## Humanitarian HR Europe 2015



Antwerp, Belgium June 3-6 2015 Conference Report



### Contents

| Content                                | Page number |
|--|-------------|
| Conference theme and objectives        | 3           |
| List of conference speakers            | 3           |
| Day One – Wednesday 3 June 2015        | 4           |
| Welcome                                | 4           |
| <ul> <li>Opening speakers</li> </ul>   | 4           |
| <ul> <li>Willem van Eekelen</li> </ul> | 4           |
| <ul> <li>Ian Ridley</li> </ul>         | 5           |
| <ul> <li>Cathy Fitzgibbon</li> </ul>   | 6           |
| <ul> <li>Learning groups</li> </ul>    | 7           |
| Resources                              | 7           |
| Day Two – Thursday 4 June 2015         | 8           |
| Overview                               | 8           |
| Presentations                          | 8           |
| Resources                              | 18          |
| Day Three – Friday 5 June 2015         | 19          |
| Additional Resources                   | 20          |
| People In Aid update                   | 20          |



## **Conference Theme and Objectives**

#### **Theme and Objectives**

#### Theme:

Innovative resourcing: The talent challenge in a shifting humanitarian landscape

#### **Objectives:**

- Explore innovation and creativity in humanitarian resourcing;
- Explore and engage with the implications, opportunities and practical solutions for humanitarian HR professionals;
- Share current good practices, live learning, case studies and stories from within the humanitarian sector, and other sectors;
- Network with other HR and humanitarian specialists;
- Share experience, challenge assumptions and inspire fresh thinking.

#### List of conference speakers Dav 1

- Maduri Moutou, HHR Steering Group Chair & Head of HR Services, People In Aid
- Willem van Eekelen, Independent Consultant and People In Aid Chair
- Ian Ridley, Senior Director, Humanitarian Operations, World Vision International
- Cathy Fitzgibbon, Head of International HR, British Red Cross

#### Day 2

- Sayeda Tahya Hossain, Chief People Officer, BRAC
- Kate Muhwezi, People and Performance Director, Restless Development
- Annie Macklow-Smith, Clinical & WASH Resourcing Manager, and Ann-Marie Daly, Humanitarian HR Officer, Save the Children International

• Catherine Kenyon, International Project Manager, Transforming Surge Capacity Project, ActionAid International

- Bijal Shah, Senior HR Business Partner, ActionAid International
- Veerinder Puri, Head of International People Management, WaterAid
- Kate Morton, Global HR Manager, Greenpeace International
- Silvina Campanini, Head of HR Management and Development, ACF-Spain
- Gemma Boada, HR Director, ACF-Spain
- Curtis Grund, Senior Consultant, Birches Group
- Tracey King, Reward Practice Consultant, Birches Group
- Ann Start, Independent Learning & Development Consultant, Start Development

#### Day 3

• Sue Cox, Independent Learning Consultant, Ballroom2Boardroom

Thank you to the following organisations for their support: <u>Global Partners</u>
<u>Platinum Partner</u>







### Day One – Wednesday 3 June 2014

#### Welcome

Maduri Moutou, HHR Steering Group Chair and Head of HR Services, People In Aid and Katy Murray, Conference Facilitator, welcomed participants from 13 countries to the 19<sup>th</sup> HHR Europe conference. Participants were reminded of the theme and objectives of the conference and were asked to think about their organisational resourcing challenges as well as personal goals and expectations for the conference.

#### **Opening Speakers**

Each of our three opening speakers shared their different perspectives on the conference theme of Innovative Resourcing: The talent challenge in a shifting humanitarian landscape. They looked at the changing humanitarian landscape, developments in the sector, and emerging themes for innovative resourcing in HR.

#### Willem van Eekelen, Independent Consultant and People In Aid Chair

"People affected by disasters have an increased voice. They want to know what the money for them is spent on."

Willem began with an explanation of the Core Humanitarian Standard on Quality and Accountability (CHS) and the merger of HAP International and People In Aid into the <u>CHS Alliance</u>. He highlighted that the number of existing humanitarian standards is confusing for humanitarian actors. The CHS replaces the HAP Standard, People In Aid Code of Good Practice and the Core Standards section of the Sphere Handbook. This reversal of the trend of the past 20 years gave rise to the merger of HAP and People In Aid into one organisation that will establish the CHS as a common reference framework for all humanitarian and development actors who provide assistance to crisis-affected and vulnerable people.

Willem then the changing operational context for NGOs by outlining key developments and implications for the sector, followed by key themes in innovative resourcing. He highlighted the importance of learning from other sectors and organisations. He noted that what is standard practice for one organisation may be innovative for another.

| Key developments   | Implications for the sector                                      |
|--|--|
| <ol> <li>Growing size, number and complexity</li></ol>         | <ol> <li>Resourcing needs are vastly</li></ol>                   |
| of NGOs. Over the past 20 years                                | more complex so there is a need                                  |
| many established NGOs grew, the                                | for specialised skills. <li>Resourcing options are vastly</li>   |
| wider public increased donations to                            | more diverse because working                                     |
| NGOs and range of NGOs grew. <li>Increasing prominence of</li> | conditions are more flexible                                     |
| accountability issues.   | including options like part-time                                 |
| <ul> <li>3. Changing nature of NGO</li></ul>                   | <ul> <li>work, working remotely, and</li></ul>                   |
| engagement. NGOs have gone from                                | reporting to mangers based in                                    |
| working on their own in affected                               | another country. <li>3. Conditionalities for benefits, such</li> |
| areas to the '3 Cs': <li>Competition - everyone taps into</li> | as gender diversity, are more                                    |
| the same pool of funds from                                    | complex, and this creates a                                      |



complex resourcing process.4. Southern NGOs are gaining in

increasingly transparent - for

shared in organisations' reports

example, CEO salaries are

5. Career paths have changed.

6. The world has become

and on their websites.

importance.

institutional donors;

- Coordination organisations work together to coordinate activities;
- Cooperation contracts are now often awarded to consortiums not individual organisations.

4. Changing views on disaster affected people.

#### Innovative Resourcing - key themes

- 1. Work force analytics and horizon scanning
- 2. Internal talent development
- 3. Talent mobility
- 4. Social media
- 5. Branding
- 6. Inherent bias. We need strategies to address unconscious bias in the workplace
- 7. Institutionalised discrimination
- 8. Participatory recruitment
- 9. Recruitment process outsourcing (RPO)
- 10. External support utilisation

#### Ian Ridley, Senior Director, Humanitarian Operations, World Vision International

"The one thing I would say to HR practitioners is to take more risks and encourage your managers to take more risk both in recruitment and in promoting people."

#### Key developments

Ian highlighted five developments the humanitarian sector is undergoing:

- 1. **Professionalising** it is important to note that our sector is not less professional than the for-profit and it is rapidly learning from other sectors.
- 2. **Localising** The sector has largely focused on international staff even though the majority of staff are local. This is changing, and organisations are localising.
- Modernising "From food aid to digital aid". The role of humanitarian organisations is changing. In the past food aid was delivered directly to communities by humanitarian organisations. Now they often have an intermediary role, for example, delivering food via local distribution centres or shops.
- 4. **Diversifying** Humanitarian organisations are not the only actors in the field. For example, after Hurricane Katrina, for-profit companies such as Walmart effectively delivered aid to communities.
- 5. **Complexifying** The landscape humanitarian organisations work in is more complex and constantly transforming. In many programme countries there are political issues to deal with because a government wants to deliver aid to some places not others.

#### Innovative Resourcing - key themes and recommendations for the sector

#### 1. Develop staff within the sector

Ian discussed the paradoxes we face when it comes to recruitment and retention. He noted that our sector needs to take more risks when it comes to recruiting external staff and promoting staff within the sector.



#### 2. Understand the changing role of internationals

The importance of local staff is increasing and international staff will increasingly become the interface between local staff and the donor system.

#### 3. HR needs to be flexible

HR is often rule bound and inflexible. It is important to listen to managers and to adapt the rules when necessary.

#### 4. Understand the role of millennials

A challenge facing the sector is dealing with unrealistic expectations of millennials.

#### 5. Understand the new challenges of urbanisation

Our programmes were traditionally in rural areas but we are now facing global urbanisation and increasingly vulnerable urban populations.

#### 6. Ensure faith literacy for staff

Many of the geographies we work in will continue to have a strong religious presence so we need to ensure all staff are faith literate.

#### Cathy Fitzgibbon, Head of International HR, British Red Cross (BRC)

Cathy examined what has changed in humanitarian responses since the Rwanda crisis in 1994, by comparing it to the recent Ebola crisis.

Recommendations following the response to the Rwandan crisis led to the formation of People In Aid to address a perceived weakness in the sector's people management. Cathy suggested that some of the recommendations from the Room for Improvement report are still relevant today but there have also been positive moves forward in the sector.

#### **Developments in the sector**

Staff briefing and training are now done well, there is a more holistic approach to staff care (e.g. pre-and post-assignment briefings, psychological support), better management and development of staff than twenty years ago. There are now mechanisms within BRC that enable the organisation to operate very quickly. For example, the BRC always has pre-trained, pre-briefed staff who are ready to deploy at 24 hours notice anywhere around the world. The organisation has well-established systems that allow them to maintain these mechanisms.

#### Innovative Resourcing - key solutions

- Global tools surge mechanism ERUs (Emergency Response Units); RDRTs (Regional Disaster Response Teams); RDM (Rapid Data Management system)
- 2. Flexible surge leadership global surge, HEOps (Head of Emergency Operations), SERO (Senior Emergency Response Officer)
- 3. Leadership development HEOps
- 4. Staff development SERO/ERO (Emergency Response Officer); CoP (Chief of Party); talent management; L&D
- 5. Staff Care critical incident management; briefing; debriefing; resilience

The areas that still need improvement include difficulties in recruitment process, lack of coordination, training – although training was done well, it was shorter than necessary.



#### Group discussions and closing sessions

At the end of the day, participants discussed what they had learned during the day before taking part in a kinesiology session (courtesy of our partner Cigna) where they learned tools and exercises to help energise them in their daily work.

#### **Day 1 Resources**

- Blog post Welcome to HHR Europe 2015 from Maduri Moutou
- Blog post Day 1 opening speakers
- <u>Cathy Fitzgibbon presentation</u>
- Willem van Eekelen's presentation



## Day 2 – Thursday 4 June 2015

#### **Overview**

Day 2 saw participants sharing case studies on innovative HR practices from their own organisations. There were lively discussions on HR challenges, successes and areas for improvement.

## Case study 1: Raising the game in BRAC: Adopting a new HR model (Sayeda Tahya Hossain, Chief People Officer, BRAC)

"The main challenge for HR is to change the mindset. You need to make the leaders understand the benefits. It starts from top to bottom."

#### **Background**

BRAC is a development organisation based in Bangladesh, with a workforce of almost 115,000 people. In 2012, the senior leadership team, along with board support, decided to implement a new strategic HR model to make the organisation more effective and sustainable.

BRAC formed an Organisational Cultural Change (OCC) committee to work on making the organisation more effective and sustainable

#### Five areas for improvement

- HR was operational not strategic
- Management capability
- BRAC employee designation
- Retention of talent challenge
- Organisational structure

#### Steps taken to address issues

- Created Chief People Officer (CPO) international HR team reporting to CPO
- HR business partners in place for programmes and countries
- HR Help Desk set up
- Reviewed HR department structure and processes
- Similar Units brought together
- BRAC Learning division brought under HR
- New performance management system
- Improved its branding as an employer this included redesigning the career website of BRAC, attending country-wide job fairs, using social media
- Improved the leadership development programme
- Used new ways to identify talents (local and international), e.g. headhunting and networking
- Reviewed and refined organisational structures
- Competency framework
- Implemented market competitive salary structure
- Reviewed staff benefits

#### **Results**

• HR department is involved at strategic level, part of EMC (Executive Management committee)



- Mobility process defined to ensure the technical support to other countries and solve long term staff scarcity issues
- Ensured a performance driven culture to recognise the performers and talents by setting clear expectations and assessing them on performance and values
- Competency framework will ensure:
  - Competency based recruitment ensures right people in right position
  - Leadership development in different level with business understanding will ensure the sustainability of the new model of BRAC
  - Development of potential staff to ensure the career progression
  - Compensation and grades are based on the role and performance of the employee to reward the internal staff and have leverage to recruit better candidates from outside
- HR involvement in manpower planning, grading and costing for new project resulted in overall alignment
- BRAC now has enough tools to retain the potential staff and create space for career progression

BRAC plan to conduct a staff satisfaction survey at the end of 2015 to gather feedback and continue to measure the impact of the changes.

Case study 2: From 200 to 2,000: Fighting Ebola by being young and being already there (Kate Muhwezi, People and Performance Director, Restless Development)

"We're investing in the skills of young people to address the problems of their communities within the private sector, government and also humanitarian response."

Kate gave an overview of Restless Development's experience fighting Ebola in Sierra Leone. For Restless Development, social mobilisation was a large aspect of the medical response, what they call a community-led Ebola action model (CLEAM) that places communities at the centre of the response.

#### **Background**

Restless Development focused on community-led prevention mechanisms. They started with 120 volunteers and retrained them within two weeks to promote Ebola safe behaviour in communities. They also engaged with former volunteers who had lengthy experience. The number of staff and volunteers grew quickly from 120 to nearly 2,000 community mobilisers with 50% recruited from alumni, all of whom underwent additional training.

"Within 24 hours of putting out a call to our alumni base we had 350 respondents saying they would take part in the Ebola response."

Restless Development is rooted in the communities it works in and went from actively working in 60 communities to 6924 within two months. It had a community champion in each community, someone who monitored the effectiveness of the community Ebola response.

#### **Results**

- Safe burials increased from 85% to 98%
- 80% of suspected cases referred to medical centres



• Four Ebola free districts

#### Success factors

- A large untapped pool of human resources, resulting from the investment of training, supporting and mentoring young Sierra Leoneans over a decade
- Organisational culture that promotes ownership and values volunteers become staff
- An established, yet flexible, community-led programme
- A strong national reputation and position within national governance structures
- Decentralised management to country programme level, allowing for innovation and fast mobilisation
- A multi-faceted consortium structure working with partners with similar developmental objectives.

Case study 3: Reflections on Save the Children's response to the Ebola epidemic in West Africa (Annie Macklow-Smith, Clinical and WASH Resourcing Manager, and Ann-Marie Daly, Humanitarian HR Officer, Save the Children International)

Annie and Ann-Marie discussed the challenges of recruiting and deploying international staff to ensure the Ebola treatment centres were fully operational.

#### **Background**

Save the Children had a tight deadline and a big ambition for its Ebola response. It needed to recruit a large number of staff in a short period of time. It worked with UK-Med who sourced National Health Service (NHS) staff from hospitals across the UK. Volunteers were given five days training by RedR and then distributed across agencies. As well as this the Ministry of Health (MOH) in Sierra Leone provided national health staff.

Save the Children had to adhere to a strict regulatory environment – Public Health England regulations, country-specific regulations for citizens travelling to Ebola affected countries and returning home. In some cases, returning staff from countries that did not have the capacity to test for Ebola were sent to the UK for a 21-day incubation period before they could travel to their home countries.

#### Results

- Strong partnerships for example with the Ministry of Health in Kenya, NHS and other humanitarian organisations.
- A strong buy-in from the senior management team and there was an which could inform recruitment.

Case Study 4: How can we transform surge capacity to deliver more efficient, collaborative and localised emergency response? (Catherine Kenyon, International Project Manager, ActionAid International and Maduri Moutou, Head of HR Services, People In Aid)

Catherine Kenyon gave an overview of the <u>Start Network Transforming Surge</u> <u>Capacity Project</u> which aims to provide tested models and evidence of what works where and can be taken to scale focusing on the following four areas:

1. More collaborative civil society surge



- 2. Strengthened surge at national and regional levels to complement international surge
- 3. Better integration and learning on surge from outside the sector
- 4. Models for more sustainable surge.

The project is structured around four platforms (international, Asia regional, Pakistan and Philippines), each led by a different organisation in the Start consortium.

#### **Project Aims**

- 1. Start agencies' policies and practices on surge capacity are better reflecting sector wide good practice
- 2. Start agencies and partners working more collaboratively to ensure the right people get to the right place leading to more efficient and collective emergency responses
- 3. A pool of trained surge personnel at national and regional platform levels available for deployment
- 4. Recommendations are made on approaches to build national and regional surge capacity based on evidence collated through pilots
- 5. Tested models created on engagement with the UN, private sector, public sector, academic institutions and partners on surge and learning from each of the pilots on these areas of engagement have been shared
- 6. Evidence of more sustainable models for the future of surge.

Maduri then gave an overview of People In Aid's involvement in the surge capacity project. People In Aid is leading on an active learning piece which will result in a research report to be published in 2018. Through this research, the project will identify a baseline for current surge practice, showing how organisations' surge practices have changed, set out current organisational shortcomings and good practice as well as identify the role of women in surge and how more women can be recruited onto rosters.

## Case Study 5: Turning around resourcing in our country programmes (Veerinder Puri, Head of International People Management, WaterAid)

"Creating a culture of trusting one another and being willing to take risks to be innovative is very important."

Veerinder shared WaterAid's case study focusing on resourcing challenges the organisation has addressed.

#### Background

WaterAid conducted a data exercise in 2014 and found that 3% of posts were vacant, and one year later 21% were vacant. These vacancies were leading to delivery challenges in country programmes as well as work-life balance issues for staff who were overburdened.

The main challenges were competition for staff – there was a limited labour pool; the organisation was reactive rather than proactive in its workforce planning; and used traditional resourcing methods.

#### Steps taken to address the situation

WaterAid set a target, aiming to reduce the vacancy rate to 10% within one year through a range of activities:



- New country HR managers
- Recruitment toolkit for HR
- Middle management programme ensured HR was part of that
- Social media and alumni network
- Global recruitment system
- Competency framework

#### **Results**

As a result of implementing these changes, WaterAid has achieved its target of reducing the vacancy rate to 10%. This in turn has had a positive impact on the delivery of programmes.

#### **Reflections**

- Data accurate and one version
- Resourcing not just HR responsibility
- Keep focus on quality of people "need to make sure its the right people"
- Important to think about future as well as current needs "what might I need in a few years"
- Changing mindsets recruited from different sectors and different types of roles
- Importance of strong HR staff
- Strong induction one in four staff new
- Once recruited, need to retain them

## Case Study 6: ActionAid's internationalisation journey (Bijal Shah, Senior HR Business Partner, ActionAid International)

*"It wasn't just a case of moving the offices but a shift in politics and power. We wanted our leaders to champion the case of this internationalisation journey."* 

In 2000, ActionAid International (AAI) began its move from a London-based organisation with country programmes as owned subsidiaries, to a global federation of equal members with its headquarters in Johannesburg. The goal was "building and governing a democratic organisation".

#### Background

- Power devolution. Move from top-down leadership from London-based trustees to shared leadership across all countries in the federation. This required building leadership in each country.
- Moved HQ from London to Johannesburg to create a presence in the global south.
- Shared international governance ownership. AAI is owned and governed by an Assembly made-up of association and affiliate members.
- Diversified income streams.
- Expansion into new countries.
- Capacity building in countries supported by HR and L&D as part of membership development process. Working closely with in-country teams to go from associate to affiliate member in AAI.

#### HR input

• Developing global toolkits and HR handbooks to support minimum global HR standards that each member must meet.



- Talent management framework in pilot to address challenge of recruiting talent from outside the organisation and retaining talent. Currently focusing on country senior leadership teams then working down to various staff grades.
- Each office supports at least two secondments in and out.
- Internal HR audits to identify weak spots and determine how to support members that are struggling in the federation.
- The majority of country directors are now locals or nationals.
- Global online induction.

#### Lessons learned and on-going challenges

- Capacity building is critical and continuous. Investing in skills and talent is key for members to be better equipped to take operations further when direction isn't coming top-down. There's still more work to be done to build from a local national pool.
- Change management. Identify leadership gaps and address them to ensure leaders are equipped to deal with organisational change.
- Maintain a talent pipeline. Issues around work permits and challenges recruiting fundraising staff mean good talent can't always be redeployed.
- Ensure connectivity between senior leadership teams based across countries. Provide tools for managers on "how to manage virtual teams".

## Case Study 7: Solving mobility issues in a distributed model (Kate Morton, Global HR Manager, Greenpeace)

"We need to ensure our staff and resources are where we need them most so we are moving to a distributed campaigning model."

Greenpeace International is currently decentralising and HR is addressing the resulting mobility issues. The challenges are finding people with the right skill-sets and experience locally, and finding experienced staff willing to relocate and accept local terms and conditions. Greenpeace's solutions include a Global Staff Mobility policy, that primarily seconding staff for a fixed time period to focus on their own development (six months) or build local capacity (up to three years).

#### Background

- Restrictions on ability to operate in difficult environments of Russia, India and China.
- Restructure causing higher staff turnover rates and lower volume of staff available to move due to different conditions, including pay, in another country.
- Better resourced competitors, particularly affecting availability of fundraising staff.
- Navigating international taxation laws.
- Making innovation and regulation work together.
- Need to assess the new skills and development of people who return from secondment in order to benefit as an organisation.

#### **HR Solutions**

 Global Compensation and Benefits Standards makes it easier to move people around in benchmarked equal circumstances and reduce cherry picking between offices. Greenpeace is also in the process of ensuring all staff are entitled to basic healthcare insurance.



- All potential secondments must be publicly advertised as secondment opportunities.
- Not all Greenpeace offices use the <u>Hay system</u> so HR tries to encourage them to buy-in.
- An international tax consultant is currently developing guidelines.
- Establish clear lines of reporting for those on secondments.
- Ensure relevant policies are in place, for example, Greenpeace does not cover the costs of moving an employee's pet.

#### Lessons learned

- Secondments can be a very effective way of bridging capacity and skills gaps and provide learning opportunities and new experiences to those involved.
- Staff mobility is costly and must be well managed, before, during and after an assignment.
- No one size fits all solution exceptions become the rule.
- Policy needs regular review in order to remain relevant.

#### Case Study 8: Planning HR is possible! (Silvina Campanini, Head of HR Management and Development, and Gemma Boada, HR Director, ACF Spain)

Silvia and Gemma shared a case study on HR planning from ACF Spain, starting with outlining the initial situation and challenges they faced, then explaining the actions they took and the results this led to for the organisation.

#### **Initial situation and challenges**

- No anticipation of HR needs no forward planning
- No clear vision of what was needed in terms of staff profiles
- No clear strong recruitment strategy

#### Steps taken to address the situation

- **Data collection and analysis**: ACF looked at overall organisational data such as the organisation's growth rate, as well as HR data such as staff turnover rates, country and regional needs, so they had a better picture of needs.
- **Staff profiles:** Classified profiles in terms of levels of responsibility without this, it is difficult to plan
- Anticipation of staff needs: With the data they collected, they made a forecast of upcoming staff needs the number of staff, the type of profiles, the locations
- **Innovative recruitment strategies:** They developed targeted recruitment strategies. For example, they found that there was a need (current and future) for French speaking staff in a number of missions, so they launched a recruitment campaign in French speaking countries.
- **Potential within existing team:** They developed a strategy to identify potential for staff development within existing teams, as well as looking externally.

#### <u>Results</u>

- HR is more strategic and prepared and less reactive
- Reduced gap in field positions from 5% to 2%
- Improvement of training and induction programmes



Case Study 9: When Bread-and-Butter is Innovation: The Impact of Evidence-Based Reward Practice (Curtis Grund, Senior Consultant, and Tracey King, Reward Practice Consultant, Birches Group)

*"Unmanaged data can sometimes create problems. Manage salary data well for productivity and fruitfulness."* 

Birches Group has been partnering with People In Aid to offer annual NGO Global Pay and NGO Local Pay surveys to the sector for five years. Using this market data enables HR to make competitive salary offers and undertake innovative reward practice. Some of the challenges for organisations have been around how to effectively use a resource that didn't previously exist.

#### How to use the data well

- 1. Plan ahead and figure out how to channel market data.
- 2. Identify decision points and put gates in. Think about who has access to the data and why, and talk to those on both sides of the gate.
- 3. Identify rules and responsibilities for overseeing the data and how it is used.
- 4. Identify and engage stakeholders and beneficiaries.
- 5. Have a vision about what the organisation and HR wants to accomplish with the data.

#### Specific survey outcomes

- Saved time and efficiency. HR has time to do things other than manage a market survey.
- Perceived independence and credibility of the survey because of the breadth of participation reduced potential for conflict in situations when staff or union are involved.
- Ability to offer competitive and attractive reward packages.
- Facilitated global strategy to nationalisation by creating a known range of parameters for making national offers and an ability to recruit national leaders.
- Evidence added to decision-making on benefits.
- Market validation of values-driven policies such as equal gender pay.
- Established HR as credible business partner.
- Gave HQ transparency into local salary and benefits practice.
- Contextualised unique roles and difficult markets.
- Established an impartial source for pay rewards and salary reviews.
- Created framework for standardisation and alignment of global reward practices and tools to create a globally integrated HR system.
- Informed strategy for location and entity-type decisions.
- Reduced chaos around expectations, cost of living, impressions, and "polls".
- Differentiated pay budget decisions by country and market.

## Case Study 10: Hearing the voice of street children: Beneficiary participation in senior management recruitment (Ann Start, Independent Learning and Development Consultant, Start Development)

"Make sure all of your policies, processes and practices are driven by what affected communities require."



#### **Background**

Since the 1970s there has been a lot written about participatory approaches in development and humanitarian work, and that letting participants express their views in positive way impacts their lives and future. Retrak is an organisation working with street children in Kenya, Uganda and Ethiopia. Retrak has a child rights-based approach, keeping child protection at the centre of what they do.

This approach of keeping beneficiaries at the centre reflects the <u>Core Humanitarian</u> <u>Standard (CHS) Commitment 4</u>: Communities and people affected by crisis participate in decisions that affect them. It also highlights good practice identified by <u>CHS Commitment 8</u>: Communities and people affected by crisis receive the assistance they require from competent and well-managed staff and volunteers.

As part of its strategy, an active decision was made to involve children from Retrak's programmes in Uganda and Ethiopia in the short-listing interview for the Country Director recruitment process, in the form of a group activity.

#### HR considerations for implementing a similar process

- Most of the children have to go back to the street at night, so you need to make sure they can get to the interviews
- Make sure the children are well-fed and rested
- Ensure the children know the process
- Ensure the interview schedule is practical so the children can still go to school
- Establish clear boundaries (e.g. levels of feedback, scoring system)
- Look at how the candidate engages with children

#### **Results and benefits**

Through this process, Retrak found that there are positive benefits for children and candidates involved in this kind of recruitment process as well as for the organisation.

- Benefits for the children: They feel empowered and that their voices are heard, builds skills and responsibility, builds trust, gives children access to people they would not otherwise have access to, which builds a foundation for future relationships.
- **Benefits for candidates:** Including children in the process demonstrates the approach taken with the children, develops relationship skills.
- Benefits for the organisation: As a child-centred organisation, keeping children at the centre of its work is key, and this process ensures they are involved at every stage of process, builds trust, demonstrates its approach to external stakeholders.



### **Day 2 Resources**

- Blog post Day 2: Sharing Case Studies
- Raising the game in BRAC: Adopting a new HR model Sayeda Tahya Hossain, Chief People Officer, BRAC
- 200 to 2,000: Fighting Ebola by being young and being already there Kate Muhwezi, People and Performance Director, Restless Development
- <u>Turning around resourcing in country programmes</u> Veerinder Puri, Head of International People Management, WaterAid
- <u>ActionAid's internationalisation journey</u> Bijal Shah, Senior HR Business Partner, ActionAid International
- <u>Solving mobility issues in a distributed model</u> Kate Morton, Global HR Manager, Greenpeace International
- <u>Planning in HR is possible</u> Silvina Campanini, Head of HR Management and Development, and Gemma Boada, HR Director, ACF Spain
- <u>When bread and butter is innovation: the impact evidence reward practice</u> -Curtis Grund, Senior Consultant, and Tracey King, Reward Practice Consultant, Birches Group
- Hearing the voice of street children beneficiary participation in senior
   <u>management recruitment</u> Ann Start, Independent Learning and Development
   Consultant, Start Development
- How can we transform surge capacity to deliver more efficient, collaborative and localised emergency response? Catherine Kenyon, International Project Manager for the Transforming Surge Capacity Project, ActionAid International, and Maduri Moutou, People In Aid



## Day 3

#### Leadership through tango

Day 3 started with something completely different – a leadership/followership through tango workshop led by Sue Cox, Independent Learning Consultant at Ballroom2Boardroom.

The workshop highlighted the skills needed to successfully lead and follow in both tango and the workplace.

"What I realised was when I deepened my practice of tango. I was learning far more in my dance about leading and following which was insightful in my learning and development."

#### Strategies to successfully lead and follow:

- 1. Inhabit your own body.
- 2. Engage your core.
- 3. Use the ground and own the ground you stand.
- 4. Connect bring your whole self and be in constant dialogue with your partner.
- 5. Project intention.
- 6. Express the music.

#### **Open space – sharing ideas and experiences**

This was followed by an open space session where participants shared innovative ideas that had successfully been put into practice in their agencies:

#### Themes discussed:

- Career toolkits;
- Using social media networks to find people and how to keep people on a database engaged;
- Why and what of beneficiary recruitment;
- People being replaced by robots in recruitment;
- Traineeship programme especially for millennials;
- Commando campaigns to recruit vacancies worldwide.

The conference closed with participants sharing the ideas they found innovative over the three days and those they will put into practice in their workplaces.

#### Day 3 Resources

Blog post: HHR Europe Day 3 – lessons learned



#### **Additional Resources**

- Conference presentations, blog posts, photos and videos can be found at the following link: <u>http://www.peopleinaid.org/hhreurope2015</u>.
- You can also visit our Facebook and YouTube channels to see additional videos and photos
  - Facebook
  - YouTube

#### **People In Aid update**

Since HHR Africa 2015 People In Aid has merged with HAP International to form the CHS Alliance. We are currently transitioning our brand and activities and have developed a new website. The People In Aid website will remain live with current resources until end of 2015, after which all resources will be found on our new website. For more information on the CHS Alliance visit www.chsalliance.org.







# Transforming Surge Capacity Project 2014-2017



## START

- The Start Network is a consortium of 19 leading humanitarian NGOs, collaborating to strengthen civil society to improve humanitarian assistance. The Network is formed of three strands, Start Fund, Start Build and Start Beta (innovation and learning).
- Under Start Build a selection of projects have been designed to develop decentralised approaches to capacity building and to improve the quality and speed of humanitarian response.
- Nine projects in Start Build (including Surge) have been funded with support from the Department for International Development (**DFID**) until 2017.





During times of disaster, even the most wellprepared and resilient communities require additional resources, beyond what the affected community can cope with alone. **Surge capacity** is, and will remain **vital** to fulfilling the humanitarian mandate, meeting the urgent **needs of crisis affected people** when disasters strike





With the events that cause humanitarian disasters increasing in **number** and **complexity** every year, Start Network members want to ensure that their available surge capacity will be able to meet the needs of crisis affected communities

## **STV**

## **Project Overview**

The project aims to provide tested models and evidence of what works where and can be taken to scale, focusing on the following four areas:

- More collaborative civil society surge
- Strengthened surge at national and regional levels to complement international surge
- Better integration and learning on surge from outside of the sector
- Models for more **sustainable surge**





4.Recommendations are made on approaches to build national and regional surge capacity based on evidence collated through pilots

3.A pool of trained surge personnel at national and regional platform levels available for deployment

2.START agencies and partners working more collaboratively to ensure the right people get to the right place leading to more efficient and collective emergency responses

> 1.START agencies' policies and practices on surge capacity are better reflecting sectorwide good practice

Transforming Surge Capacity

**Intended Impact for the Project** 

5.Tested models created on engagement with the UN, private sector, public sector, academic institutions and partners on surge and learning from each of the pilots on these areas of engagement have been shared

START

6.Evidence of more sustainable models for the future of surge

## The HR Good Practice Piece – led by People In Aid

- Project to produce resources on good practice for surge capacity systems and procedures to improve the individual HR and people management practices which support surge.
- Practices include recruitment, retention, roster management, reward, career pathing and learning and development, wellbeing, security and staff care.
- Existing practices, templates, and policies will be collected from INGOs, national NGOs and others.
- Suggested good practices will be proposed and tested, and adapted to national and regional contexts, by the country programmes.



# 1. International surge deployments should not need to exist by 2050





 Realistically, competition across NGOs will stop agencies from sharing resources/ learning (collaborating) on sharing good practice and resource relating to surge



3. The biggest obstacle to local NGOs being involved in humanitarian decision making fora is their lack of capacity



# 4. INGOs are ready to lose power and resources if it is what is required to deliver better aid





# 5. HR must take a lead role in surge response



## How can you get involved?

- Taking part/engaging in platform discussions give your ideas/perspectives on what we should be piloting
- Contribute to baseline discussions and research ( will be made available to all)
- We can give you access to the surge training modules developed by CAFOD
- Sharing and access to examples of good practice through People In Aid online resource centre
- Attending learning events and HR Conferences





# Why are we collaborating?

- Unlike previous surge projects we are not looking at individual agency surge.
- We believe that the change that is demanded of us cannot be achieved by any single organisation alone. Together, Start Network agencies can transform surge response
- As per the Start Network Declaration of Intent we have agreed to support a humanitarian system which is collaborative and will not allow competition between our agencies to interfere with our common objectives.
- Each of our agencies are working individually to try to improve surge capacity, by working together we will reduce duplication and pool our resources to tackle some of our shared challenges in this area





# People in Aid

## Planning in HR is possible!

## **ACF-Spain Case**





# HR planning






# **Initial situation**







# HR dept feeling and perception









#### **GLOBAL HR FORECASTING**





## Global HR Forecast 2014-2020







# **Distribution of planning needs**



|                                     |        |         |         | Total   |
|-------------------------------------|--------|---------|---------|---------|
| JOB FAMILY                          | AFRICA | AMERICA | EURASIA | general |
| 001 - CD                            | 5      | 2       | 4       | 11      |
| 002 - Deputy & Coord Tec / Regional | 6      |         | 4       | 10      |
| 003 - Coord                         | 32     | 4       | 28      | 64      |
| 004 - Head of (Resp)                | 14     | 1       | 3       | 18      |
| 005 - Officer                       | 59     | 6       | 39      | 104     |
| Total general                       | 116    | 13      | 78      | 207     |





# **Recruitment needs by profile**



| Department    | AFRICA | AMERICA | EURASIA | Total general |
|---------------|--------|---------|---------|---------------|
| COM           | 3      |         |         | 3             |
| FIN           | 15     | 1       | 11      | 27            |
| HR            | 2      |         | 3       | 5             |
| LOG           | 18     | 1       | 9       | 28            |
| OPE           | 23     | 2       | 21      | 46            |
| TEC - DRR     | 4      |         |         | 4             |
| TEC - FSL     | 23     | 3       | 16      | 42            |
| TEC - GENERAL | 2      | 3       | 3       | 8             |
| TEC - NUT     | 15     | 1       | 8       | 24            |
| TEC - WASH    | 11     | 2       | 7       | 20            |
| Total general | 116    | 13      | 78      | 207           |





















# 2014 Comparative – Planning of expats and really needed – By Geographical Area























# 2014 Comparative – Planning of expats and really needed – By Geographical Area







## ActionAid's Internationalisation Journey

## Bijal Shah – Senior HR Business Partner

**Humanitarian HR Europe 2015** 





- Founded in 1972 as Action in Distress
- 1980 Became ActionAid expanded presence in Asia and Africa
- 1970s to 1990s Basic needs/service driven approach, Child sponsorship
- Action Aid Alliance formed in the 1990s
- 1999 Rights based organisation, evolution of HRBA at ActionAid
- Moving beyond Children and meeting the needs of communities
- 2000 Approach was unsustainable, did not tackle power which resulted in unequal distribution
- Control remained in the north, however southern program staff sought representation of the poor in decision making and challenged power imbalances both externally and internally



### Decentralization



AA was the first NGO to take a practical and symbolic step on a long journey of internationalisation to be headquartered in the Global South to defeat poverty and achieve greater human rights.







An effective International Secretariat was key in supporting newly empowered members and fostering mutual accountability and building a stronger Federation.



#### **Results of Internationalisation**

Comparative snapshot: 2003 vs. 2013

|            | 2003<br>(Prior to internationalisation)  | 2013<br>(10 years since internationalisation)  |  |
|------------|--|--|--|
| Structure  | Unitary organisation (leading an alliance of sister organisations)   | Global federation (of equal members)   |  |
| Leadership | Control of ActionAid mostly with British trustees  | Control of ActionAid sits with Assemble<br>countries); ongoing governance by dive<br>board                             |  |
| Size       | €116 million (income in 2003)<br>Six founding members of AAI<br>Working in 19 countries  | €224 million (income in 2011)<br>26 members<br>Working in 45 countries   |  |
| Ownership  | Country programs are wholly owned subsidiaries of British-<br>owned ActionAid (with the exception of ActionAid Brazil,<br>which is locally governed) | 15 country programs have become men<br>others in the membership pipeline) and<br>National Boards and General Assemblic |  |

\*Extracted from the Hauser Centre report – Building and Governing a Democratic Federation: The AAI Story – June 2013



## **The Big Changes**



Leadership development across the Federation



#### **Global HR – Building a stronger Federation**

- Global HR Handbook and Toolkits
- Global HR Standards
- Global Travel and Security
- Global Online Induction
- Developing a Talent Management framework
- Secondment opportunities
- Women's Leadership Development
- Gender diversity and career progression opportunities for women



#### **Global HR – Building a stronger Federation**

- HR Audits for Countries and to support Membership Development Process
- Global Staff Engagement surveys
- Annual Federation wide HR reporting
- Family Friendly policies and enhancing work life balance
- Recruitment from local talent pipelines
- Humanitarian response E- Fast roster training for recruits
- Surge Capacity internal AA staff on the Efast roster



#### Lessons learnt from the Internationalisation Journey

#### Capacity building critical and continuous

 Investing in development andTraining is key Change Management and communication

- Leadership gaps
- Management catalysts for change

Talent pipelines and work permit issues where we needed to move talent to the south

 Difficult to recruit Fundraising staff



#### Thank-you!

## Any questions and open for your thoughts and discussion



### Hearing the voices of street children beneficiary participation in senior management recruitment

HHR Conference 2015 - Antwerp

# Why?



**Principles** 

A case study

# Who else?

# Implications and learning for HR

Programme impact

## A Child Rights based approach

# UN Convention on the Rights of the Child

# Why do it? Reasons for a child

# Why do it? Reasons for THE CANDIDATE

# Why do it? Reasons for THE ORGANISATION

Involving children and young people within the Interview process **Commitment 4** Communities and people affected by crisis ... participate in decisions that affect them

C



#### Blocks to participation Lack of time Of girls & boys Communit resistance **Crisis** situation Lack of skills nequality GENDER POVERTY Organisational mindset Unstructured LACK OF Organisational FUNDING disagreement Passive Staff burnout Adult/paren attitude Different ages mindset

# Preparation <sup>3</sup>

BSR

Data

B

BPX-3

DBS

# Implications for HR in NGOs



# Who else Is doing it?

# ERVICE DELIVERY



"Many NGOs have failed in the mandate to alleviate poverty and to act as facilitators for the empowerment and social transformation of the poor, because their own internal structures tend to be hierarchical, not democratic. If NGOs cannot listen to those who work within their organization, then it is not at all surprising that they fail to listen to the view and interests of the beneficiaries of their services."

#### People In Aid / Retrak / Start Development


## When Bread-and-Butter is Innovation: The Impact of Evidence-Based Reward Practice

### 4 June 2015 Humanitarian HR Conference, Antwerp







About Birches Group

- Preparing for Innovation: The Uncertain Impact of New Resources
- Evidence of Impact on "The Talent Challenge"
- Your Stories





# Introduction to Birches Group



©2011, Birches Group LLC



### About Birches Group

Birches Group LLC is a specialized human resource consultancy focused on labour market data in over 140 emerging and developing countries.

Conduct annual total compensation surveys throughout the developing world, and work with clients from multi-national companies, international organizations and NGOs to manage their compensation practices.

Also offer organization design consulting services and solutions, including our Community system which integrates job evaluation, competencies and performance managements.

Specialties: compensation, organization design, salary surveys, developing markets





The founding partners of Birches Group developed the surveying capacity of the United Nations (within UNDP) to effectively manage pay for 140+ national offices.

©Over 600 occupations, 28+ specialized agencies, 140+ countries.

Identified "leading employers" for "micro-surveys" in each market:
International public sector (multilaterals, bilaterals)
NGOs
Private sector

Established independent consultancy in 2005

Survey Suites for the INGO community:
 NGO Global Pay – Headquarters & International Staff
 NGO Local Pay – Staff hired on local terms and conditions







- Birches Group also offers complementary services to help organisations make the best use of labour market data, including...
  - Custom cuts inclusive of only selected comparator organisations, including multi-sector (i.e. international public sector and private sector) as desired
  - Salary scale design
  - Compensation reviews
  - Survey debriefs & Executive Summaries
  - Consultancy





# Innovate: "to introduce something new"

### Be Careful What You Wish For...





#### Be Ready to Manage What You Get...





birches



### Plan Ahead, Dig a Trench







©2011, Birches Group LLC



### Identify Decision Points: Put Gates In









#### Identify Roles and Responsibilities: Who is Mayordomo?











### Identify & Engage Stakeholders: Community









#### Have a Vision







©2011, Birches Group LLC



### Unmanaged: system or none = damage





©2011, Birches Group LLC



#### Managed: system = productivity, fruitfulness







### Impact of Evidence Based Reward Practices on "the Talent Challenge"

- Saved time: efficiency (New resource: time)
- Perceived independence, objectivity, credibility reduced conflict (New resource: peace)
- Established a competitive and attractive reward package (New resource: 1<sup>st</sup> candidate)
- Facilitated global strategy to nationalize (reduce number of international packages, develop national leadership). (New resource: national leaders, local and donor credibility.)
- Provided evidence for a benefits decision contrary to originally assumed option (New resource: benefit fit for purpose. Credibility.)
   ©2011, Birches Group LLC



### Impact of Evidence Based Reward Practices on "the Talent Challenge"

- "Book-ended" Values-driven policies. (New resource: market validation of organizational values. Ownership.)
- Established HR as a credible business partner. (New resource: authority.)
- Gave HQ visibility into local salary and benefits practices. (New resource: transparency, leading to consistency.)
- Contextualized unique roles, difficult markets. (New resource: a toolbox.)
- Established on "impartial" source and regular cycle for pay awards and salary reviews. (New resource: a process.)
   ©2011, Birches Group LLC



### Impact of Evidence Based Reward Practices on "the Talent Challenge"

- Created a framework for standardization/alignment of global reward practices, and tools to support common practices. (New resource: globally integrated HR system.)
- Informed strategy for location and entity-type decisions (New resource: evidence.)
- Reduced chaos (noise of expectations, cost-of-living, impressions, "polls".) (New resource: order.)
- Differentiated pay budget decisions by country/market. (New resource: targeted, fit-for-need adjustments)





## YOUR STORIES



©2011, Birches Group LLC



<u>curtis.grund@birchesgroup.com</u>, Curtis Grund, Senior Consultant, New York

europe@birchesgroup.com, Tracey King, Consultant, United Kingdom

<u>cmhrconsulting@gmail.com</u>, Catherine McMenamin, Consultant, London





### Raising the game in BRAC: adopting a new HR model







## BRAC

#### - A global leader in creating opportunity for the world's poor

BRAC is a development organisation dedicated to alleviate poverty by empowering the poor, and helping them to bring about positive changes in their lives by creating opportunities for the poor. Our work now touches the lives of an estimated **135 million people**, a global movement bringing change to **11 countries** in Asia, Africa and the Caribbean. control of their own lives.

#### **BRAC** vision

"A world free from all forms of exploitation and discrimination where everyone has the opportunity to realise their potential"

BRAC values: Innovation, Integrity, Inclusiveness and Effectiveness

#### **BRAC's organisational priorities:**

Focus on Women Grassroots Empowerment Health and Education *Empowering farmers Inclusive Financial Services Self-Sustaining Solutions* 





## **BRAC Human Resources**

#### **HR** vision

"Attract the right Talent, develop and retain the Key resources to ensure highest productivity."

| And we work with  |                                |        |        |        |          |            |
|-------------------|--------------------------------|--------|--------|--------|----------|------------|
| And we work with, | Staff Category                 | Male   | Male % | Female | Female % | Total      |
|                   | Regular                        | 32,232 | 75%    | 10.594 | 25%      | 42,826     |
|                   | BRAC education                 |        | 1070   | 10,004 | 2070     |            |
|                   | programme teacher              | 249    | 1%     | 40,177 | 99%      | 40,426     |
|                   | National staff of BRAC         |        |        |        |          |            |
|                   | International                  | 2,179  | 32%    | 4,643  | 68%      | 6,822      |
|                   | Project staff                  | 1,141  | 5%     | 21,686 | 95%      | 22,827     |
|                   | Service staff (non-<br>graded) | 1,096  | 64%    | 608    | 36%      | 1,704      |
|                   |                                | ,      |        |        |          | , <u> </u> |
|                   | Total                          | 36,897 | 32%    | 77,708 | 68%      | 114,605    |



## Transformation Phase -1 Diagnostics







# Organizational Cultural Change (OCC) committee

An Organizational Cultural Change (OCC) committee has been formed by the leaders of BRAC to work on making the organisation more effective and also to make it sustainable in the long run.

#### Then as an initiative by the OCC,

A HR consultancy firm was appointed to run an organization wide study on overall

- Organizational strategy,
- Leadership alignment,
- Managerial capability and
- Organizational communication.

#### Findings were mainly related to 5 major areas:

- 1. No strategic Human Resource Department
- 2. Management Capability
- 3. BRAC employees designation and grade structure
- 4. Retention of talent challenge
- 5. Current organizational structure





## OCC and HR findings - SWOT

| Strength   | Weakness  |  |  |  |
|--|---|--|--|--|
| <ol> <li>Huge Manpower</li> <li>Experienced executive members</li> <li>High moral of the employees due to high job<br/>security</li> <li>Experienced in implementation (over 20 years on<br/>average)</li> </ol>   | <ol> <li>HR wasn't really connected enough with the programmes</li> <li>No standard Organizational structures</li> <li>Low comp and ben structure compared to market</li> <li>Too many grades (21)</li> <li>Weak bench strength of n-1s &amp; successors</li> <li>No leadership development</li> <li>Gender Diversity in mid level</li> <li>Remote locations of BRAC branch offices</li> <li>Performance driven culture missing</li> <li>No understanding of business/cost recovery models</li> </ol> |  |  |  |
| Opportunities  | Threats   |  |  |  |
| <ol> <li>Leverage employer brand to attract the best talents<br/>in the market</li> <li>Entry level salary was good enough to recruit the<br/>fresh graduates from the market</li> <li>Leadership at the top management</li> <li>Experience &amp; Knowledge</li> </ol> | <ol> <li>Other market competitors with better pay and<br/>positions</li> <li>Career and development path offered to the key<br/>managers /critical resource/successors by the<br/>competitors</li> <li>Retention of talents</li> <li>Availability of local technical/general resources<br/>locally or for international countries</li> </ol>  |  |  |  |



## Major HR Challenges were...

- 1. Attracting and retaining the best talent
- 2. Experienced resource scarcity in Bangladesh and International countries
- 3. Establishing HR as a strategic partner to the programmes
- 4. Succession plan & development of the key resources
- 5. Implementation of a new PMS
- 6. Review and implement the existing programme structures
- 7. Review and implement the existing grade and salary structure
- 8. Develop leadership and technical competencies with business skills
- 9. Develop career path (growth- up and lateral) for talents / successors
- 10. Ensure mobility of the right staff Bangladesh to international
- 11. Career progression of female staff



## Transformation Phase -2 **Change Management**











## Operation to Strategic HR – STEP2

#### To simplify performance measurement

Make it more objective

Clarify expectations around recognition

- New Performance appraisal system has been introduced with SMART objectives
- Values are assessed separately
- One single appraisal year for all staff, which is linked with Performance improvement plan (PIP) and Salary



## To attract the new talents

| To improve employer<br>branding                                 | <ul> <li>Redesigning the career website of BRAC</li> <li>Attending country-wide job fare and job campaigns</li> <li>Using social media to communicate more effectively</li> <li>Developing a better Candidate Management System (CMS)</li> </ul> |
|---|--|
| Improving the leadership development programme                  | <ul> <li>Redesign Young professional programme (YPP)</li> <li>Introduce Management Associate (MA)<br/>Programme specially for Female talents</li> </ul>  |
| Using new ways to Identify talents (Local & BRAC international) | <ul> <li>Rebranding BRAC as an employer</li> <li>identification of talents within and outside<br/>industries</li> <li>Networking (locally and internationally)</li> <li>Head hunting (Local &amp; BRAC International)</li> </ul>                 |



## **Developing the Talents**

#### Issues identified...

- Managerial skills at the mid-level management
- Role-wise competencies – undefined
- Competency based development plan not in place
- No specific process to develop for mobility to different countries

#### Steps taken...

- Leadership workshop leadership academy
- 2 senior management retreats to train on strategies
- Competency framework for top management
- Performance improvement plan (PIP)
- Develop procedure for international support
- Develop technical specialist for international

#### on going projects..

- •Design competency framework
  - Identifying competency gap
  - •Planning for
  - developments based on TNA and required competencies
  - •Mid level development plan for females employees
  - •Design career path for successors



www.bra

## Retaining the talents

To make the designations more clear and grade structure more effective...

- Organizational Structure and manpower review
- Review of all org structure of each programme with detail manpower analysis
- Finalized Job Descriptions for all roles
- Job evaluation done using Hay method
- Organisational charts got finalized
- New grade structure has been approved
- Efficient number of direct reports
- Operational designations introduced



## Retaining the talents





## Retaining the talents

To plan & make employee career path transparent and introduce succession planning...

- Succession planning for the Mid-level Managers
- Critical roles identification & merging specialized units keeping succession plan in mind
- Evaluate the reasons to leave and plan to improve the retention rate
- Staff benefits reviewed introduced sick leave & medical insurance, Working days aligned,



## **Overall Impact on the organization**

- HRD is involved in strategic level, part of EMC (Executive Management committee) and Embedded HR in programmes (in country and outside), to ensure effective decision making process
- Mobility process defined to ensure the technical support to other countries and solve long term staff scarcity issues
- Organizational structure and manpower analysis has created space for the talents to get idea on their career and also ensured the alignment within the organisation
- Ensured a performance driven culture to recognise the performers and talents by setting clear expectation and also assessing them by performance and values
- Competency framework will ensure:
  - Competency based recruitment ensuring right people in right position. As a result new competent members are recruited to create a competitive environment with a mix of staff working in BRAC for a long time
  - Leadership development in different level with business understanding will ensure the sustainability of the new model of BRAC
  - > Development of potential staff to ensure the career progression
- Compensation and grades are based on the role and performance of the employee to reward the internal staff and also have leverage to recruit better candidates from outside
- HR involvement in manpower planning, grading and costing for new project resulted an overall alignment
- Now have enough tools to retain the potential staff and create space for the career progression


# Thank you







#### Innovative resourcing 1994 to 2015

#### Rwanda Genocide to Ebola in West Africa

HHR Antwerp 3 June 2015





## 2015

Ebola Outbreak Snapshot

#### RED CROSS RED CRESCENT RESPONSE 23 April 2015



16 countries with Red Cross operations



3,723 trained volunteers (active this week)



#### 6 emergency appeals

(Guinea, Liberia, Sierra Leone, Nigeria, Senegal, and coordination)



Prepared to help **39 million people** 



120 international Red Cross Red Crescent staff currently deployed



1,000+ volunteers and staff have provided safe and dignified burials in Guinea, Liberia and Sierra Leone

#### ... and what never changes



©ICRC/Benno Neeleman

1994 Rwandan genocide. The British Red Cross sent 55 delegates to help in the region. Here, a father in Rwanda searches for his lost child using the Red Cross international family tracing service.

### What was different ...



# Innovations / solutions

| Global tools surge<br>mechanism | • ERUs; RDRTs; RDM; rosters  |
|---------------------------------|--|
| Flexible surge                  | <ul> <li>Global surge; HEOps; SERO</li> </ul>  |
| Leadership<br>development       | • HEOps  |
| Staff development               | <ul> <li>SERO/ERO; CoP; talent<br/>management; L&amp;D</li> </ul>                      |
| Staff care                      | <ul> <li>Critical incident management;<br/>briefing; debriefing; resilience</li> </ul> |

#### **Unsolvable equations**



## Thank you

## Ebola response: duty of care



# Overview of the 8-stage deployment process flowchart





#### **Overview of all clinical deployments**

23 deployments. All first deployment

All 4 week missions

None of the clinical delegates had ever worked for IFRC before (except for Joan in a FACT capacity)

2 delegates extended for an extra 6 weeks whilst in country

7 delegates have since been redeployed : all for 6 week missions. <u>Thus</u> <u>30 clinical deployments to date.</u>

# Solving Mobility Issues in a Distributed Model





#### Introduction

Greenpeace is moving to a Distributed Campaigning Model: putting our resources where they are most needed in order to meet our campign goals.

Priority countries First tier: Africa, Brazil, China, India, SouthEast Asia, Russia, US Second tier: Nordic, Canada, Mexico, Australia Pacific

In order to do this we need to move and up-skill an increasing number of people around the organisation. This presents a number of practical challenges.



#### **Challenges & Solutions**

Our challenge is two-fold:

- 1. Finding people with the right skill-sets and experience locally
- 2. Finding experienced staff willing to relocate and accept local terms and conditions on a (semi) permanent basis

Our solutions include our Global Staff Mobility policy: primarily in secondment of staff for a fixed period of time (6 months > 3 years) in which they will focus on either their own development or building local capacity



#### Additional challenges & solutions

Challenges

- Ever changing external contexts e.g. India, Russia
- High staff turn-over rates due to restructuring
- Better resourced competitors

Solutions

- Global Compensation & Benefits Standards
- Diversity & Inclusion Principles
- Training & Development Strategy



#### **Global Staff Mobility Policy**

- "Fit for purpose" way of managing the mobility of people across boarders
- Designed to enable the movement of our people around the world:
  - In line with the strategic needs of the organization
  - in support of our Distributed Campaigning Model
  - to continue to develop our global network, enrich our culture and to enhance our employees' career experiences

- Based on the premise that no-one will be either financially adbantaged or disadvantaged as a result of their secondment.
- Remain accountable to our supporters.



#### Mobility & Secondments

Types of Assignments

- Cross-Border Temporary Assignments (short, mid, long-term secondments)
- Localisation
- Permanent Transfer (organisation or personal driven)

**Related Procedures** 

- Selection and approval
- Allocation of provisions
- Budgeting and evaluation



#### Covered by secondment agreement

- Management responsibilities
- Salary
- Pension
- Leave entitlements
- Continuous service
- Tax equalization and tax assistance
- Immigration and visa application
- Entitlements for dependents
- Redundancy package

- Relocation
- Allowances
- Insurance
- Schooling
- Fly-backs
- Housing

#### GREENPEACE

#### **Considerations for Employer**

**Employer Perspective** 

- Compliance & risk management (immigration, taxation, insurance)
- Line management structures and performance evaluation
- Quality and effectiveness (costs/ROI)
- Selection & Retention
- Accrued liability e.g. leave & potential redundancy entitlements

www.greenpeace.org

- Cross liability between offices legal challenges
- Responsibilities host & home office, employee

Innovation and compliance – are the two compatible?

### GREENPEACE

#### Considerations for the Employee

**Employee Perspective** 

- Do I lose my pension entitlements?
- What kind of job will I do after the assignment?
- What happens with my funds at home?
- What happens if I lose my job during the secondment?
- What is the impact for my dependents?
- What happens with our second income? Can my partner work abroad?
- Do I have to take all my furniture and goods with me? Will this be well insured?

www.greenpeace.org

What about schooling for my children?



#### Continues to evolve





#### GREENPEACE

#### Survey Results from Global HR Inventory, April 2015: main challenges



#### Global Staff Mobility

| Planning/timing               | 9  | 56,3% |  |
|-------------------------------|----|-------|--|
| Salaries                      | 15 | 93.8% |  |
| Immigration/visa restrictions | 12 | 75%   |  |
| Other                         | 6  | 37.5% |  |

#### GREENPEACE

#### What we are learning?

The good, the bad and the ugly...

Secondments can be a very effective way of bridging capacity and skills gaps and provide leaning opportunities and new experiences to those involved

Resource intense – staff mobility is costly and must be well managed, before, during and after an assignment

No one size fits all solution – exceptions become the rule

Policy needs regular review in order to remain relevant





### GREENPEACE

# 200 to 2,000: Fighting Ebola by Being Young and Being There Already

RESILLOPME

RESTLESS

EP

Kate Muhwezi

# Aim:

To understand the linkages between development and humanitarian responses for a volunteer / community-focused agency.

# Objectives:

 The embedded nature of true community-led emergency response
 The power of a nimble, flexible, fast responding mass resource
 Learning and influence at the heart of successful community-led approaches "Restless Development was the one agency after the war that had not come in with answers and capacity building programmes for Sierra Leone, but had toured the country with a simple question: would young Sierra Leoneans, who had been at the heart of our dreadful civil war, like to lead – really lead – a national development programme themselves?"

James Fofanah, one of our first Assistant Programme Coordinators, now Country Director

- Working in all 14 districts of Sierra Leone.
- Had supported volunteers in 56% of the country's 149 Chiefdoms.
- Trained and supported 2,000+ volunteers to live and work for 8 months in rural communities

# Our Values:



WE ARE WHO WE SERVE. WE ARE BRAVE.



WE ARE 100% PROFESSIONAL. WE PROVE THAT YOUNG PEOPLE CAN.



WE GENERATE LEADERS. WE ARE PROUD TO CARRY THE BANNER FOR YOUTH-LED DEVELOOPMENT.



WE ARE IN IT TOGETHER. WE LISTEN AND LEARN.





# Restless

WE ARE WHO WE SERVE. WE ARE BRAVE.

WE ARE 100% PROFESSIONAL. WE PROVE THAT YOUNG PEOPLE CAN.







WE GENERATE LEADERS. WE ARE PROUD TO CARRY THE BANNER FOR YOUTH-LED DEVELOOPMENT. WE ARE IN IT TOGETHER. WE LISTEN AND LEARN.

# In May 2014, a new war began....

hat to



#### Building our human resource mobilisation:

- 1. Adapting existing programming and human resource.
  - 120 current volunteers in 60 communities, no new staff.
- 2. Design and pilot of Ebola-focused approaches.
  - First design of Ebola-specific mobilisation.
  - 200 ex-volunteers re-trained, 4 new staff, run by senior management
- 3. Partnership and resource development.
  - identifying agencies with human resource/geographical comparative advantage.
- 4. Design and roll-out of large scale human resource mobilisation.
  - Design based on lessons of previous approaches.
  - 1,888 ex- and new volunteers, 47 new staff.

#### The Social Mobilisation Action Consortium (SMAC)

Members are: Goal, Centre for Disease (CDC), Restless Development, BBC Media Action, Focus 1000







Desinor and Prevention







#### Managing growth in the development –humanitarian transition:

- Staff increased from 35 to 102.
- Volunteer/Community Mobiliser cohort increased from 120 to 1,888
- Growth from 60 active to 6,924 communities (50% of rural communities).

Com

ort

- Budget from £1,000,000 to just over £3,000,000.
- 1,069,797 of 6 million population reached in first visits over 2 months of implementation.
## The Community-Led Ebola Action Approach

It is a combination of the Restless Development Volunteer Peer Educator methodology and Community-led Total Sanitation (CLTS).

## **Success Beyond Numbers**

- 98% safe burials
- 80% of suspected cases being referred
- 4 Ebola free districts

But also:

- Flexible and responsive
- 2-way mechanism
- Addressing stigma
- Vital coordination

## The Transition to Recovery

"If 21<sup>st</sup> century development believes in the concept of 'agency' but struggles to invest in it when a real crisis emerges, falling back on traditional aid-agency work, it will make the same mistake as it did after the war. It focuses on the vital rebuilding of systems and infrastructure, but not also on people's existing strengths, leadership structures and resilience already in communities. Here is a national (youth-led, no less) social mobilisation model; and we intend to get back to our day jobs: leading the re-development of our own country"

James Fofanah, Restless Development Country Director

## **Critical Success Factors**

- A large untapped pool of human resource, resulting from the investment of training, supporting and mentoring young Sierra Leoneans over a decade
- Organisational culture that promotes ownership and values volunteers become staff.
- An established, yet flexible, community-led programme
- A strong national reputation and position within national governance structures
- Decentralised management to country programme, allowing for innovation and fast mobilisation
- A multi-faceted consortium structure working with partners with similar developmental objectives.

"Youth have done this; medics have saved lives, but young people have been on the front line changing practices community by community"

**UNFPA Deputy Representative, Sierra Leone** 

# Questions

RESTLESS

JER

RESTLESS



## Turning around resourcing in our Country Programmes



www.wateraid.org



## Where WaterAid works



| Southern Africa | West Africa      | East Africa  |
|-----------------|------------------|--------------|
| 1. Madagascar   | 7. Burkina Faso  | 14. Ethiopia |
| 2. Malawi       | 8. Ghana         | 15. Tanzania |
| 3. Mozambique   | 9. Mali          | 16. Uganda   |
| 4. Zambia       | 10. Nigeria      | 17. Kenya    |
| 5. Lesotho      | 11. Liberia      | 18. Rwanda   |
| 6. Swaziland    | 12. Niger        |              |
|                 | 13. Sierra Leone |              |

| As | ia |
|----|----|
| 10 | i. |

19. India 20. Nepal 21. Bangladesh 22. Pakistan

#### Pacific region

23. Cambodia 24. Timor-Leste 25. Papua New Guinea

#### **Central America**

26. Nicaragua

www.wateraid.org



## **Our Resourcing Challenge**



2013/14 23% posts to be recruited 2014/15 21% posts to be recruited Both growth and vacant posts Impact on delivery and workloads



New global strategy 2015-2020

New talent/skills?

Growth / more global ?

Changing external environment?



## Why resourcing challenge

- Traditional and under developed resourcing skills and methods
- Reactive resourcing, rather than planned
- Limited external labour pool
- More on growing our own
- Reward and competitiveness

#### **WaterAid**

## Our approach to resourcing so far

Get clearer about the 'right talent' What, why, where?

Develop internal R&S skills and methods

- Support better annual workforce planning
- Raise awareness using data & reporting
- Set a vacancy target of 10%, to be owned by countries

- New country HR Managers
- Employer brand/awards
- Recruitment toolkit for HR
- Management programme
- Social media & alumni & diaspora
- Global recruitment system
- Competency framework



## Results so far



www.wateraid.org



## **Resourcing going forwards**



www.wateraid.org

Registered charity numbers 288701 (England and Wales) and SC039479 (Scotland)



## Taking it further this year





## Reflections

- Accurate data and 1 version of the truth
- Resourcing not just a HR responsibility
- Keeping a focus on quality of people
- Future needs alongside current needs
- Changing mindsets (other sectors)
- Importance of strong HR staff to support
- Strong induction 1 in 4 staff new
- Once recruited, need to retain them



## Sharing our different experiences

- Join one of the 4 resourcing groups in the room (workforce planning / developing R&S skills & tools / growing your own / widen external pool)
- 2. Reflect on any examples you wish to share
- 3. Discuss in your group and record on flipchart
- 4. Feedback key examples discussed in your group

| Why is was successful or unsuccessful |
|---------------------------------------|
|                                       |
|                                       |



## **HHR**



#### 1. Innovative resourcing

#### 2. No more HHRs organised by People In Aid



# **PEOPLE** AID<sub>®</sub> + HAP Humanitarian Accountability Partnership **CHSAlliance**



#### **1. Innovative resourcing**

#### 2. No more HHRs organised by People In Aid

#### 3. Humanitarian standards



1. Growing size, number and complexity of NGOs







1. Growing size, number and complexity of NGOs

## 



STRUCTURAL ADJUSTMENT





Global partner



Global partner



Platinum partner





1. Growing size, number and complexity of NGOs



1. Growing size, number and complexity of NGOs

### 2. Increasing prominence of accountability issues



- 1. Growing size, number and complexity of NGOs
- 2. Increasing prominence of accountability issues
- 3. Changing nature of NGO engagement



#### From isolated work to 'the three Cs':

- 1. Competition
- 2. Coordination

## **PEOPLE** AID<sub>®</sub>





#### From isolated work to 'the three Cs':

- 1. Competition
- 2. Coordination
- 3. Cooperation



- 1. Growing size, number and complexity of NGOs
- 2. Increasing prominence of accountability issues
- 3. Changing nature of NGO engagement
- 4. Changing views on disaster-affected people







- 1. Growing size, number and complexity of NGOs
- 2. Increasing prominence of accountability issues
- 3. Changing nature of NGO engagement
- 4. Changing views on disaster-affected people







#### **Implications:**

- 1. Resourcing needs are vastly more complex
- 2. Resourcing options are vastly more diverse
- 3. Conditionalities are vastly more complex





# **CHSAlliance**



#### **Implications:**

- 1. Resourcing needs are vastly more complex
- 2. Resourcing options are vastly more diverse
- 3. Conditionalities are vastly more complex
- 4. Southern NGOs are gaining in importance
- 5. Career paths have changed
- 6. The world has become increasingly transparent



#### **Innovative resourcing**

- 1. Standard practice for X may be innovative for Y
- 2. There is só much to learn from other sectors



#### **Innovative resourcing: a few key themes**

- 1. Work force analytics and horizon scanning
- 2. Internal talent development
- 3. Talent mobility



#### **Innovative resourcing: a few key themes**

- 4. Social media
- 5. Branding
- 6. Inherent bias

## **PEOPLE AID**





Proven Strategies for Addressing Unconscious Bias in the Workplace





#### **Innovative resourcing: a few key themes**

- 7. Institutionalised discrimination
- 8. Participatory recruitment
- 9. Recruitment process outsourcing (RPO)
- 10. External support utilisation



### Thank you

### Willem van Eekelen willem@mbridz.co.uk