



POLICY

Human Resources



To whom do these principles apply?

These principles apply for all team members of Light for the World. This includes all employees, volunteers and freelancers at Light for the World International and its members.

Specific Personnel Guidelines may exist and will specify the mode of implementation. Implementation might be influenced by national labour laws, legislation, or the organization. Our Human Resources policy is based upon the Mission and Vision of Light for the World.

Who are we?

Light for the World is a global disability & development organization, breaking down barriers to enrich society and unlock the potential in all of us. Our governance and senior management structure are described in the Articles of Association.

What drives us?

Light for the World brings a brighter day: we improve the lives of women and girls, men and boys with disabilities, our employees as well as our donors – it makes sense!

How do we go about this?

We wholeheartedly live our guiding values: Involved – in focus – in touch. This is what guides us and makes us successful.

How do we collaborate?

Our guiding values are the basis for our collaboration. Our employees as well as applicants can rely on Light for the World as an employer. We expect involvement, professionalism and respectful conduct from all our employees.



INVOLVED

Red-hot

Pioneering spirit, drive and passion: This is what defines us. In our organisation you will find self-confident employees working independently and embracing new ideas. We keep an eye on the bigger picture. Inclusion is of great concern to us.



IN FOCUS

Professionals at Work

Light for the World is an internationally recognised INGO with excellent employees and a clear strategy. We set ourselves ambitious goals, take courageous decisions, reflect upon our achievements and draw appropriate conclusions. The impact of our work is our focus all the time. Through working with us, you develop new skills and master many interesting tasks.



IN TOUCH

You and I

In our organization, everyone is respected. At Light for the World we consider our fellow human beings the same as ourselves. Our leadership style is far-seeing. We say what we mean and do not resort to making excuses. Furthermore, we do not lose sight of our work-life-balance over our passion for our mission.

What's important to us?

Our Human Resource Management Principles are rooted in our guiding principles. This makes clear what is important to us.

Red-hot

- It is important for us that our employees deliver sustainable and efficient work, and that they do so with passion. This is the cornerstone of our success.
- It is important for us that our employees share our vision, strategy and goals and that they focus their work around our guiding values. We inform and involve.
- It is important for us to employ excellent staff that fit with our organisational culture. For this reason, we advertise vacancies both internally as well as externally based on role profiles. Our recruitment process is in line with our principles of collaboration and helps us find the best employees.
- It is important for us that new employees are given a good start in our organisation. We have a mentoring system in place and make time for on-boarding and integration.
- It is important for us that women and men with disabilities work with us. We further this collaboration through coaching and further training.
- It is important for us that our employees actively join discussions and accept responsibility. Further training and personal development are at the top of our list
- It is important for us that we evaluate whether and how our goals have been reached, and that we reflect upon our performance. At the heart of all this is the effect that our actions create. We reflect on our behaviour and are not afraid to evaluate ourselves critically. Our appraisal plays an important role in all this.
- It is important for us to work together in teams to meet challenges adequately. Roles are set and decision-making strategies are transparent. Mutual information furthers independent working.
- It is important for us to not only develop ourselves but to also evolve as an organisation and as a team in order to create novelty and improve work efficiency. For this we routinely analyse our processes and realign our collaboration and our work with our goals.
- It is important for us that our employees receive fair and adequate remuneration for their work. At the same time, it is important to us to deal responsibly with the donations entrusted to us. Grading and salary development criteria such as education, work experience, benchmarking within the sector, the degree of responsibility the role entails and the degree to which goals have been met are all taken into consideration.

You and I

- We value meaningful collaboration and mutual respect. Our goal is to maintain a lively and appreciative organizational and leadership culture.
- It is important for us that our employees recognise change and conflict as part of the collaborative process. We see both as sources of strength and strive to develop ourselves and our organization through positively approaching such challenges. Our management, colleagues, and if need be, mediators, support us in doing so.

Professionals at Work

- It is important for us to provide our employees with a clear strategy, to accompany them through planning processes or to carry such processes out jointly. We set ambitious targets, clarify roles and responsibilities.

- It is important for us to include human diversity regarding gender, age, origin, disability, sexual orientation and religion in our organization and culture. Through this we overcome barriers in our minds and prevent discrimination. Diversity furthers the potential for innovation and problem-solving capacities within the organization.
- It is important for us that our employees can accommodate their professional and personal lives well, and that they can perform their professional tasks within working hours. Sometimes, however, we all need to put in a little extra to get a job done.
- It is important for us that working relationships are ended in a fair and respectful manner.
- Where a Workers' Council is in place: It is important for us to have a good relationship with the Workers' Council. They are an important partner in dialogue for keeping a balance between the interests of employees and employer.

How do we lead?

The way we see leadership at Light for the World is defined in our leadership principles. For us, leading means accepting responsibility for the outcome, the development of our organisation, for our culture. We see leadership as intervention as well as a participative process. We equip our managers with the necessary resources, create a fitting organizational framework and measure their performance against the backdrop of their leadership skills.

Our managers are aware of their responsibility and the demands they have to meet. They have the experience and knowledge to use leadership tools effectively. They reflect upon their actions and are effective in their self-management. Our managers observe, rate, decide and communicate professionally.

Our most important leadership tools:

Communication

Our managers inform their team about Light for the World's vision and about the overarching organizational goals. They give out recommendations, ask questions and help to resolve conflicts. Leadership through communication also means giving and receiving feedback, presenting ideas and facilitating a professional meeting culture.

Setting targets during the appraisal

Managers and employees meet for an appraisal at least once per year. During the appraisal, targets are agreed upon, achievements are discussed, the mode of collaboration is reflected upon and new ideas are created. The discussion is carried out in a structured and standardized manner following guidelines, preparation sheets, and protocols on the outcome.

Furthering development

Our managers support our employees in their personal development. They recognise skills & potential of their employees and create learning opportunities both on and off the job. During the annual appraisal process, an individual learning plan is agreed upon. We see coaching as an important tool for furthering reflection upon our actions.

Apart from individual development, our managers also support team building. If necessary, structures and processes are adapted, and modes of collaboration are realigned.

Who works with us?

At Light for the World salaried, unsalaried and freelancers work together. For a limited period, we also take on interns. Proper integration and sensible cooperation of all parties is important for our success.

Salaried employees

Salaried employees work for us in several countries. It is a great challenge to create a sense of community, an organizational culture and ways of identifying as a global team. Cultural, societal and legal frameworks in different countries may differ. Our differentiated Staff Policies and Personnel Manuals take this into account. We offer training, team building measures and an involvement in planning processes to all staff globally.

People working on a voluntary basis

Our unsalaried employees strengthen Light for the World as part of civil society in a special way. As with our salaried employees, we assign great value to professionalism and identification with our work. We actively seek potential unsalaried employees and offer them appropriate work. Our unsalaried employees know our guiding values, our goals and our mission. We encourage them for long-term involvement at Light for the World. As part of the organization, our voluntary colleagues are partly integrated in the structures and processes of Light for the World. Our collaboration begins with a written agreement detailing mutual rights and responsibilities.

Freelancers / Consultants

Our freelancers are usually involved with specific projects and tasks. For this reason, they are not integrated into the organization in the same way that salaried employees are. However, the identification of our freelancers with Light for the World and their high degree of qualification is still important to us. For this reason, we sometimes also integrate freelancers in our further training measures and inform them about goals and mission of our organization.

Interns

Our interns want to learn, and we take this seriously. They work with us for an initially agreed period of time, during which they support our employees or carry out projects independently. We create as many learning opportunities as possible and give feedback. We also value feedback from our interns greatly.

Internships are possible only to a limited extent.



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