

Revised Plan 2011



Human resource management strategy

Executive summary

The partnership with the Department for International Development (DFID) since 2007 has helped the implementation of the International Federation of Red Cross and Red Crescent Societies (IFRC) to transform its human resource (HR) management approach with significant positive results.

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. The revised global programme for 2011 has been built on these HR accomplishments and has been recalibrated to reflect the priorities set out by the IFRC's new leadership team, in the context of Strategy 2020 and the secretariat's business model to realise Strategy 2020.

The secretariat - led by the Secretary General - is the IFRC's central capacity to help deliver its vision and objectives. It is geared towards maximising the individual capabilities of each member for the benefit of the entire IFRC, principally by harnessing and facilitating mobilisation of the diverse capacities of its members.

In reviewing Strategy 2020, there are some strategic human resource management issues to consider as follows:

- A shift in mindset "to do more, do better and reach further";
- The need for improved Secretariat functioning and effectiveness with a focus to support National Societies performance in both their domestic and international activities;
- The commitment to building effectiveness in the new areas of focus such as humanitarian diplomacy and climate change;
- The call for establishment of new cooperation frameworks and greater openness and flexibility in partnerships with other partners outside the Movement.

The purpose of this programme is to build, consolidate and implement a coherent and effective human resource management strategy to support the organization'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.

This plan will only cover activities in 2011. The total 2011 budget is CHF 0.4m ([Click here to go directly to the attached summary budget of the plan](#)).

Context

In an increasingly globalised and inter-connected world, the challenges for the coming decade require that we remain adaptable, effective, and efficient in the face of future vulnerabilities. These could be the possible consequences of many adverse trends, for example, climate change, environmental degradation, disasters, demographic transition, urbanisation, violence, forced migration, known and novel diseases, and insecurity of access to food, water and natural resources.

As the world's largest humanitarian network what we do is truly important to the world ... but the way we do it matters just as much. The most vulnerable people in the world literally trust our staff and volunteers with their lives. How we recruit and develop people; the working environments we offer them; and the manner in which they readily embrace accountability are essential ingredients in the realisation of our fundamental principles and humanitarian values.

The human resource management strategy was revised in 2010. The overall purpose of this human resource management plan is to build, consolidate and implement a coherent IFRC human resources management strategy to support the Secretariat commitments contributing to the implementation of Strategy 2020.

Moving forward

- ✓ Building on HR accomplishments from 2005 to date
- ✓ Recalibrating the HR strategy to reflect the priorities set out by the IFRC's new leadership team, in the context of Strategy 2020 and the secretariat business model
- ✓ Integrating strategic issues:
 - Shift in mindset "to do more, do better and reach further";
 - New focus to support National Societies performance in both their domestic and international activities;
 - Commitment to building effectiveness in humanitarian diplomacy;
 - New cooperation frameworks and greater openness and flexibility in partnerships with other partners outside the Movement.

Priorities and current work with partners

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

1. A new mindset allows us to focus on talent management and staff development, in the context of the revised competency framework.
2. A new set of improved HR business processes allows our operations to benefit from the right people doing the right thing at the right time.
3. Learning is at the centre of National Society development facilitated by sharing of good practices through dynamic communities.
4. Our competencies in humanitarian diplomacy are identified, developed and widely shared.
5. Our HR competencies and expertise are organized, improved, recognized.

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 IFRC 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 an advisory group engaging senior management.
- Generating understanding of and support for joint IFRC and ICRC 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 involves around 100 human resource professionals from throughout the Movement.
- Using the Zone offices to establish local networks of human resource professionals from the IFRC 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; UNHCR; and People in Aid.

Secretariat programmes in 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 2011.

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 organization'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. The interventions are further explained below. The human resource management strategy programme budget is CHF 0.4m.

Component outcome 1: To raise humanitarian standards.

Specific outcomes

- ✓ HR business processes are reviewed to maintain a professional HR approach which embraces our fundamental principles and values, including: revision of staff regulations and consolidating of Code of Conduct system.
- ✓ Competency framework for secretariat staff is finalised, rolled out and incorporated into all different phases of the HR management cycle.
- ✓ New performance management system to replace ARonline is introduced taking into account the new competency framework
- ✓ Access to staff development opportunities is provided to all IFRC staff regardless of their location.

Component outcome 2: To grow Red Cross Red Crescent services for vulnerable people.

Specific outcomes

- ✓ Human resource management lessons learnt from big operations like Haiti and Tsunami are clearly identified and HR preparedness for future operations is well documented and adapted accordingly.
- ✓ Essential categories of staff profiles in emergencies such as Heads of Operations, health, water and sanitation, shelter etc. are well defined.
- ✓ HR procedures and processes are well adapted to support emergency situations especially in areas of staff deployment, induction, health and security.

Component outcome 3: To strengthen the specific Red Cross Red Crescent contribution to development.

Specific outcomes

- ✓ Zone HR managers role in supporting National Societies to build HR capacities is enhanced, including mechanisms to identify national and international professional talent from a broader base of National Societies.
- ✓ NS capacities are strengthened through facilitated integration of IFRC human resources into National Society structures.
- ✓ A community of well prepared HR professionals is maintained across the Movement to facilitate sharing of best practise through the annual HR seminar.

Component outcome 4: To heighten Red Cross Red Crescent influence and support for our

work.

Specific outcomes

- ✓ Competencies for secretariat managers to enhance their skills in humanitarian diplomacy are clearly defined and a module for managers on humanitarian diplomacy is developed.
- ✓ The induction process is updated to ensure that new staff have essential knowledge on the subject of humanitarian diplomacy and how they can support National Societies through humanitarian diplomacy.

Component outcome 5: To deepen our tradition of togetherness through joint working and accountability.

Specific outcomes

- ✓ Remuneration and benefits system for all categories of staff is regularly reviewed to ensure equity and be in line with the Staff Rules approved by the General Assembly 2009.
- ✓ Staff wellbeing is given priority including ensuring physical and psychological support.
- ✓ HR global team takes ownership of the HR strategy and actively supports coordination mechanisms with National societies to resolve common HR issues.

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 professionalization 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 resource management strategy in the face of pressing day-to-day issues and problems requiring immediate attention.

Role of the secretariat

a) Technical programme support

The IFRC's professional human resource staff in Geneva and in Zone offices will facilitate 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 HR Advisory Group.
- Through a variety of global networks centred on 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 IFRC 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 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 a regular monitoring and reporting system established.

How we work

The IFRC's vision is to:

Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

Contact information

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