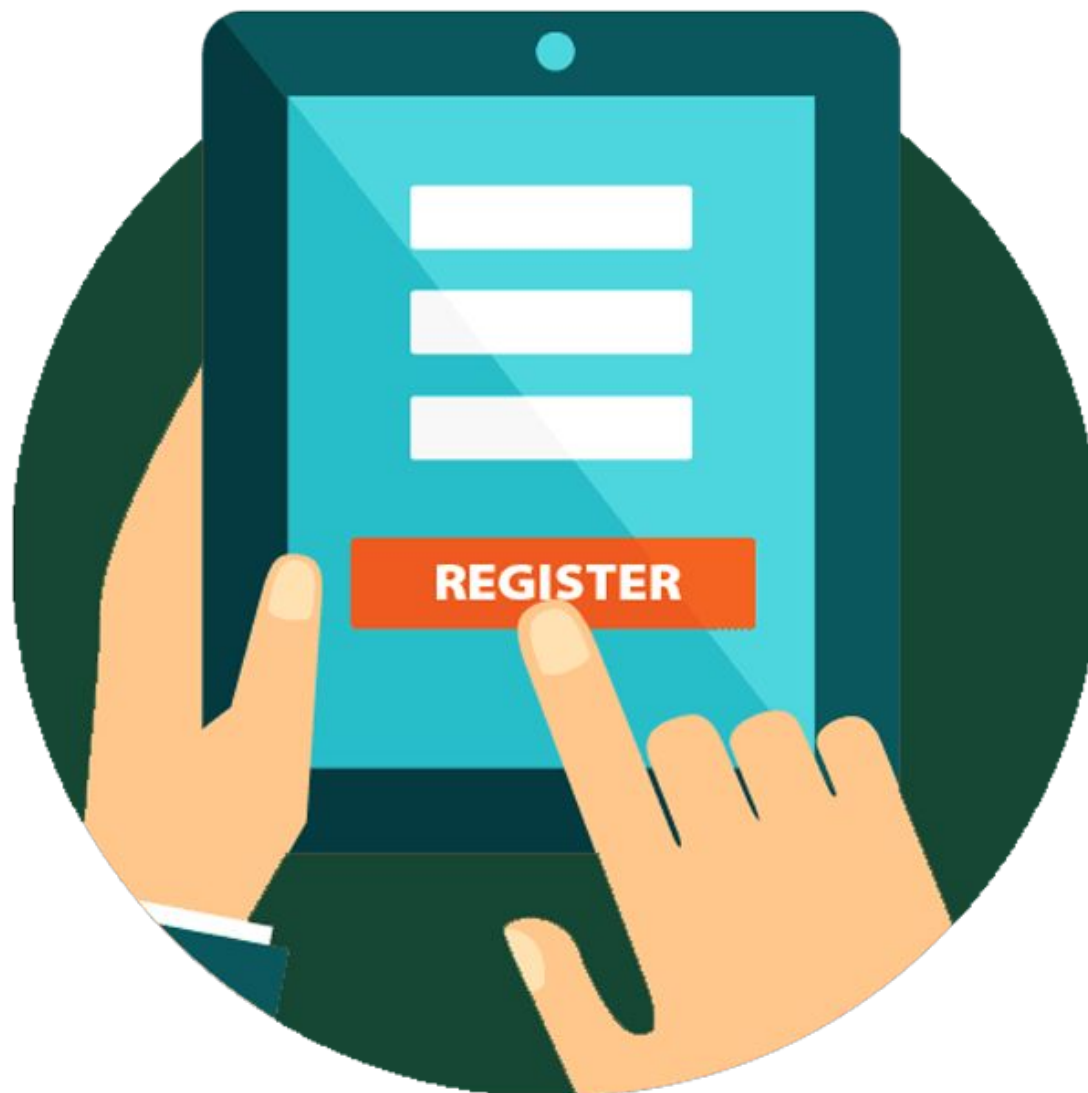
Recruitment:
Registration

How to build a proper and neat registration form, file submissions.

Registration

Filling out the form for each committee is at the discretion of the individual committee itself but is advised to use an online form. The form has a standard structure and sections, which can be seen **here.** The shape can be changed and added, but it is advisable not to reduce it.

The form is added with a special section on essays tailored to the needs of the LC. The essay can be a motivation letter, a personal essay, and others. The essay will be one of the important points in file selection. Filling in the form is done online. It is recommended to use Jotform or Google Form.

Click Here to Access:
Registration Form Structure

Recruitment:
File Selection and Review

How to review applicant's files, what kind of method should we use.

File Selection and Review

File selection/review aims to check the completeness of data from each candidate member. Incomplete or invalid data is recommended not to be accepted, but it is still fully up to every respective committee to accept or not as needed. One of the important points in the selection of files apart from the completeness of the data is the essay. Essays that have been written are assessed using the **STAR (Situation, Task, Action, Result) method.** The STAR method is a method of answering a case that is used to assess a person. STAR method consists of:

- Situation - the situation you had to deal with
- Task - the task you were given to do
- Action - the action you took
- Result - what happened as a result of your action and what you learned from the experience

The STAR method assesses the candidate member's thinking patterns/way of thinking in accordance with the order of the context. STAR method can be written if needed at the beginning of the form in the essay so that candidate members can adjust their writing. If the candidate member shows similarities to the STAR sequence, then that candidate member has the potential to proceed onto the next stage. If it is still far from the STAR order, then it can be considered to continue. This subjective assessment stage is carried out by each committee according to the needs of its members.

Recruitment:
Interview

How to plan and prepare an interview, we can suggest a behavioral interview technique

Interview

The interview stage is mandatory in every recruitment activity as one of the selection stages. Interviews should be conducted by involving at least one interviewer for every candidate. Interviewers can come from certain people in the committee who are deemed capable and understand IAAS at a minimum level of their own committee and have experience in IAAS that can support their duties as interviewers.

The questions given were partly from observations at the File Selection stage. Therefore, it is highly recommended that the reviewer of the candidate's files is a group of people who are then assigned as interviewers to provide comprehensive observations of the candidate members. The example of questions can be seen in the Appendix.

Interview

Online interviews can be done using web video conferencing (such as Zoom, Microsoft Teams, Google Meet, etc.) by providing **one meeting room for each interviewer and one administrator (if needed)**. The administrator is in charge of ensuring that the candidate gets into the right meeting room, according to the schedule with the interviewer. The administrator acts as a host who can accept/reject participants to ensure that no other participants (other than those in the meeting room participant list) are present when the interview is in progress. Administrator duties can be delegated to one or both interviewers.

The interview results will be put into a **scoring sheet** that has been equipped with an interviewer's guide in providing an assessment based on predetermined criteria. The determination of whether a candidate member passes or not can be directly determined by the interviewer concerned. The recruitment committee can hold joint discussions (meetings/trials) with the other interviewers to discuss the results of the interview stage selection. However, if there is a candidate whose results are still doubtful by the interviewer concerned, it should be discussed further in a discussion with the recruitment committee and other interviewer groups.

Click Here: Scoring Sheet
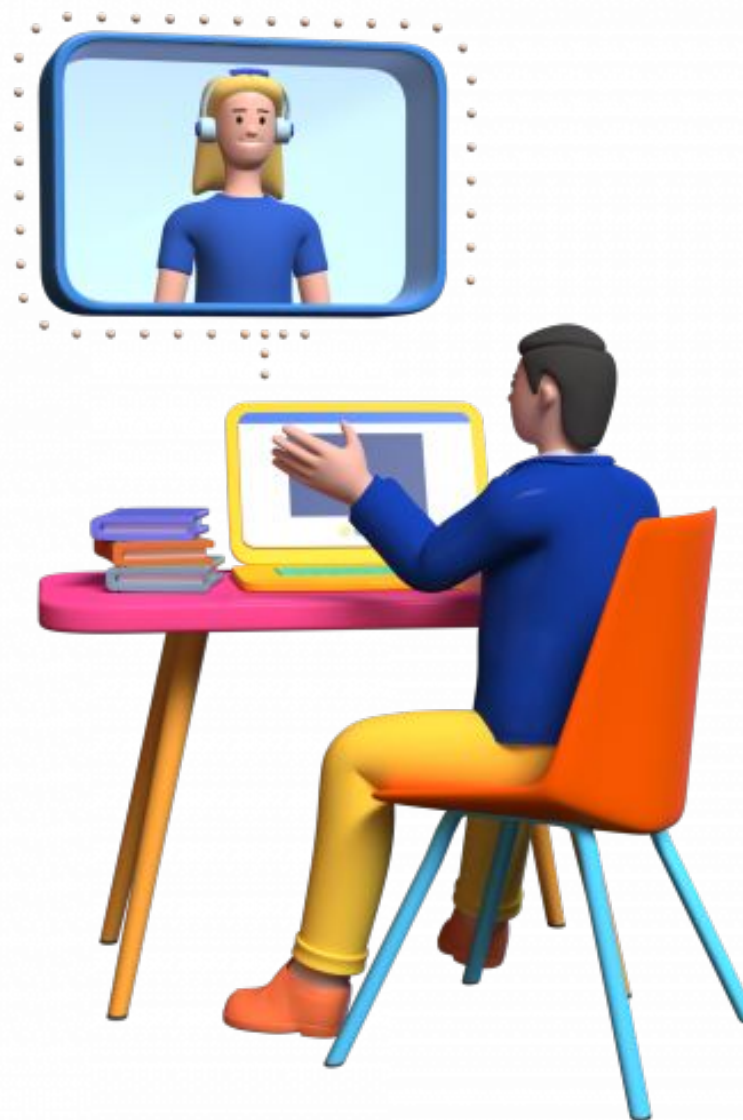
Recruitment:
Onboarding

How to plan and prepare the newly recruited members to be ready to start their journey in IAAS.

Onboarding

Onboarding is the process by which the new members are initiated into an organization. Successful onboarding provides key information and important context for the member in areas such as their specific role, organization policies, organization culture, and deeper knowledge about the organization.

A good onboarding plan will cover three key areas:

- **The organizational:** how things work, the organization's culture, vision & mission, etc.

- **The technical:** expectations, goals, etc.

- **The social:** creating a sense of community, interpersonal connections, building trust between team members, etc.

The onboarding program in IAAS has these following main objectives:

- Improve bonding between newly elected IAAS members

- Foster the student's motivation in self-development through organizational activities

- Introducing IAAS in general both locally, nationally, and internationally.

- Explore potential/improve managerial, organizational skills, and mastery of technical concepts.

Onboarding

This onboarding program is held **a maximum of two months** after the final announcement of the accepted members. The targeted participants on this onboarding program are all newly elected members that have surpassed the interview stage. Materials that should be delivered in onboarding programs are:

- General introduction of IAAS committees (Local, National, International). For International you can refer to the IAAS Greenbook. **(Check it out on iaasworld.org website under Download page.)**

- Introduction about the existing organization policies. Explain that IAAS has a compendium called Constitutional and By-Laws. If your committee has its own National and Local compendium, you also need to explain it.

- Sharing related to self-development material or agriculture and related science

Chapter 2:
Team Management

Team Management

What is Team Management?

Once the recruitment process has been done, committees will already have new members. The next step would be making these new elected members become a team and team management is the way to do that. Team management is a crucial factor in organizations and groups. With good team management, some of the complex tasks that cannot be done alone can be accomplished more easily and even resulted better. Team management can ensure self-development, good communication, leadership, and could work in maximum productivity.

Why do we need Team Management?

Team management will require understanding and trust in the plan, thinking, action, and decision-making together. Thus, the team management will bring out self-development, positive communications, leadership skills, and the ability to work with maximum productivity. With a lot of members or maybe several members with several cultures, we need effective team management to optimize the work to achieve what the organization or team needs. By effective team management, people will unlock their inner potential and reinforce their expertise. This effective team management will work well to overcome the risk associated with the organization.
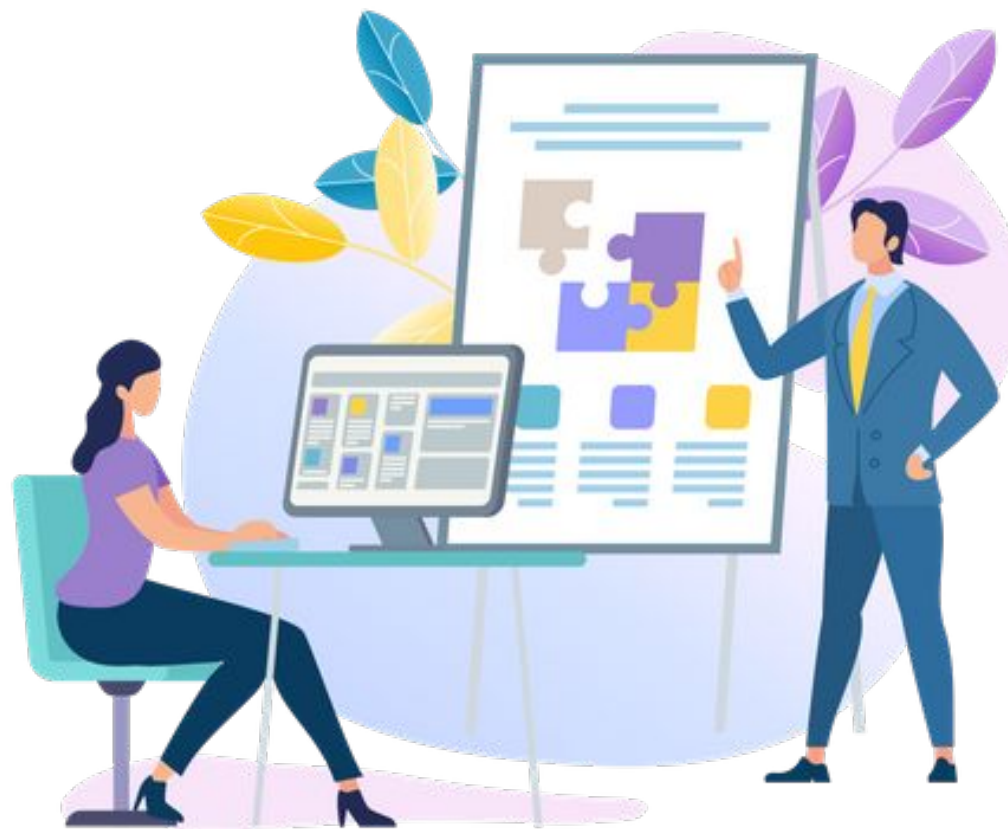
Team Management:
How to Manage a Team?

Performance Planning

After doing onboarding where new members still have high spirits, the leader can build and develop a team atmosphere in the following way based on Mehek steps in his Team Management: Effective Tools (2020) journal.

Stage 1: Forming
In this stage, people come together and start to get to know each other. As leaders, they have important roles to keep an eye on the team members and different activities going on in their teams. It's the responsibility of the team leader to motivate, direct, and divide the job among the team members.

Stage 2: Storming
This second stage is the most dangerous stage in the organization. As Mehek said, they will start to have disagreements between team members about the goals, vision, and approaches of members. If this stage isn't solved well, it will affect team productivity. Disagreements and conflicts must be resolved positively by the team leader or manager with an approach to each team member openly. Leaders need communication skills to make every party have the courage to talk openly about their problems and any opinion.

Stage 3: Norming
In this stage, the team will form a relationship that directs them to achieve common or the same goals. The team will start to trust and respect each other as the team already talks openly. They resolve conflicts independently with/without a leader because they already have the bonds. If anyone gets stuck they will tend to ask and help each other. In this stage, leaders have to direct members to focus on the positive side of their members and should melt the differences between each other.

Stage 4: Performing
In this stage, team members are already stable and self-directed. Also, they have the same goal for each of them. Team leaders only need to assist and guide them. Because, in this performing stage, teamwork is led by hard work without friction to achieve the team's goal. Team leaders have to set up structure and processes so the teamwork will grow.

Stage 5: Adjourning
This is the final stage of the team development stage. The major goals of the organization are accomplished. When the team gets disbanded or may even continue, the team leader or manager should identify at which stage the team is. By using specific tools and techniques to maximize the efficiency of the team, team leaders need to guide every member on what position or maybe which new goals they want to unlock. So that the members are willing to continue the membership.

Membership Retention

Membership retention is the way to measure how many members keep their membership status active. In other words, how many members will continue their journey in IAAS after their current term ends. Now there are two factors that can affect membership retention rate in an organization. Those are internal factors and external factors.

Internal Team Factor

Good relationship.

For a team especially for a big number team, team leaders need assistants to help them monitor each of the team members. This monitoring not only requires a formal task but they also need to build up relationships as best friends as they can. Managers need to be able to both cheerfully lift the situation and be firm.

Fellows step up their position and become the next leader of the committee.

Development opportunities.

- Give trust by encouraging members to take a big position. Need to be highlighted that at the same time don't give pressure on them and give it in mind that doesn't make it a burden to them. Try to be open to any decision, because they have the right to refuse or branch out in other organizations.

- Job distribution. Same as encouraging to take a big position, job distribution that balances and suits each members' passion are important.

- Autonomy. As Kossivi et al. (2016) said in his Study on Determining Factors of Employee retention journal, Autonomy can be characterized by the ability to choose how to do one's work; having influence over one's work; and flexibility in workload decisions. He also found that autonomy is a predictor of job satisfaction. So that's why, if members have the autonomy to finish and develop their tasks, it also helps members feel developed and accepted.

- Provide Training and Development events.

Membership Retention

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External Team Factor

Work environment.

Work-Life and Professional-Friendly Balance. This environment can be defined as a flexible atmosphere where working experience is enjoyable, resources are adequately provided but at the same time, we have positions that are being respected.

Satisfied with the Management/Leadership system.

This correlates with the management system of the whole committee possesses, especially from the top management (i.e National Director and its Vice President or Directors).

Knowledge Transition

Knowledge transition is one of the important stages after we finish our term in the organization. This could be realized by having the previous team leaders **assisting and guiding** the current team leader in the first 1-3 months on how to manage the team. So that the regulation, culture, or anything that needs to be passed down between old and new members will not be diminished. Another way to pass down the knowledge is by utilizing a cloud database (such as Google Drive) year by year that saves all of the data from each year's term with the hope that the new management could look back on what their predecessors did/have done.

Maintenance Program

For Leaders

Other than doing the things above, maintaining the team is one way to keep the members active. It also gives them a chance to get to know their colleagues and leaders better. Here we provide some programs you can do.

Program	Descriptions and Purpose
Monthly Guidance for Leader	This is a service for leaders that the HR Manager of IAAS World provides. HR Managers are opening consultation spaces for National Directors around IAAS in every country. We will send out forms to ask leaders problems about self-development, organizational development, members engagement strategy, etc. After leaders fill out this form, the HR Manager of IAAS World will hold a meeting to help leaders solve their problems.
Bonding with The Other Team Leaders	Sometimes we overlook ourselves. We as leaders also need to have bonding activities with our peers. You can do this once every three months, so it does not get repetitive.

Maintenance Program

For Members

Other than doing the things above, maintaining the team is one way to keep the members active. It also gives them a chance to get to know their colleagues and leaders better. Here we provide some programs you can do.

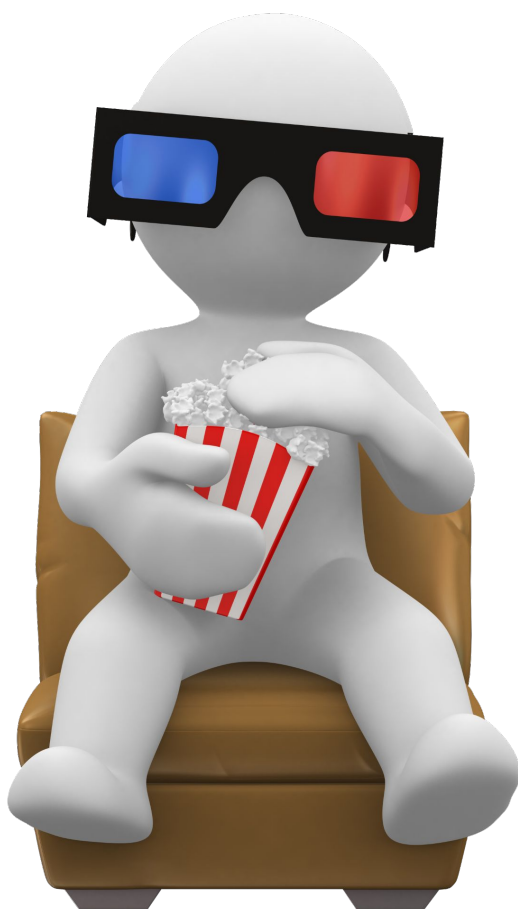| Program	Descriptions and Purpose
IAASpy	This program requires delegations or from every department. If your committee has an HR Department, this HR Department (HRD) can act like a responsible body for opening any discussion about task progress, relationships among members, and bonding issues. So HRD needs reports from every delegation from each department with the aim that the HRD can take the necessary initiative to solve the problems. Also, give tasks to the delegation to care for their members' team. So, a sense of belonging is the leaders' job and the members' job to lift. This program can be held according to the needs, but we suggest having this event once in quartal or every three months.
Team Day	This event consists of games, races, and others that aim to bring up the spirit and provide a place to know better for each other. This event could be held on special days like National Independence Day, Valentine's Day, Christmas Day, Eid Day, Cultural Day, or anytime the committee thinks this event should be held on.
Motivational Weekend with Alumni	In this event, alumni who already work and majoring in some fields can be invited to be speakers. This event is held to maintain relationships with alumni, provide knowledge about certain jobs, and view that IAAS alumni are successful in their path. This event can be held one to three times in a term/per year.

Maintenance Program

For Members

Other than doing the things above, maintaining the team is one way to keep the members active. It also gives them a chance to get to know their colleagues and leaders better. Here we provide some programs you can do.

Program	Descriptions and Purpose
Movie Night	According to the name, movie night is watching movies together to build bonding with members. This event could be successful if the team had a small number. A big team that watches movies is unnecessary and does not get the chance to bond. You can hold it in platform meetings, theater, etc. Also, it could be held anytime according to the needs as long as the purpose for having fun together.
Appreciation Event or Awarding Night	Appreciation or reward is a **MUST** thing to do in the team. Giving appreciation or reward can maximize the productivity of individual members. Also, they will develop a sense of belonging and a sense of ownership as they feel appreciated. This event could be held by making appreciation posts on Instagram or a group chat. Also, leaders can make certificates or the awarding event at the end of the period. The appreciation post or card can be sent every time members achieve goals. Also, the simple one is to celebrate or at least make birthday greetings–a tradition in the team.

Chapter 3:
Learning and Development

Learning and Development

What is Learning and Development?

It is about improving members' skills to, subsequently, improve the committee's output and culture. Learning and development in organizations can be divided into two main parts; **Training and Coaching.** Training is about improving people as a whole but coaching is more personal and also can be about prospecting members to take a higher role within the committee. This chapter will tell us how to do training and coaching and when is the right time to do them.

Learning and Development:
Training

Training

Training is a process of teaching members to get the basic skills they need in doing their tasks or work. Training goals are to improve member skills in accordance with technological changes and understand essential knowledge about the organization. There should be at least one training held in a term.

Things to Consider Before Conducting Training

Task Analysis

This analysis will examine in detail what a position in an organization requires types of abilities or competencies.

Personal Analysis

In this analysis, you will know the ability and competition of members according to the evaluation results from the Personal Development Plan (PDP). From the PDP, it will be known what the advantages and disadvantages of the members are. From this data, training material can be compiled that can strengthen the strengths and improve members' weaknesses. PDP itself is explained more in the recommended tools chapter.

Understanding Organization Dynamics

Each person has a unique personality and way of communicating. But, when people are in an organization, they have to work closely with one another. By understanding organization dynamics, you can help people recognize how they relate to one another and identify ways to improve their relationships.

Establish the member expectations from Training Output

This is done before we plan the training materials and techniques to run according to members' expectations.

Organizational Analysis

Organizational Analysis is an analysis that is carried out to respond to the development of an increasingly broad and growing era so that organizations must be able to keep up with changing times in order to remain sustainable.

Training

Training is a process of teaching members to get the basic skills they need in doing their tasks or work. Training goals are to improve member skills in accordance with technological changes and understand essential knowledge about the organization. There should be at least one training held in a term.

Organizational Analysis

For organizational analysis, there are two basic knowledge:

Essential Knowledge

Essential knowledge is fundamental knowledge about the organization that members must know. The purpose of crucial knowledge is so that members know how the organization works and the goals and culture in the organization so that it is easier to adapt and develop the organization according to existing goals. This knowledge should be about anything that is correlated with how IAAS Works, such as explanation about:

- IAAS Core Value
- IAAS Goals

Functional Knowledge

Functional knowledge is knowledge that can be implemented to support the performance of members of the organization. The purpose of functional knowledge is to improve members' hard skills and soft skills to support performance in the organization.

- Leadership training
- Management training
- Agricultural-related skills
- Data Analysis
- Public Speaking
- and other skills that can help organization development.

Training Techniques

To make the training successful, members should be placed in a place to interact with the topic or/and with fellow members. There are some training techniques that we recommend, which are:

- **Activating prior knowledge** provides participants with an opportunity to connect the new material to their previous experience on the given topic.

- **The Think-Pair-Share** method allows participants to share thoughts and ideas.

- **Questioning** engages participants to read the material.

- **Case studies** are good group activities. Provide the participants with an issue or topic that is related to the training material.

- **Reflection exercises** are a way for participants to look back at what has been discussed in the training

Training Parameters

Before we do training, there should be parameters to determine what topic(s) should be delivered. Team leaders should keep an eye on this so that you can adjust the training topic according to the members' needs. Determining the topic can be reached by implementing the **member assessment** and/or using **Personal Development Plan** tool provided by IAAS World.

Training References

You can do training depending on the scale of the members that want to be trained.

Monthly Course

Monthly Course is training provided every month to members on an ongoing basis. The purpose of the monthly course is that the material provided can be sustainable and gradually increase member skills.

Off-the-job training

Off-the-job training courses allow members to undertake training outside of their department. This training aims to improve members' skills outside of their job and can help develop their careers such as public speaking and IT skills.

Internship

Internship is a work experience offered by an organization for a limited period. The internship aims to introduce members to the organizational culture so that members can adapt to their jobs.

Webinar

Webinars are online events hosted by organizations and broadcast to a specific group of individuals via their computers via the Internet. The goal of webinars is to help members broaden their skills, as well as their understanding of their area of interest. It also allows members to acquire new knowledge and skills that can complement their main department.

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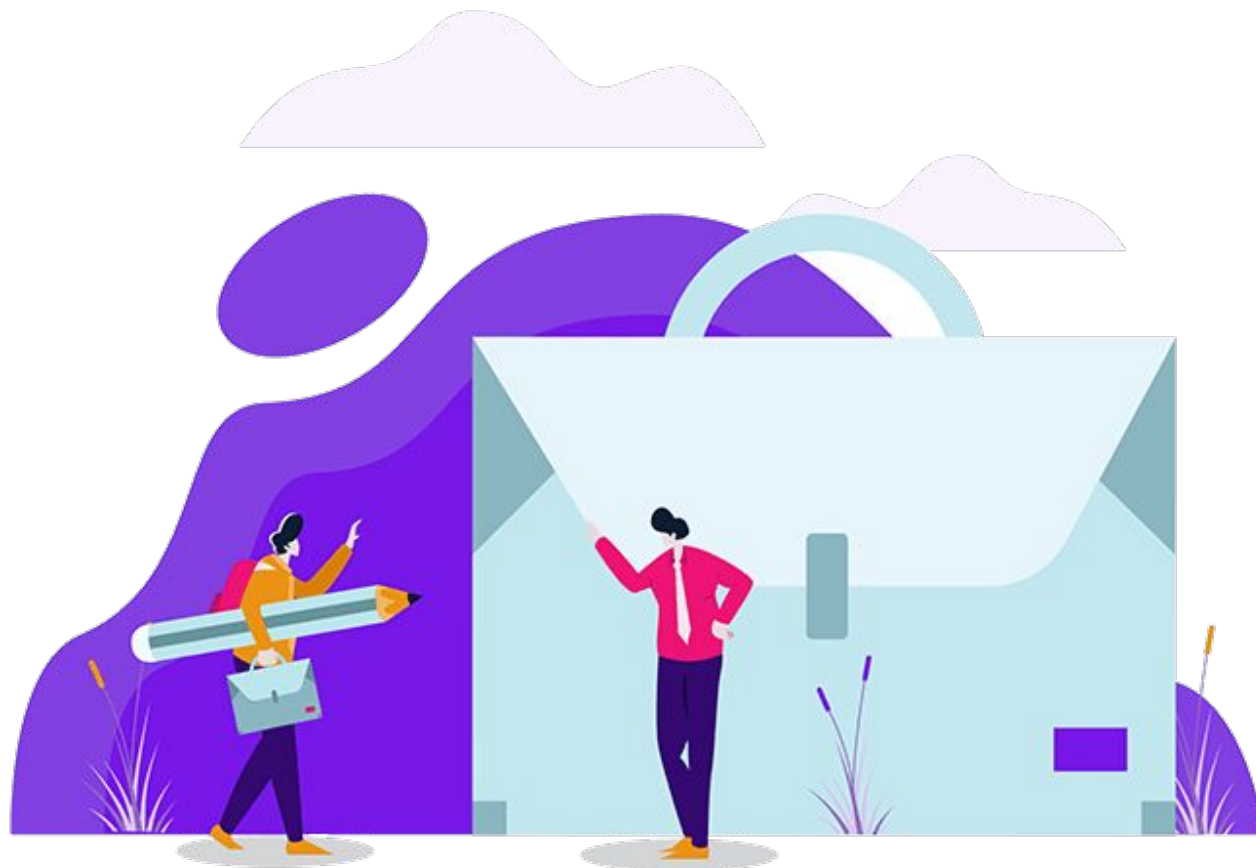
Learning and Development:
Coaching

Coaching

Coaching is a powerful way to increase your team's happiness, engagement, and productivity. Coaching can help your team communicate better, overcome conflict, accept change, think creatively, and work together more effectively. Coaching becomes an important tool in the process of developing one's personality and professionalism. When you coach your team members, you may find that your own job satisfaction increases, too, and that you have a more profound sense of purpose and meaning at work. Coaching is to be held at least once a period.

Things to Consider Before Doing Coaching

## Identifying Member's Strengths and Weaknesses

The same principle as training, firstly we need to identify our members' strengths and weaknesses based on **Personal Development Plan (PDP)** performance. This way we can know what to be improved on.

Coaching Parameters

Personal Development Plan (PDP)
Performance

Members can make career planning for organizational development, management, and performance. Suppose they start asking deep questions regarding the committee or IAAS in general. In that case, this is one of the indicators where they are currently exploring their options within the committee or IAAS. Once this is apparent, get close to them.
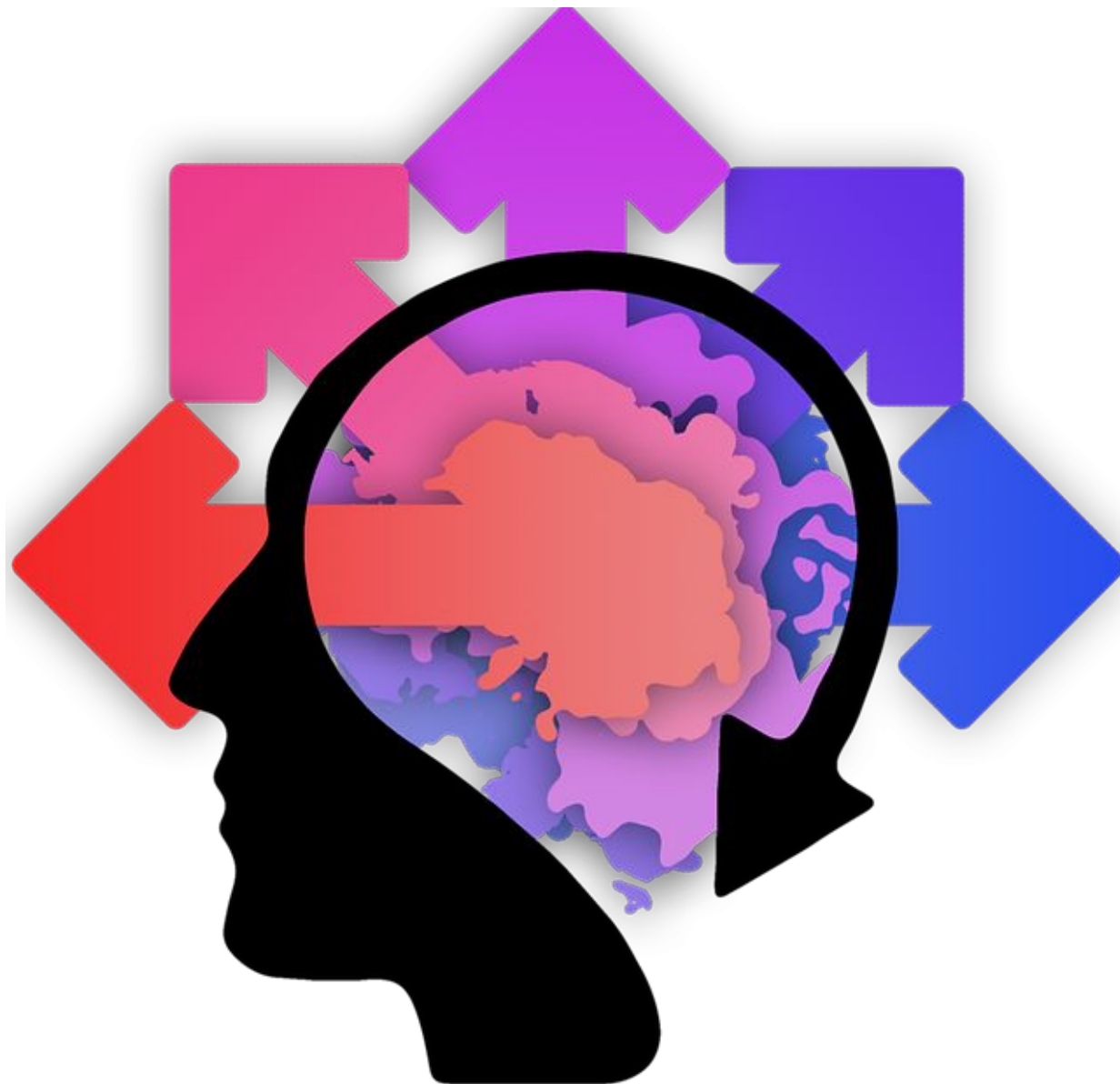
Coaching References

Here we recommend some coaching references for you so that you can prospect your members.
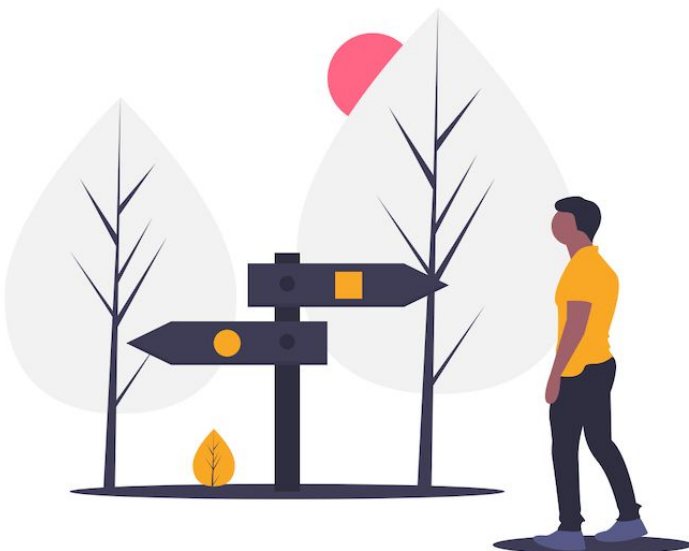
The POSITIVE Model of Coaching

Vincenzo Libri developed the POSITIVE Model of Coaching in 2004. You can use it to establish highly motivating goals for your team.

The model has eight steps:

- **Purpose:** Decide what you want to achieve. What is your goal?
- **Observations:** Think about your situation. What is going well? What isn't?
- **SMART:** Set a SMART goal (Specific, Measurable, Attainable, Relevant, and Time-Bound).
- **Insight:** Consider your goal. Are you excited about it? Is it challenging?
- **Team:** Look at the people around you. Who else will support you in achieving your goal?
- **Initiate:** When will you start to work on your goal? How will you begin? How long will you spend on it each week?
- **Value:** Break the goal down into smaller steps and quick wins. How will the team celebrate success?
- **Encourage:** Meet your team members regularly to encourage them and address any difficulties they encounter.

The GROW Model of Coaching

- **Grow:** Identify what the members want to grow (goal)
- **Reality:** Identify what is actually happening right now?
- **Options:** Explore the options so that we can achieve the member's goal
- **Will:** Establish the member's will. What will they do now?

Coaching References

Here we recommend some coaching references for you so that you can prospect your members.

The PRACTICE Model of Coaching

The PRACTICE Model of Coaching was published by psychologist Stephen Palmer in 2008 and is based on an earlier approach developed by Barbara Wasik. You can use this simple framework to enable your team to identify a problem and decide on a solution. The seven steps are:

- **Identify a Problem.**
- **Develop Realistic and relevant goals.**
- **Generate Alternative solutions.**
- **Consider the consequences.**
- **Target the most feasible solution.**
- **Implement your Chosen solution.**
- **Evaluate.**

ICF (International Coaching Federation) Model.

According to Situmorang (2015), coaching in the view of ICF (International Coaching Federation), Coaching is a form of partnership with clients (Coachee) to maximize their personal and professional potential with processes that stimulate and explore creative thoughts and processes. Coaching in the ICF (International Coaching Federation) consists of 11 (eleven) competencies that must be possessed by a coach as effective coaches have 4 (four) competencies out of the 11 competencies.

- **Building ethics and agreement**, namely discussing the good deeds and bad deeds of humans to the extent that can be understood by the human mind, such as moral principles and behavioral guidelines
- **Enhancing relationships and beliefs**, namely discussing good deeds and bad deeds of humans to the extent that the human mind can understand, such as moral principles and guidelines for behavior.
- **Effective communication** includes active listening knowledge, verbal and non-verbal communication, listening to emotions and feelings, non-judgmental, empowering questions, and direct communication.
- **Facilitating learning processes** and results by building member awareness, supporting members in making an action plan, assisting the member in making his plans in achieving his goals and monitoring progress, and maintaining the accountability and commitment of the member.

Chapter 4:
Evaluation

Evaluation

What is Evaluation?

You can use several methods to evaluate the performance of the organization. Evaluation is done with the aim to assess the condition of every aspect that the organization currently has, whether they are following what has been planned or not. Evaluation is paramount for every organization to do as it provides the necessary information for the organization so that it can improve itself accordingly.

You should do evaluation activity on an organizational scale periodically (once every three months or six months) so that the organization can know what has been done right and what has not, and they can quickly adjust themselves to the current situation.

Evaluation

Things to Prepare for an Evaluation Agenda

Before having an evaluation activity, several "data" need to be collected. Usually, this data collection should be done approximately **4 to 5 weeks** before the evaluation agenda happens. This gives time for the team leaders to collect, compile, and interpret the data so that it can be presentable during the evaluation activity.

You should note that the word "data" is actually the aspects of the organization that need to be evaluated that have been determined at the start of the term. That is why it is essential for an organization, especially as big as IAAS, to determine the indicators that can measure the organization's success rate in a term.

As a reference, the indicators that are commonly used in the evaluation are:

- **The success rate of the programs held**
- **The work performance of the board and the whole member of the organization**
- **Members' satisfaction rate.**

Evaluation

Routines

You can use many tools to gather information about these aspects, but we recommend these three tools respectively because they are efficient and easy to operate. They are **Gantt Chart, Personal Development Plan (PDP), and Engagement Surveys.** Besides using these tools, we can also gather the needed information by doing P**eer Assessment, 360 Evaluation Method, and O2O sessions** (all of these are explained more in the next chapter). Thus, if we are using weeks as the preparation time, the preparation tune for the evaluation agenda should look something like this:

- **Week 1 and 2:** Data collection (giving out surveys and letting members fill the surveys given)

- **Week 3:** Data compiling (compiling the already filled surveys, O2O feedback for the whole quarter or semester, Gantt Chart collection for the entire quarter or semester, etc.)

- **Week 4:** Data interpretation (interpreting the whole information. This is where the board should have a strategic meeting(s) to process everything)

- **Week 5:** Data interpretation and making it presentable for everyone

Chapter 5:
# Recommended Tools

Personal Development Plan

PDP

PDP is a tool for establishing personal and professional goals, objectives, and skills set. This tool is the primary tool that every committee needs to implement if we want to improve our human resource quality.

PDP will give you the possibility to trace and follow your development and your members' development by ensuring the clarity of the goals to be achieved and continuous monitoring of you and your members.

It can be done during an O2O session with your members, in which you can discuss all the professional and personal development goals there. The O2O session should happen every month (ideally, every first week of the month). The personal goals should be set based on the team's goals for that particular month.

More on PDP and how to utilize it: **PDP Guideline**

Click Here: PDP Guideline
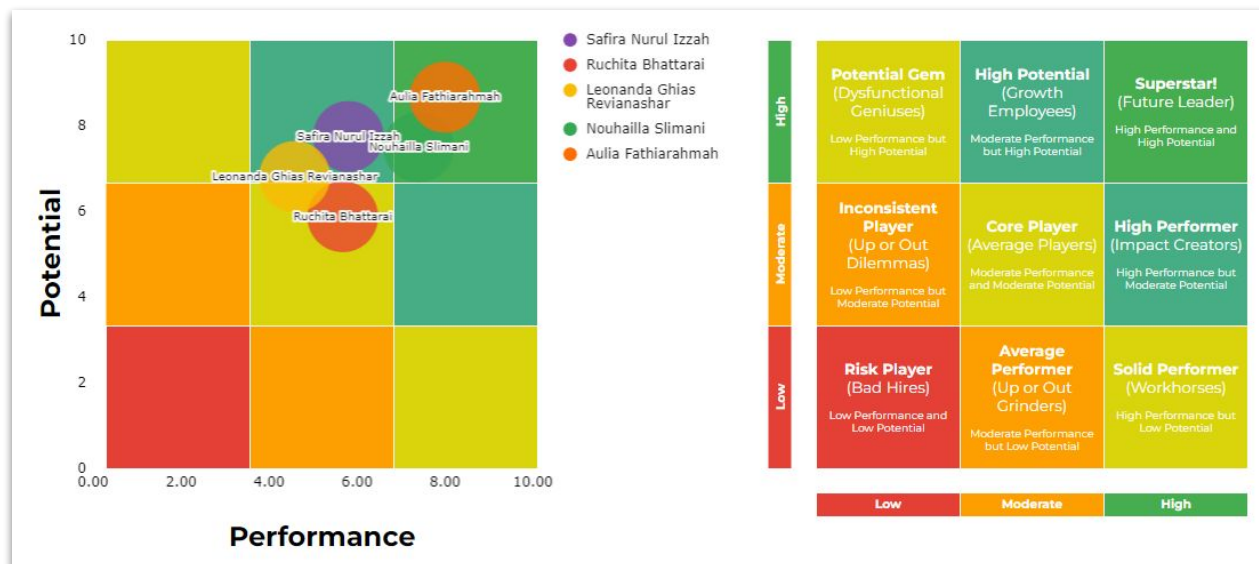
Project Tracking (Gantt Chart)

Gantt Chart

It is one of the many tools that is commonly used in project management, specifically tracking project schedules. It puts our progress into place and eases our effort in keeping tabs on our current tasks and what we need to do next. It also provides the time schedule and the PIC (person in charge) for every task. This is why Gantt Chart is one of the most commonly used tools in project tracking because it provides clarity about what our tasks are, the timeframe of each task, as well as for the whole project, and also its PIC.

In setting up a Gantt chart, we need to think thoroughly about all the tasks that are going to be involved within the project, along with its PIC and the timeframe. This detailed thinking helps us decide whether a task is workable, helps us assign the right person to do it, and meet the deadlines. We can keep our team, and every stakeholder involved informed about our progress based on this.
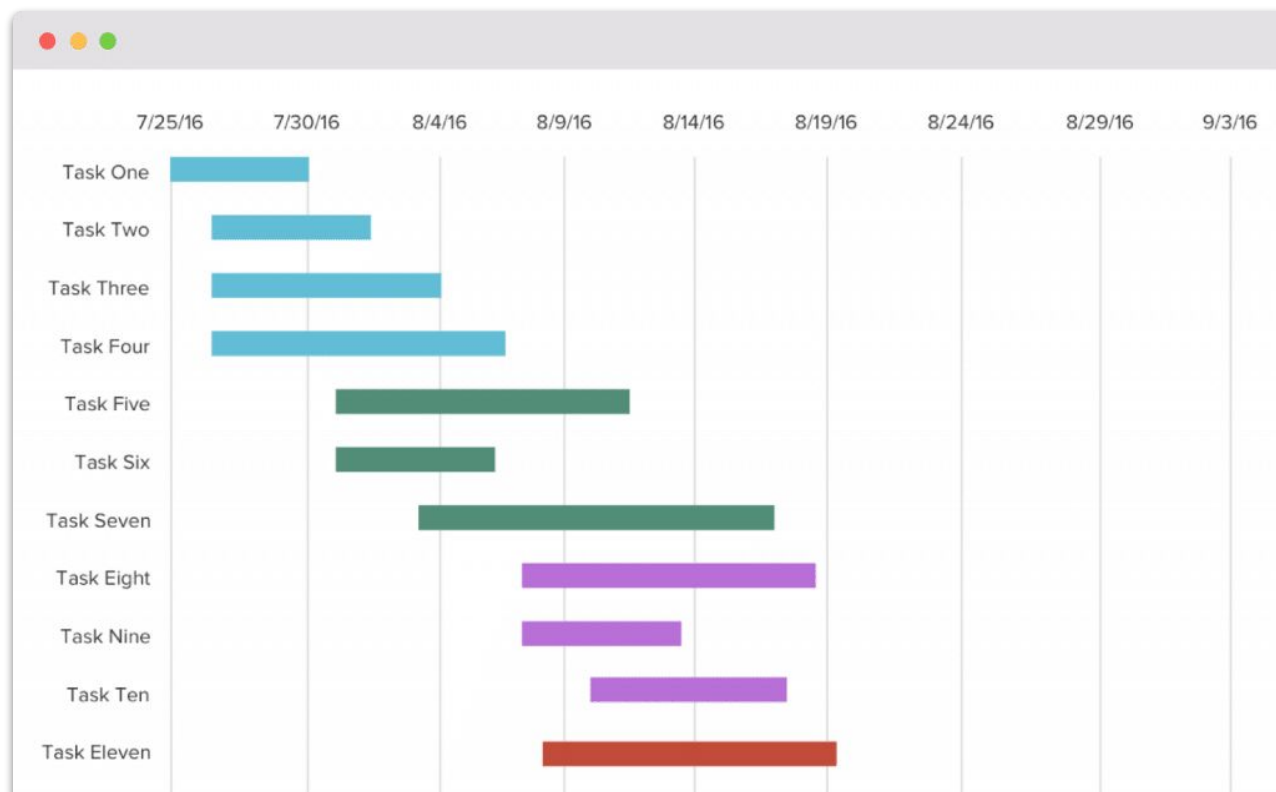
Engagement Surveys

Surveys

An engagement survey is a simple tool that can be used to check the organization's current condition. This survey provides feedback from the members regarding the initiatives that the committee leaders do, whether they are working according to plan or not.

The gathered feedback then can be transferred to the leaders as a source of information to improve their initiatives, hence improving the quality of the committees' programs, activities, human resources, and every aspect that can be improved that has been determined. Also, the importance of this survey is letting the members be involved in the strategic decision-making of the committee, simultaneously showing that the leaders care about their members' inputs. This survey can also directly assess the leaders of the organization.

This survey can provide quantitative and qualitative information regarding the members' thoughts about the committee. Therefore in formulating the survey, questions need to be something that can be quantified and qualified. Also, the questions need to be about the parameters that we want to assess or gain information on.

Quantitative questions should be in the form of a scoring scale about the parameters, and qualitative questions should be in the form of an explanation about what they feel about the parameters. The parameters (or questions) can be about (but not limited to):

- The effectiveness of the programs held.
- The leaders do the quality of the management system.
- And the value practice of the leaders is based on the value that the committee holds.

For instance, if you are using IAAS World's values, then we can assess the leaders' value practice based on the values of IAAS World, which are Striving for Excellence, Team Focused, Innovation, Leadership, Diversity, and Sustainable Action.

The engagement survey should only be done once every quarter or every semester, so the members do not get redundant. This also gives time for the leaders to see their plan come into play first so that the members can share their feedback objectively and in real-time. Here we provide you with an example of an engagement survey:

Click Here: Engagement Survey Example

Peer Assessment

Peer Assessment

It is a form of assessment where members can assess their own colleagues, not supervisors or leaders. This pushes members to be better collectively and personally. This is also a great way for team leaders to help their members be more thoughtful to their teammates and enhance their accountability. The same principle as the engagement survey, the team leader needs to determine the parameters that the members need to assess from one another. The team leader can give out this survey to their members once every month or quarter as well.

360 Evaluation Method

360 Evaluation Method

360 Degree Feedback is a system or process in which members receive confidential, anonymous feedback from the people who work around them. This typically includes the members' team leader, colleague, and their direct reports. A mixture of about eight to twelve people fills out an anonymous online feedback form that asks questions covering a broad range of parameters.

The feedback form includes questions measured on a rating scale (quantitative) and asks raters to provide written comments (qualitative). The person receiving feedback also fills out a self-rating survey that includes the same survey questions that others receive in their forms.

Same as the last one, this should also be done once every month or quarter. The important thing is that the Peer Assessment and this 360 Evaluation Method should be done parallelly. It should not be just one.

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Acknowledgement:
The creators

Acknowledgement

We are here to help you!

Contact us now!

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