In brief

Programme outcome
This year the efforts to realise the components of the HR Strategy to further enhance the performance of the organisation came to some important achievements. This year also saw the handing over of the HR Head of Department position from Lorraine Mangwiro to Michael Veltman. Fortunately thanks to Lorraine’s excellent preparatory work the pace of change could be kept up after August when Michael took over.

Programme(s) summary
The Staff Regulations Working Group worked throughout 2010 and the first half of 2011 to prepare for the introduction of the new Staff Regulations. Thanks to intensive final deliberations and adjustments and fine tuning the Staff Regulations were ready for introduction per 1st January 2012.

The job classification tender, which was temporarily suspended in 2010, was revived and placed in the fourth Quarter of 2011. A consultant was found and contracted and the work on building a new job framework as well as introducing a better rating system was started before the end of 2011.

The use of the Learning platform, launched in October 2009, has been increasing beyond expectation and is still growing. Currently there are more than 20,000 users of the Platform.
2011 saw the start of the new Performance Review system. It is lodged on the Learning Platform and foresees among other innovations in the aligning of the objectives of each staff member with the objectives of their manager and ultimately to the objectives of the SG and of Strategy2020. In addition, the new Competency Framework was also added to the review process.

At the end of 2011, preparations started for the launching of an organisation wide Staff Survey. The Survey to be held in April 2012.

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**Context**

One year after the Haiti earthquake the effects of that disaster are still felt. The organisation continues to put a substantial effort in setting up shelters, addressing water and sanitation issues whilst at the same time creating a more sustainable living and working environment through the INA programme. Although the numbers have been reduced it still is the largest operation for the Secretariat. Currently 90 delegates and 520 national staff are employed by IFRC in the programme.

After the adoption of the new HR Strategy in July 2011 and the arrival of Michael Veltman in August 2011 emphasis was put on ensuring that the introduction of the Staff Regulations in January 2012 would be feasible, that improvements of the Performance Review System were made before the restart in 2012 and that the delayed tender for the Job Classification programme was issued.

**Progress towards outcomes**

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

**Achievements**

- The HR Strategic Framework was adopted by the Global Senior Management Team in July 2011. It is serving as a set of guiding principles to the HR work.

- Again the HR Seminar was organised in October 2011 and attended by 91 participants from more than 40 National Societies, the Federation and ICRC. This time also the professionals taking part in the Psychological Support Programme participated which was extremely useful both for the HR managers present as well as for the stress counsellors themselves. The evaluation data for this seminar were the following: 92% of the participants reported that the seminar met or exceeded their expectations. 86% thought that the seminar will help them to be more effective in their job.

- The HR Seminar was followed by meeting of the HRGIDD, which provided a much welcomed opportunity for the new Head of HR to present himself and to strengthen the ties with the HR and international departments of the PNSs

- In order to further improve on the performance of the Movement, towards the end of 2011 a Secretariat wide Staff Survey was prepared to be launched in April 2012, with report to be delivered to all staff.
Outcome 2: Delivering resourceful, skilled and experience staff in line with organizational needs

Achievements

- The project for the new job classification system started at the end of December 2011, to be finalized by mid 2012, HR will launch a campaign to standardize the job descriptions of all staff. This will produce a clarification of tasks and responsibilities in many areas of the organisation which the organisation has wished to achieve since a long time.

- One of the organizational needs identified in the second half of 2011 was a more clear and transparent utilization of non-employed personnel such as interns and consultants. A new internship policy will be formulated to be introduced in the first half of 2012, accommodating the need for different kinds of interns; those that need the internship to finalize their studies (Basic internships) and those that want to make a start with a professional career in the humanitarian field (Advanced internships). A new procedure on the hiring and utilisation of consultants will also be formulated.

- In order to improve the quality of management, a Management Refresher Workshop was developed by the Learning and Development unit together with the Administrative Department overseeing the registration and keeping up to date of the Standard Operating Procedures (SOPs). The Refresher Workshop aims at updating all those who lead others in the Secretariat on standard practices of good management including abiding by the prevailing SOPs. The first trial workshop is to be conducted early 2012. Other workshops are to be planned throughout 2012 and 2013.

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

Achievements

- Further to the announced alignment of the Staff Regulations it can be reported that the Staff Regulations Working Group continued to work on the new Regulations well into 2011. The new Head of HR had to conclude that the New Regulations could not be introduced earlier than January 2012, provided that the talent management approach was temporarily put on hold, since it could not be made to work in time. On 1st January 2012 the New Staff Regulations will come into force for the first time fully integrating the field staff with the staff in Geneva. In the course of 2012 further refinements of the application of the regulations would be made.

- The tender to select a new job classification methodology announced in last years report was temporarily shelved but re-issued in October 2011. A consultant was identified and works on a new system started in December 2011. A working group was established and a broad based Steering Group, which was to keep track of the progress and provide comments on the steps that were being taken.

- The business process initiative that was launched in September 2010, which involved four HR business processes; Recruitment, Performance Management, HR preparedness for Emergencies, Career Development and Talent Management produced their first recommendations in July 2011. Based on these recommendations initial actions were taken in all four areas.
Outcome 4: Improving performance management in line with clearly defined objectives

Achievements

- The new Performance Review system was introduced in the spring of 2011. It allows cascading of the objectives from the Secretary General to everyone in the organisation. Although this new approach does indeed enhance the performance of the organisation by ensuring that all staff deliverables are aligned to the Secretariat business strategy, it turned out that the alignment of objectives was a rather more daunting exercise for managers and staff than was foreseen. Many staff encountered challenges trying to align with too many objectives. Because of the effort that went into the alignment with this relatively large number of objectives, the expected link with staff development did not yet take place on the scale it was expected to do. As a result of that HR decided to simplify the system and to re-launch it in January 2012.

- The new competency framework was rolled out as part of the introduction of the new performance evaluation system. Early 2012 the use of the system will be further refined with the introduction of set of competencies specific to staff grades.

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

Achievements

- The Learning platform, since its launch in October 2009, has become the primary vehicle for staff Development, not only within IFRC, but also for an increasing number of National Societies.

- 95% of IFRC staff, equipped with internet access has registered to at least one online training in 2011, with an average of 3 courses completed during the year. During the same period, every month, more than 1,000 new users created a learning profile, coming from National Societies staff and volunteers.

- At the end of 2011, the online learning catalogue consisted of more than 80 development opportunities. Specific efforts were made in 2011 to enrich the catalogue with translated online courses in French and Spanish. However, translation of courses still represents a challenge due to lack of funding available.

- With this regular increase of activity, the Learning Platform is becoming a key HR system, not only focusing on learning, but also including, Performance Management, Management of Certification path and management of roster of staff with specific profiles.

- The management of staff learning is becoming more and more systematized with the updating of data from previous training and learning which took place prior to 2009. The versatile multiple reporting functions allow HR professional and managers to monitor on time progress made by staff on their development plan and to enter into a dialogue for identifying the most suitable training solution.

- At the end of 2011, the Staff Development unit has initiated the design of the first module of “Managers Refresher Workshop” which will focus on IFRC “Standard Operating Procedures”, targeting all IFRC managers with subordinates. In the future, “Managers Refresher Workshop” will focus on specific issues identified as HR strategic development priorities.
Outcome 6: Enhancing and supporting human resource capacity in National Societies

Achievements

- HR Managers in the Zones have continued to provide assistance to the National Societies in their Zones.

- At the HRGIDD meeting in October 2011, the Partnering National Societies were informed of the progress made in the Business Process improvement processes.

- In the context of HR’s preparedness for emergency response a method will be developed during 2012, to be offered to the National Societies to improve on the upkeep and maintenance of roster files, based on system linked to the Learning Platform, which is already widely used by the National Societies. It is envisaged that at the HR Seminar in October 2012, these and other methods will be shared with the HR colleagues of the National Societies.

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

Achievements

- The registration of local staff data in the SAP started in 2010 has been progressing in 2011. The roll out of SAP, for the registration of National Staff at source has been planned in December 2011 to be implemented from January 2012. This will greatly help to build a comprehensive reporting system.

- With the new Staff Regulations in place, an important next step is to align the various staff regulations for nationally recruited staff. HR in Geneva is in the process of collecting the various current Staff Regulations prevalent in the Zones and to develop an over all template for the regulations in the field.

Working in partnership

In the past year the HR Department in Geneva has been able to rely on close working relationships with first class consulting firms in the process of developing the job classification, the new salary structure and the staff survey. But also the collaboration between Geneva and the Zone HR Managers has been enhanced with weekly telephone calls with each Zone. An ongoing working relationship is maintained with HR Department of the ICRC.

Looking ahead

it is time to reinforce what is strong in the HR policies and implementation, and to revisit the HR Strategy where there is a need for re-alignment due to management changes and/or changes in the outside world.

There is still a need for further clarification of the distribution of responsibility between the Zones and Geneva. The forthcoming study on the effects of the decentralisation will certainly shed more light on that. Furthermore, there is clearly a need for more consistent communication with the HR "client
base" about the services HR provides and the reasons for upholding of certain Rules and Regulations. There will also have to be a more pronounced focus on what the organisation offers in terms of personal development.

**How we work**

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO’s) in Disaster Relief and the Humanitarian Charter and Minimum Standards in Disaster Response (Sphere)](http://www.ifrc.org) in delivering assistance to the most vulnerable.

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 nonviolence and peace.

Find out more on [www.ifrc.org](http://www.ifrc.org)

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