

Plan 2010-2011



International Federation
of Red Cross and Red Crescent Societies

Human resource management strategy

Executive summary

Since 2007, the Department for International Development (DFID) has been supporting the implementation of the International Federation human resource (HR) management strategy adopted in 2005. This partnership has helped the International Federation to transform its human resource management approach with significant positive results.

Following the appointment of the International Federation's Secretary General in mid-2008, a new vision "Moving Forward Together" was approved. In broad summary, this new vision is built upon four key themes:

1. Transforming the way the secretariat does business by:
 - Integrating secretariat and National Society activities more closely
 - Changing the balance of work and headcount between Geneva and the field
 - Making quality appointments and helping those appointed to succeed
 - Updating current International Federation systems and developing new and more effective ones
2. Focusing on performance and delivery in operations and operational support by establishing clearly defined functions, accountabilities and measurement systems
3. Breaking new ground by scaling up programmes on new and emerging humanitarian issues like global warming, migration and food security
4. Taking the unique partnership and auxiliary role the National Societies have with governments to a higher level and occupying the intellectual and influential high ground in humanitarian diplomacy

During the first quarter of 2009, the human resource global team comprising of staff in Geneva and the Zones had a critical analysis of this new direction and agreed on a revised draft human resource strategy, which was shared with senior management for adoption. This revised strategy recognises that for the human resource function to support the organization to achieving its goals in an effective manner, the role should move from a purely transactional role to a more strategic role that is recognised, respected and valued by the organization.

People are our fundamental asset and our mandate can only be realised through the talent, passion and commitment of our staff and volunteers. Much of the work undertaken from 2005 to 2009 has contributed to improved human resource practices in how we recruit and develop our staff; the working environments we offer them; and the manner in which they readily embrace our fundamental principles and humanitarian values. This work still needs to be reinforced and continued. Whilst taking into consideration that Strategy 2020 is on the horizon, this plan will only cover activities in 2010.

The total 2010 budget is CHF 0.3m (USD 0.3m or EUR 0.2m) ([Click here to go directly to the summary budget of the plan](#)).

Context

Developing and implementing a sound strategy for human resource management is a specific area for improvement in the Federation of the Future's section outlining the "Framework for Action";

"A human resource strategy to strengthen the volunteer and staff base of the International Federation" (FoF p12)

The International Federation's human resources Strategy was approved in April 2005 and actions to deliver it commenced in June of that year. The overall purpose of this human resource management plan is to build, consolidate and implement a coherent International Federation human resources management strategy to support the organization's capacity to deliver and achieve its goals.

The support of DFID during the years 2007 and 2009 has been fundamental in facilitating the achievement of major elements of the strategy. A contextual change took place in the delivery of the human resource management strategy in 2008 with the roll out of the decentralized operating model. This change had the following effects:

- The human resource function was effectively decentralized to the Zones and all appointees went through intensive induction and training at the secretariat in Geneva. A forum for global human resource management comprising of Zone HR managers and unit managers in the Human Resource department in Geneva was established to maintain coherence in the different Zones.
- There was an increased focus on the need to recruit, place and develop high quality international managers. As a consequence, the international managers programme was consolidated through, the Assessment Centre approach. To date more than 150 managers have been assessed and two pilot development programmes covering 36 managers were conducted. At the beginning of 2009, in time for the new management coming into the organization, the Assessment Centre approach was reviewed and a review report with recommendations for the future was tabled to the new senior management team.
- Human resource systems to facilitate decentralized human resource functions in the crucial areas of performance management and recruitment were rolled out to the Zones.
- A benchmarking exercise to ensure that salaries and benefits remain competitive was carried out. Changes were made to Geneva based staff salary systems and recommendations are under consideration to change remuneration systems for field based staff. Particular focus was given to professionalising the system of recruiting and remunerating national staff and making their contribution to be recognised as a valued group of the International Federation workforce.
- The basic training course for new delegates was reformed and two new components, World of Red Cross and Red Crescent (WORC) which provides a comprehensive orientation to the Movement and IMPACT which trains recruited first time international staff were introduced.
- The annual human resource seminar was reformed to a major human resource event which puts together about 80 human resource practitioners from the National Societies, International Federation secretariat and ICRC to discuss professional developments related to human resources management.

Following the appointment of the International Federation's Secretary General in mid-2008, a new vision "*Moving Forward Together*" which described how a lean and efficient secretariat could work differently in a dynamic environment with ever increasing needs was approved. The human resource global meeting in April 2009 had a critical analysis of this new vision and agreed on a new draft human resource strategy, which was shared with senior management for adoption.

Priorities and current work with partners

The 2010-2011 plan calls for a range of human resource activities that can be described under seven strategic themes.

1. Laying out a cohesive human resource strategy that impacts positively on the performance of the Movement
2. Delivering resourceful, skilled and experienced staff in line with organizational needs
3. Creating robust and innovative human resource systems , procedures and practices which are fair, inclusive and transparent
4. Improving performance management in line with clearly defined objectives
5. Facilitating organizational change and developing a learning strategy that supports performance in today's environment
6. Enhancing and supporting human resource capacity in National Societies
7. Monitoring and measuring progress by introducing a human resource reporting system based on relevant and transparent performance indicators

Improvement in the management of human resources is a key priority for the Movement as a whole and this is reflected in the specific reference to the function in the Federation of the Future areas for improvement. The International Federation human resource strategy development work involves working with partners inside the Movement in three key areas:

- Developing alignment around a consistent set of Movement wide (including ICRC) human resource priorities through the Human Resource Strategic Advisory Group
- Generating understanding of and support for joint International Federation, ICRC and initiatives contained in the human resource strategy and that impact on the work of National Societies through networks of donor societies, the extended human resource seminar involving around 80 human resource professionals from throughout the Movement
- Using the Zone offices to establish local networks of human resource professionals from the International Federation and National Societies within the Zones

Primarily through the vehicle of the human resource seminar we have engaged with external partners to identify best practices in human resource in the international humanitarian area. Included in the engagement programme to date have been Save the Children, the Association for HR Managers in International Organisations; the International Labour Organisation; and People in Aid.

Secretariat programmes in 2010-2011

The human resource management strategy plan will focus on a number of key strategic interventions that can be absorbed into the regular operating budget of the department in subsequent years. Therefore, this plan will only cover activities in 2010.

Human resource management strategy

a) The purpose and components of the programme

Programme purpose
The purpose of this programme is to build, consolidate and implement a coherent and effective human resource management strategy to support the organizations's capacity to deliver and achieve its goals.

Through a target audience of human resource professionals in the secretariat and National Societies, the programme will facilitate better recruitment, retention, motivation and management of international and local staff throughout the world and in turn the better performance of the “*Moving Forward Together*” vision. The interventions are further explained below.

The human resource management strategy programme budget is CHF 0.3m (USD 0.3m or EUR 0.2m).

Outcome 1: HR strategy that impacts positively on the performance of the Movement

Specific outcomes

- Revised HR strategy tabled to senior management team for adoption
- Communication of this strategy improved through tools like the HR newsletter
- The HR Strategic Advisory Group (HRSAG) revived and at least one meeting held in 2010
- HR global team approach maintained to ensure human resource global coherence

Outcome 2: Delivering resourceful, skilled and experience staff in line with organizational needs

Specific outcomes

- Human resource information systems rolled out to the Zone offices. This involves coaching and training of human resource professional in the Zones to be able to use these systems effectively
- Human resource profiles and job categories required to fulfil the new business will be redefined. Job descriptions will be revised and new classification approaches introduced
- An evaluation of the Assessment Centre will be carried out to understand the effectiveness and impact of this approach
- The management team will be supported to identify candidates and make high quality appointments by improving current systems for competency based interviews

Outcome 3: Creating robust and innovative HR systems and practices which are fair, inclusive and transparent

Specific outcomes

- New staff rules and regulations rolled out throughout the entire organization
- An appropriate rotation system to ensure that we get the best people where we need them most is established
- A remuneration and benefits system to fit new organizational needs such as rotation will be implemented
- Disaster planning and preparedness in the human resource function established in previous years will be aligned to match the new disaster management approach.
- An investigation procedures to follow up report of misconduct will be initiated to ensure monitoring and compliance to the code of conduct throughout the International Federation
- The well-being of staff will be prioritised and new measures taken such as the introduction of safety measures in the advent of a flu pandemic

Outcome 4: Improving performance management in line with clearly defined objectives

Specific outcomes

- Coaching initiative to ensure that all managers and supervisors have the skills necessary to undertake quality performance introduced
- The current system of performance based salary review system will be consolidated and rolled out to the field
- The new appraisal system to replace ARonline which takes into account the new competency framework will be implemented throughout the organization
- Every member of secretariat staff will have a development discussion with an action plan every year

Outcome 5: Facilitating organizational change and developing/delivering a learning strategy that supports performance in today's environment

Specific outcomes

- The organization's mindset will be transformed from training to learning in order to empower

- and entrust staff to become more responsible in filling their own competency gaps
- Equal access to learning provided to all International Federation staff regardless of their location through a developed and effective International Federation learning platform
- The managers' learning journey introduced in 2008 continued

Outcome 6: Enhancing and supporting human resource capacity in National Societies

Specific outcomes

- Zones will be supported in their efforts to build human resource capacity in National Societies
- The human resource seminar will serve as a Movement vehicle to address human resource strategic alignment, skill acquisition, standard application of policies and programmes, networking and learning from best practice
- There will be continued emphasis in working closely with the HR Group for International Deployment of delegates (HRGIDD)

Outcome 7: Monitoring and measuring progress by introducing a human resource reporting system based on relevant and transparent performance indicators

Specific outcome

- Consistent and regular report on established human resource key performance indicators

b) Potential risks and challenges

The most significant challenges facing the implementation of the strategy are;

- ✧ Achieving the continued buy-in of National Societies to the human resource improvement programme. This includes the willingness to devote resources to the professionalisation of the function in many National Societies, and the willingness of donor societies to embrace new methods of working;
- ✧ Continuing focus on developing and delivering the human resources strategy in the face of pressing day-to-day issues and problems requiring immediate attention.

Role of the secretariat

a) Technical programme support

The International Federation's professional human resource staff in Geneva and in the newly resourced Zone offices will facilitate greatly improved communication with and potential assistance to their National Society counterparts. Capacity building will continue to be a focus of the annual human resource management seminar.

b) Partnership development and coordination

The success of this strategy calls for partnership development at a number of levels;

- ✧ With National Society leaders through the HRSAG
- ✧ Through a variety of global networks centred around existing donor society and global human resource seminar attendees
- ✧ The establishment of human resource National Society networks at the Zone level
- ✧ Continued engagement with selected organisations outside the Movement with the aim of identifying and importing suitable best practices

Promoting gender equity and diversity

A fundamental part of the human resource development programme is to better identify and develop talent from under-represented groups at all levels in the International Federation and in the Movement as a whole. This includes appointing more talented women and a greater national diversity of staff in delegate, international management and leadership positions.

Quality, accountability and learning

The components and component outcomes described above have been designed to facilitate monitoring and evaluation of the programme. Formal updates against the achievement of objectives and budgetary performance will be conducted. Alongside this programme, human resource key performance indicators have been established, and regular monitoring and reporting system established.

How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the International Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

Contact information

For further information specifically related to this plan, please contact:

- **In the International Federation secretariat: Lorraine Mangwiro, Head, Human Resource department; lorraine.mangwiro@ifrc.org; phone +41 22 730 4983; fax +41 22 730 0395.**