

Plan 2009-2010



Human Resource Management Strategy

Executive summary

Developing and implementing a soundly based strategy for human resource management is a specific area for improvement in the Federation of the Future's section outlining the Framework for Action. The Federation Human Resources (HR) Strategy was approved in April 2005 and actions to deliver it commenced in June of that year. The support of Department for International Development (DfID) during the years 2007 and 2008 has been fundamental in facilitating the achievement of major elements of the strategy.

For the years 2009 and 2010, whilst the key themes of the human resources strategy remain in place, the focus of action shifts to building on achievements to date to cement them into the regular operating practices of the Federation. This is particularly the case in the seven zone offices that sit at the heart of the new operating model. In the context of the 2008 to 2010 strategy, and like the years 2007 and 2008, additional financial resources will be required to support key strategic interventions that will enable the HR department to implement and then operationalise major changes that can be absorbed into the regular operating budget of the department.

The Federation can only move forward on HR initiatives by building consensus amongst leaders and the HR community on priorities and approaches. Through a target audience of HR professionals in the Secretariat and National Societies, the programme above will facilitate better recruitment, retention, motivation and management of international and local staff throughout the world and, in turn, the better performance of the Federation against the Global Agenda Goals.

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

For the years 2009 to 2010 the strategic HR focus will be on;

- ✧ Establishing effective human resource management at zone level to provide genuinely value added support to the new operating model;
- ✧ Developing the organisation's international management capacities;
- ✧ Refining and implementing the remaining elements of the "delegate profiling" approach that sits at the heart of the "delegate effectiveness" section of the HR strategy; and
- ✧ Building further Movement wide understanding, adoption and cooperation in the delivery of consistent human resource priorities;

The most significant challenges facing the implementation of the strategy are assuring the financial and operational support of National Societies to the HR improvement programme and maintaining focus on strategic development in the face of pressing day-to-day issues and problems requiring immediate attention. In order to provide a focus on delivery, quarterly reviews will be conducted to measure progress against the achievement of objectives and budgetary performance in addition to the regular Federation monitoring and evaluation process.

The total 2009-2010 budget is CHF 1,775,401 (USD 1,622,853 or EUR 1,130,829). [Click here to go directly to the summary budget of the plan.](#)

Context

Developing and implementing a soundly based 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 p.12)

The Federation Human Resources Strategy was approved in April 2005 and actions to deliver it commenced in June of that year. The support of DFID during the years 2007 and 2008 has been fundamental in facilitating the achievement of major elements of the strategy including the development of an assessment centre based approach to the recruitment of international managers and operations managers; the design and operationalisation of new approaches to contracts and pay and benefits for international leaders and local professionals; the design of new approaches to the Movement related aspects of the induction of volunteers and staff into all parts of the Movement (WORC) and the operational orientation of international delegates (IMPACT); and improving our ability to respond to disasters quickly and effectively. Without the support of DFID it is clear that we would not be where we are today.

For the years 2009 and 2010, whilst the key themes of the human resources strategy remain in place, the focus of action shifts to building on achievements to date to cement them into the regular operating practices of the Federation. This is particularly the case in the seven zone offices that sit at the heart of the new operating model.

Earlier this year the 2005 – 2007 human resources strategy was revised and recalibrated as the Federation's HR strategy for the years 2008 to 2010. Our HR plans for the period are formulated around six strategic themes plus an objective relating to performance assurance;

- ✧ Making the operating model work effectively;
- ✧ "One Federation" – building coherent support for the HR strategy and supporting the development of HR capacities of the Secretariat (including National Society staff) to deliver;
- ✧ Emergency response – building on current achievements to enable better and faster mobilisation in emergencies;
- ✧ International delegate effectiveness – a critical review, revision and delivery of the delegate profiling method;
- ✧ Developing our staff – identifying and developing talent streams;
- ✧ Improving management effectiveness – the best possible HR support to Secretariat managers and staff; and
- ✧ Developing an objective HR performance measurement matrix to assure achievement against objectives and continuous functional improvement.

For the years 2009 to 2010 the focus will be on;

- ✧ Establishing effective human resource management at zone level to provide genuinely value added support to the new operating model. The existing core budget adequately provides for staffing in Geneva and in the field, including the management of transition. If the transition is to be managed as quickly and effectively as possible, additional limited term resources are needed to develop, refine and transfer HR systems, processes, procedures and practices to the zones. The development of HR networks at zone and global levels to support HR capacity building in the zone based Federation and National Society staff will also be crucial.
- ✧ Continued actions in the area of selecting and developing the organisation's international management capacities where the emphasis will shift toward building a critical mass of "appointment ready" staff and the capacity development of those in the international management pool through the international manager development programme;
- ✧ Refining and implementing the "delegate profiling" approach that sits at the heart of the "delegate effectiveness" section of the HR strategy; and
- ✧ Building further Movement wide understanding, adoption and cooperation in the delivery of consistent human resource priorities;

Priorities and current work with partners

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 Federation HR 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) HR priorities through the Human Resource Strategic Advisory Group
- ✧ Generating understanding of and support for Federation, ICRC and joint HR initiatives contained in the HR strategy and that impact on the work of National Societies through networks of donor societies, the extended HR seminar involving around 80 HR professionals from throughout the Movement;
- ✧ Using the zone offices to establish local networks of HR professionals from the Federation and National Societies within the zone.

Primarily through the vehicle of the HR seminar we have engaged with external partners to identify HR best practices 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 programme in 2009-2010

As outlined above, the HR global programme will focus on a number of key strategic interventions that can be absorbed into the regular operating budget of the department in subsequent years. The four strategic headings are further explained below;

i) *Establishing effective human resource management at zone level*

The organisation's core budgets already contain the manpower and physical support tools to establish effective HR functions in both Geneva and the field offices. This includes additional manpower to manage the transition of authorities and responsibilities from Geneva to the field. For the transition to work effectively additional support needs to be provided in following areas;

- ✧ Roll out of HR Information systems and the associated training and coaching to facilitate the effective export of the web based recruitment portal - JobNet; SAP based HR administration system - HRONLINE, and the revision and replacement of current performance management tool - ARONLINE;
- ✧ The extension of professional human resource management procedures and practices to cover all Secretariat staff in the field including the implementation of new grading and remuneration systems; improved practices in the areas of recruitment and retention;
- ✧ The establishment of a human resource system to identify and develop talent amongst national staff in the Federation and in National Societies and the operationalization of the new “local professional” category of staff.
- ✧ Exporting and supporting the effective implementation of the recently developed emergency response tools including the emergencies “HR toolkit” and extension of rosters by substantially building the numbers of available people from the zone organisations;
- ✧ Supporting implementation of the new Movement induction of volunteers and staff into all parts of the Movement (WORC) and the operational orientation of international delegates (IMPACT)
- ✧ Ensuring implementation and monitoring compliance to the new code of conduct, ensuring that adequate systems for reporting misconduct are in place and that reported incidents are followed up and investigated
- ✧ Introducing and supporting decentralisation of employee well being system that have been developed by the Federation for many years to ensure that the same quality support to staff for psychological support , health and HIV in the workplace is maintained by the zones
- ✧ Establishing networks of professional HR staff within the zone in both Secretariat and National Society operations to improve the consistency of HR practice and to support HR capacity building.

ii. Developing international management capability

The assessment method based selection of staff for the Federation’s international managers is now well established; a pilot international management development programme has been run and a revised one year international development process launched in 2008. In short we have all the strategic tools available to us and they are working.

In the immediate term additional assistance is needed in building a critical mass of international managers that have passed the assessment centre and to “fast-track” those individuals through the international manager development process. Once critical mass has been achieved, the procedure can be run as a part of the regular recruitment and training budget.

iii. Staff profiles

The 2005 HR strategy required the organisation to shift from the existing “one size fits all” approach to the selection and mobilisation of international delegates. Five profiles of international delegate were identified that required differing approaches to hiring, contracting and remuneration.

The international manager and emergency profiles have been readily accepted and adopted. Implementation of the remaining profiles required much more detailed work to be done on the contracting and payment of “local” and “near local” professional staff. These new categories will improve the skills base of the Federation’s professional staff; greatly improve the diversity in our professional population; and assist in the identification and development of our best talent from throughout the world.

Since the development of the profiling approach, the operating model of the Federation has changed substantially and it now needs to be reviewed and revised against the needs of the new organisation structure and the possibilities afforded by the legal and contractual solutions that are currently being developed.

ii) *“ Cohesive Human Resource Management approach in the Federation”*

The Federation can only move forward on HR initiatives by building consensus amongst leaders and the HR community on priorities and approaches. Many of the approaches introduced and proposed are new and “different” to the historical way of working and organising. In these areas the Federation either moves forward as a whole and by consensus or not at all. The investment made in this area in the last three years has been enormously valuable in securing understanding of problems and buy in and support for solutions. The three activities highlighted in the section above on “work with partners”, and summarised below, must be built upon and reinforced over the next two years;

- ✧ Developing alignment around a consistent set of Movement wide HR priorities through the Human Resource Strategic Advisory Group;
- ✧ Generating understanding of and support for Federation, ICRC and joint HR initiatives through networks of National Society HR staff;
- ✧ Establishing local networks of HR professionals from the Federation and National Societies within the zone.

Human resource management strategy

a) The purpose and components of the programme

| Programme purpose |
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| <p>The purpose of this work programme is to facilitate the achievement of results on the International Federation’s Global Agenda goals by succeeding in delivering the Federation of the Future Human Resource Framework for Action objective of;</p> <p><i>“A human resources strategy to strengthen the volunteer and staff base of the International Federation”</i></p> |

The human resources strategy budget is CHF 1,775,401 (USD 1,622,853 or EUR 1,130,829).

| Programme component 1: Establishing effective human resource management at zone level |
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| <p>Component outcome 1: HR Information systems are rolled out to the zone offices. This involves coaching and training of HR professional in the zones to be able to use these systems effectively</p> <p><u>Specific outcomes</u></p> <ul style="list-style-type: none"> • Zone offices use the web based recruitment portal JobNet to identify the best talent for vacancies in their zone and to build an international database of talent • SAP based HRONLINE is fully operational in the zones. • Revised performance management system is introduced and working in Geneva and the zones. • All HR processes, procedures, policies are revised and readily accessible for use to the zones. |

Component outcome 2: Professional human resource management policies, procedures and practices are accessible to cover all Secretariat staff in the field

Specific Outcomes

- New grading and remuneration systems successfully implemented;
- Performance in the areas of recruitment and retention improved significantly;
- System established to identify and develop talent amongst local staff in the Federation and in National Societies;
- Code of conduct implementation and associated reporting and investigation system working effectively everywhere
- New Induction systems “WORC” and IMPACT successfully carried out at zone level
- Employee well being system offering same quality support to staff for psychological support , health and HIV in the workplace is maintained by the zones

Component outcome 3: Implementation of the recently developed emergency response tools are effectively exported to the field

Specific Outcomes

- Process for HR professional to carry out rapid deployment in emergency situation is established and working
- The HR emergency toolkit is understood and systematically applied in all zones;
- Rosters of emergency responders and potential emergency response leaders available and accessible to the zones

Programme component 2: Developing International management capability

Component outcome 1: A critical mass of international managers that have passed the assessment centre and “fast-track” them through the international manager development process

Specific Outcomes

- Assessment centres held for 80 candidates in each of the two years 2008 and 2009
- Four international manager development programmes held during the period – two in 2009 and two in 2010 covering 72 people in total

Programme component 3: Developing staff profiles to deliver the New Operating Model

Component outcome 1: Revised staff profiling approach matching the needs of the new operating

Specific Outcomes

- A new profiling approach developed involving broad base consultation with Geneva and field based Secretariat and National Society staff. Includes National Staff development

Programme component 4. “ Cohesive HRM approach in the Federation”

Component outcome 1: Alignment around a consistent set of Movement wide HR priorities through the Human Resource Strategic Advisory Group

Specific Outcome

- New forward looking agenda for Movement wide HR management established with the Human Resources Strategic Advisory Group. Three meetings held over the period 2009/2010

Component outcome 2: Increased understanding of and support for Federation, ICRC and joint HR initiatives through networks of National Society HR staff

Specific Outcome

- HR seminars held in 2009 and 2010 that involve learning and HR policy development involving at least 60 National Society HR professionals from all over the world

Component outcome 3: Networks of HR staff established and working in each zone

b) Profile of target audience and final beneficiaries

Through a target audience of HR professionals in the Secretariat and National Societies, the programme above will facilitate better recruitment, retention, motivation and management of international and local staff throughout the world and, in turn, the better performance of the Federation against the Global Agenda goals.

c) 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 HR 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 Federation's professional HR 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 HR 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.
- ✧ The Movement HR principles developed by the HRSAG are a tool to develop professional HR practises that enable us to support delivery of support to vulnerable people effectively. The envisaged improved human resource management capacities will facilitate better programme delivery through people.

Promoting gender equity and diversity

A fundamental part of the HR development programme is to better identify and develop talent from under-represented groups at all levels in the 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, HR strategy 2008 – 2010 includes an objective of establishing a matrix of normative measurement criteria to monitor achievement against objectives and success in the application of continuous improvement goals.

| How we work | |
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| <p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p> | <p>Global Agenda Goals:</p> <ul style="list-style-type: none">• 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 | |
| <p>For further information specifically related to this plan, please contact:</p> <ul style="list-style-type: none">• In the Federation Secretariat: Lorraine Mangwiro, Head, HR Department, lorraine.mangwiro@ifrc.org; phone: +41 22 730 4983. | |