

# Annual report



International Federation  
of Red Cross and Red Crescent Societies

## Human Resource (HR) Management Strategy

Appeal No. MAA00034

8 June 2011

This report covers the period 01 January to 31  
December 2010.



*HR Seminar 2010*

### In brief

#### Programme outcome:

The overall outcome is an HR strategy that impacts positively on the performance of the Federation to realise Strategy 2020, by attracting and retaining resourceful, skilled and experience staff through innovative HR systems and practices which are fair, inclusive and transparent and facilitate shift in organisational mindset *“to do more, do better and reach further”*.

#### Programme(s) summary:

Following the earthquake early 2010 in Haiti, efforts of the HR community including National Societies have been focussed on this operation.

The HR Global team met at the end of June and one of the main issues discussed and agreed upon was a common HR strategic framework in line with Strategy 2020. This strategy was presented to the Global Senior Management meeting held in early July and it is expected that this proposal will be approved by the new Senior Management Team as soon as possible.

Following the adoption of the new Staff rules at the General Assembly in November 2009, the process to align the Staff regulations was launched in April. A Staff Regulations Working Group comprising of Staff and Management representatives was commissioned to look into this project and it is expected that new regulations will be ready for implementation in 2011.

The main HR Information system (SAP) was evaluated at the end of 2009 and the recommendations have now been followed up.

A new job classification tender was placed and is under consideration. In the meantime, an interim measure to review all the job descriptions in Haiti was conducted and it is hoped that this project will help to clarify the classification problems experienced in this big operation and also resolve other global issues.

The Learning platform, launched in October 2009, is providing a unique 24/7 set of learning opportunities for Secretariat staff and also to NS staff and volunteers.

**Financial situation:** The total 2010 budget is 365,774 Swiss francs, of which 367,813 Swiss francs (101 per cent) covered during the reporting period (including opening balance). Overall expenditure during the reporting period was 326,034 Swiss francs (89 per cent) of the budget.

[Click here to go to the attached financial report](#)

## Context

The year started with the disaster in Haiti where an earthquake affected over 2 million people including staff and volunteers of the Haitian Red Cross. The earthquake compounded the already very difficult humanitarian conditions in the country. The Federation HR community channelled their efforts into this operation and 21 Emergency Response Units (ERUs) and delegates, staff and volunteers originating from some 59 Red Cross/Red Crescent National Societies were mobilised to support this operation. Currently there are 400 delegates and 1800 National Staff employed by the Federation and National Societies in Haiti.

Following the adoption of Strategy 2020, the human resource strategy needs to be aligned to the strategy as guided by the Secretary General's Objectives. The Moving Forward Together process, which was designed to rightsize the Secretariat in Geneva and the field, has now been concluded and a new Senior Management Team started on 1 July. In this context where HR is expected to facilitate change management as well as support a major disaster in Haiti, HR approach and systems must remain adaptable, effective, and efficient to cope with these organisational challenges.

## Progress towards outcomes

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

#### **Achievements**

- The HR Global team met at the end of June and one of the main issues discussed and agreed upon was a common HR strategic framework in line with Strategy 2020. This strategy was presented to the Global Senior Management meeting held in early July.
- About 15 National Societies who deploy international delegates met with the Federation and ICRC in Vienna in May and discussed common strategic HR matters and specifically lessons learnt on the Haiti operation. A Haiti working group comprising of 6 National Societies and the Secretariat was established to put together a common strategy to resolve HR challenges faced by this operation.
- As planned, the newsletter for the first half of the year was compiled and circulated to improve communication on HR developments.
- A very successful HR Seminar attended by over 100 participants from 42 National Societies, the Federation and ICRC was held in October. During the four days of this seminar, participants were presented with 4 inspiring and thought provoking key note speeches from top professionals within the HR community. There were more than 12

sessions to share best practises and 9 training sessions designed for participants to gain new skills. The seminar was rated excellent by 94% of the participants and 92 % rated it as very relevant to their area of work and 87% rated it very useful to improve participants effectiveness in their work

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

### **Achievements**

- HR supported management to write new descriptions for the senior management positions following a decision to align the Federation management structure to Strategy 2020 and to the New Board priorities. The revised competency framework was utilised and an external hiring agency was utilised to recruit these senior positions.
- A new performance appraisal system which facilitates cascading of the objectives from the Secretary General to everyone in the organisation was developed. The new tool will be rolled out in 2011. It is hoped that this new approach will enhance the performance of the organisation by ensuring that all staff deliverables are aligned to the Secretariat business strategy. The system is also linked with the learning platform and this will enable the organisation to better link performance and staff development.
- Recognising that over 50% of the Heads of Department were to be recruited, the HR department worked with some external head hunting companies to recruit for these key positions. The results of this initiative will be reported in 2011.

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

### **Achievements**

- Following the adoption of the new Staff rules at the General Assembly in November 2009, the process to align the Staff regulations was launched in April. A Staff Regulations Working Group comprising of Staff and Management representatives has been commissioned to look into this project and it is expected that new regulations will be ready for implementation at the beginning of 2011. This project will include a new talent management approach which involves rotation of people to where we need them most.
- A tender to select a new job classification methodology was placed and is under consideration. In the meantime, an interim measure review of all the job descriptions of the positions in Haiti has been commissioned and it is hoped that this project will help to clarify the classification problems experienced in this big operation.
- The main HR Information system (SAP) was evaluated at the end of last year and the recommendations have now been followed up. A project to ensure that employee data is captured at source in the zones is underway and organization management module will soon be implemented.
- In line with the SG objective to improve business processes prioritising Human resources, a business process initiative was launched in September. Four HR business processes; *Recruitment, Performance Management, HR preparedness for Emergencies, Career Development and Talent Management* were established. The work of these various teams is expected to be presented to Senior Management by the end of June 2011.

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

### Achievements

- The annual salary review process, which includes a performance element to it, was concluded in Geneva. The compliance rate of performance appraisals is high in Geneva due to the link with salaries but remains very low in the field where this link has not been implemented. A decision has been made to host the performance management system on the Learning platform to facilitate integration of performance with development and it is expected that the end of year review will be done on this new system.
- Recognizing that S2020 calls for the Federation “*to do more, do better and reach further*”, a new competency framework was developed to support the process of shifting the mindset of staff in the organisation. Systematic rollout to all staff will be initiated early 2011.

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

### Achievements

- The Learning platform, launched in October 2009, is providing a unique 24/7 set of learning opportunities for Secretariat staff and also to NS staff and volunteers. As of June 30<sup>th</sup>, results are very positive:
  - All Secretariat staff is licensed (more than 2.200 staff) and more than 4,700 learners from 165 countries have registered to the platform.
  - More than 7,000 online courses have been taken by the users.
- It is now established that staff are more and more active in looking for learning opportunities and becoming responsible of their own development. Some online courses, such as the WORC (World of Red Cross and Red Crescent), Stay Safe (security course) and Staff Code of Conduct have been widely appreciated and are contributing in improving the overall performance of the organization.
- The Learning Management System introduced at the end of 2009, became an indispensable development tool for hundreds of staff. The flexibility and adaptability of the system used for the Learning platform allows the Federation Secretariat to provide all kind of learning opportunity 24/7 wherever they are located. More than 3,000 online courses of all kind have been taken by the staff. New learning opportunities have been developed in 2010, such as: the Code of conduct for IFRC Staff, Strategy 2020, Introduction to IDRL (International Disaster Response Law), Security for staff and managers. The blended curriculum, consisting of online WORC (Introduction to the World of Red Cross and Red Crescent) was taken by more than 3,000 students together with the 4-day highly interactive classroom training organized 25 times with an average of 25 students by 15 different organizing National Societies is contributing tremendously to ensure a proper induction for all new coordinators and managers.
- One of the most appreciated new features provided by the Learning platform is the reporting functionality, for the first time, managers, HR staff and senior managers have on-time access to all kind of customized reports and dashboards to monitor development progress within the organization.
- The Learning platform is also contributing to the wider Capacity Building agenda of the IFRC; at the end of 2010 more than 8,000 staff and volunteers from 184 National Societies have taken more than 11,000 online courses. The increase rate in December 2010 was +10% users and +15% courses taken every month.
- Following the lessons learnt in 2008 and 2009, another round of “International Managers Effectiveness Learning Journey” (IMELJ) was organized in the Geneva area in November 2010. As for previous years, the selection process involved the senior management. The curriculum, blending for a 12 month journey various development technologies, such as

360° assessment + online course + highly interactive classroom training + individual coaching, has proven its efficiency and its cost effectiveness. 16 participants, coming from all regional zones are now, in 2011, in the process of implementing their own personal development plan assisted by a professional coach.

- Since its launch, IMELJ has created a pool of more than 40 managers with high potentiality for development. This initiative together with a proper on boarding program for new managers (to be implemented in 2011) should provide the organization with a systematic approach to talent management.

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

### **Achievements**

- As previously reported, the HR Group for International Deployment of delegates (HRGIDD) met in Vienna in May to discuss and follow up delegates issues affecting the 3 components of the Movement. The main outcome of this meeting was to resolve the challenges in Haiti and way forward on this operation. A human resource working group comprising of Haitian RC and Donor National Societies and the Federation Secretariat was established. A Human Resource Strategy adviser was recruited and worked with this group to compile an HR Strategy for the Haiti earthquake operation. The HR situation on the ground has improved significantly as a result of the efforts of this group.
- HR operational activities were decentralised to the zones since the beginning of 2008 and this has facilitated various initiatives in the different zones to improve the effectiveness of their HR function. Unfortunately the MENA zone has not been able to work on the same schedule as others as there were considerable delays in establishing the zone office. Recognising that extra efforts were required to bring the zone to the same level as others, funding was made available from the Swedish Red Cross to support the Secretariat efforts in establishing a zone HR function. The funding was made available during the last quarter of 2010 during which an HR delegate worked alongside a nationally-contracted HR co-ordinator. The induction and on-boarding process was successfully conducted. This initiative was well timed as in 2011 when events started unfolding in the zone, the HR function was operational to face the challenge. In 2011. Thanks to the funding still available, the MENA zone will shift its focus to supporting MENA national societies to develop their own HR capacity and functioning as part of the broader Federation's global HR team.

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

### **Achievements**

- Although a good progress has been made to obtain HR information, the evaluation of the HR Information System (SAP) revealed that the overall status of this system is not satisfactory and that HR needed to invest more resources into this area to get satisfactory results. An SAP consultant was recruited to work on this matter and it is expected that the HR reports and analysis will improve significantly in the coming year.

## **Constraints or Challenges**

The Haiti crisis highlighted some issues which would required improvement and have already been integrated in the new Human Resource Strategy in the section focusing on Disaster Response and Surge Capacity, such as:

- Rapid deployment of staff and volunteers from neighbouring countries,
- Sufficient pool of multilingual staff,

- Lack of relevant expertise and competencies within the local environment,
- Ability to integrate lessons learnt from previous similar conditions,
- High turnover due to challenging living and working conditions.

Another challenging area for Human Resources is related to the set of programs and activities grouped under Humanitarian Diplomacy. This strategic priority will require a new set of competencies and skills which will have to be identified, mapped and developed within the Federation own pool of resources or identified within existing or new partners.

In addition, in line with strengthening country focus and integration of our staff into National Society structures, Secretariat staff are already experiencing that their role is shifting from programme management and coordination to “enabling and facilitation” .This change will require profound alignment, not only in the HR procedures and systems, but also in the competencies and skills required to make this process effective.

## Working in partnership

A lot of collaboration on HR management is taking place within the Movement, as narrated in this report. Efforts are also being made by the global HR team to learn new HR trends and share best practises by attending seminars organised by private organisations and head-hunters, on strategic HR management matters. The Head of HR was nominated with 2 other Heads to attend a Leadership training at Thunderbird University in USA and this learning venture has now fostered a new relationship with this University.

The Learning and Development Unit has been actively involved in sessions organized by the Geneva Learning Network where UN organizations share practices and knowledge. As was done last year, the HR seminar will invite guest speakers from other organisations who work in partnership with us and the learning points have been identified in terms of HR in emergencies, Staff wellbeing and talent management.

## Contributing to longer-term impact

The investment in HR management capacity in the International Federation and in National Societies is fundamental to assure the delivery of the organisation’s goals:

- A clear and well-aligned HR strategy will enable a coherent HR management approach in the International Federation.
- Improved leadership and management in the field will impact directly on service delivery to NS.
- Effective zone HR management will broaden the International Federation’s ability to reach out to all people in places of operation, thereby increasing diversity targets.
- The new learning and development approach will enhance the organisation’s ability to retain and develop a strong professional talent base.

## Looking ahead

The Secretary General prioritised improvement of HR business processes as a priority. As reported, this initiative has been launched and the recommendations from the business improvement teams will be the main focus of HR work in 2011.

How we work	
<p><i>All Federation assistance seeks to adhere to the <a href="#">Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief</a> and is committed to the <a href="#">Humanitarian Charter and Minimum Standards in Disaster Response (Sphere)</a> in delivering assistance to the most vulnerable.</i></p>	
<p>The IFRC's vision is to:</p> <p>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.</p>	<p>The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:</p> <ol style="list-style-type: none"><li>1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.</li><li>2. Enable healthy and safe living.</li><li>3. Promote social inclusion and a culture of non-violence and peace.</li></ol>
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