Emergency Personnel Network Seventh Seminar (EPN 7)

“Management Development for Emergencies”

Final Report

Wednesday 8\textsuperscript{th} to Friday 10\textsuperscript{th} June 2005

at

Conferentiehotel Willibrordhaeghe
Deurne The Netherlands

Report by Sheryl Haw
EPN Convenor
# Contents

A short summary report is also available, in English and French, on the EPN website at [http://www.redr.org/redr/support/practice/epn/](http://www.redr.org/redr/support/practice/epn/)

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<td>Drafting an Effective Strategy: Mr. Chris Bressey</td>
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<td>Priorities for HR: Mr. Peter Troy</td>
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<td>Performance Management: Ms Emma Jowett</td>
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Executive Summary

At the start of the EPN 7 conference we briefly touched on the hopes and expectations of what this time would bring:

- Networking
- Benchmarking
- Learning
- Discussing
- Collaboration
- Sharing
- Co-ordination
- Partnerships
- Quality
- Improvement Process
- Planning
- Action

From the feedback received each of these points have been achieved to a certain degree, though there is always room to improve. The last point, “ACTION”, now lies with you.

Learning Outcomes from EPN 7

<table>
<thead>
<tr>
<th>ROI – Return On Investment: our staff are our greatest asset. We need to invest in them through training and development in order to reap the return of seeing the impact of qualified, experienced, motivated and effective managers in action. That certainly will not harm our image!</th>
<th>Talent management definitely has a place in HRM. Learning the skills and process of developing career dialogue space, staff development plans and succession planning are all part of ensuring retention problems are overcome</th>
</tr>
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<tr>
<td>Staff mobility needs to be further researched and built into contracts, as the lessons learnt indicate that the more experienced staff often choose “easier” locations</td>
<td>Budget requirements for staff development should be built into the agencies overall financial plan. This means senior management “buy-in” is key</td>
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<td>Collaboration and methodologies to cope with surge demands, using both international and national staff more comprehensively is required</td>
<td>HR staff should be deployed with emergency response teams and when high intake of staff is necessary</td>
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<td>Line managers should have more HR training</td>
<td>A generic security officer job description would be helpful to be developed and shared</td>
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<tr>
<td>Evaluating and ensuring job descriptions are in fact “doable”.</td>
<td>Finding means of speeding up recruitment and deployment processes, especially in emergency surges e.g. generic job descriptions</td>
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Thanks to our Donor DFID

The EPN / conference was funded by DFID through RedR-IHE who sub contracted People In Aid to organise and implement the event. Acknowledgement and thanks go to them for their investment and support of this highly successful and fruitful networking opportunity.

Mandate of EPN:

To improve the ability of participating organisations, both individually and as a community, to find, select, prepare and retain human resources for emergency operations.
**EPN Conferences to Date**

The previous 6 EPS/Ns demonstrate how they have captured this mandate in addressing the following main themes:

**EPS 1 (Dublin – Nov ’97).** Main theme: to increase knowledge for decision making, identify areas and mechanisms for collaboration, and to reach agreement on follow-up action. 39 participants attended from 33 different agencies.

**EPS 2 (Brussels – Apr ’98).** Main theme: to improve the ability of participating organisations, both individually and as a community, to find, select, prepare and retain personnel for emergency operations. 54 participants attended from 43 different agencies.

**EPS 3 (New York – Apr ’00).** Main theme: “In Kosovo’s Shadow” (reflecting more generally on the problems of mass mobilisations). 41 participants attended from 39 different agencies.

**EPN 4 (Coventry – Jun ’02).** Main theme: “Finding and developing good field managers for relief assignments” with a secondary theme: “Ensuring the safety and security of field staff on relief missions”. 50 participants attended from 28 different agencies.

**EPN 5 (Evian June ’03).** Main theme: “Thinking ahead, acting now – Proactive Human Resource Planning for Emergencies”. 51 participants attended from 35 different agencies.

**EPN 6 (Barcelona June ’04).** Main theme: “Good HR Management for Nationally Recruited Staff – An under-utilised Resource”. 56 participants attended from 38 different agencies.

**EPN 7 (Deurne June ’05).** Main theme: “Management Development for Emergencies” 59 participants attended from 47 different agencies.

**EPN 7 Statistics**

Total No. People Attending: ..........59

No. Of Participants: .......................48

No. Of Guest Speakers: .....................7

EPN Staff:.................................4

New Organisations Attended ..........11

Attendees for the 1st Time:        33

Attendees for the 2nd Time:...........12

Attendees for the 3rd Time:..........5

Attendees for 4th – 6th Time:...........8
**Final Agenda**

**OPTIONAL EVENING**  
Tuesday 7th June 2005

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Speaker / Facilitator</th>
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<tbody>
<tr>
<td>18:00 onwards</td>
<td>Arrival – relaxation</td>
<td>Ms. Christine Mallinson EPN Event Co-ordinator</td>
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<tr>
<td></td>
<td>• For all participants arriving early</td>
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<td></td>
<td>• Relaxation and networking</td>
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**Wednesday 8th June 2005**

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Speaker / Facilitator</th>
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<tbody>
<tr>
<td>08:00 – 09:00</td>
<td>Breakfast: For Tuesday arrivals ONLY</td>
<td>Ms. Christine Mallinson EPN Event Co-ordinator</td>
</tr>
<tr>
<td>10:00 – 12:00</td>
<td>Arrival and Registration</td>
<td>Mr. Jonathan Potter EPN Group Chair, Executive Director People In Aid</td>
</tr>
<tr>
<td>Official Start</td>
<td>Welcome and Introductions</td>
<td>Ms. Sheryl Haw EPN Convener</td>
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<tr>
<td>12:00 – 12:15</td>
<td>Introducing EPN 7</td>
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<td></td>
<td>• Mandate of EPN</td>
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<td></td>
<td>• Expectations for the conference.</td>
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<tr>
<td>12:30 – 13:30</td>
<td>Lunch</td>
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<tr>
<td>14:00 – 14:30</td>
<td>Opening Address</td>
<td>Mr. Pim Kraan Deputy Head of Humanitarian Aid Division at the Ministry of Foreign Affairs, Netherlands</td>
</tr>
<tr>
<td>14:30 – 15:15</td>
<td>Becoming World Class Players</td>
<td>Professor Eelco H Dykstra MDP Professor in International Emergency Management, Dept. of Health Policy and Management University of Kuopio, Finland</td>
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<td>• Review of trends noted in emergency responses over the last 10 years</td>
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<td>• Outlining what constitutes a world class player</td>
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<td>• Addressing ways to improve management development in emergencies</td>
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<td></td>
<td>• Anticipating future trends and how we can prepare our managers</td>
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<tr>
<td>15:15 – 15:30</td>
<td>Plenary Group Discussion</td>
<td>Ms. Emma Jowett EPN Facilitator</td>
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<td></td>
<td>• Opportunity to address speaker and share views on “Becoming World Class Players”</td>
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<tr>
<td>15:30 – 16:00</td>
<td>Tea / Coffee Break</td>
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<tr>
<td>16:00 – 17:00</td>
<td>Lessons Learnt or Not?</td>
<td>Mr. Toby Porter Emergency Director Save the Children UK</td>
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<tr>
<td></td>
<td>• Characteristics of rapid onset and complex disasters</td>
<td>Ms. Florence Daunis HR Director ACF</td>
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<td></td>
<td>• Staffing needs: Highlighting problems encountered in the Darfur Crisis and the Asian Tsunami</td>
<td>Ms. Katherine Galliano Head of HR MSF UK</td>
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<td>• Reviewing what HR management issues were and how they were handled</td>
<td>Mr. Tim Hayward Head of Training and Learning Dept. RedR-IHE</td>
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<td></td>
<td>• Recommendations arising from lessons learnt</td>
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<tr>
<td>17:00 – 17:30</td>
<td>Plenary Group and Panel Discussion</td>
<td>Ms. Emma Jowett EPN Facilitator</td>
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<tr>
<td>Time</td>
<td>Activity</td>
<td>Facilitators</td>
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| 17:30 – 18:15| Working Groups:  
1. Mapping the critical distinctions and problems raised in each type of crisis. Suggested strategic responses  
2. Before, during and in-between crises – considering ways to ensure continuing development of managers  
3. Development of an upward appraisal tool for staff to evaluate their managers. Exploring approaches for developing managers through feedback appraisals  
4. Open Topic: Humanitarian masters: managerial competencies | Ms. Laura Byrne, RedR-IHE  
Ms. Elaine Sullivan, SCF-UK  
Mr. Andy Buchanan, DFID  
Ms. Emma Jowett, EPN |
| 18:15 – 18:45| Report Back from Working Group:  
• Key outcomes presented by each working group | Ms. Emma Jowett  
EPN Facilitator |
| 19:00 – 20:00| Networking Reception  
• Meet participants and speakers informally over refreshments | EPN Facilitator |
| 20:00 onwards| Dinner | |

**Thursday 9th June 2005**

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<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Facilitators</th>
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| 07:00 – 08:30| Breakfast | Ms. Emma Jowett  
EPN Facilitator |
| 08:45 – 08:50| Preview of the day | Ms. Emma Jowett  
EPN Facilitator |
| 08:50 – 09:35| Working in a Global Environment  
• Investing in a global workforce  
• HR support systems needed | Mr. Jamie McGoldrick  
Chief of the surge capacity unit, OCHA |
| 09:35 – 09:45| Plenary Group  
• Opportunity to address speaker | Ms. Emma Jowett  
EPN Facilitator |
| 09:45 – 10:15| Case Study: The Role of a Talent Manager in Humanitarian Aid  
Looking at how the role of a Talent Manager evolved and what impact it is currently having in Oxfam GB | Ms. Christine Newton  
HR / Talent Manager – Oxfam GB |
| 10:15 – 10:30| Report on Inter-Agency Working Group and The Emergency Capacity Building Project (ECB)  
• Update on how 7 NGOs focus on a collaborative effort on common strategic and operational challenges  
• Development of the ECB Project funded by the Gates Foundation | Mr. Mark Hammersley  
Independent Consultant |
| 10:30 – 10:45| Plenary Group and Panel Discussion  
Opportunity to address speakers | Ms. Emma Jowett  
EPN Facilitator |
| 10:45 – 11:15| Tea / Coffee Break | |
| 11:15 – 12:15| Working Groups:  
1. Cultural considerations: investing in a global workforce  
2. Cultural considerations: investing in a global workforce  
3. Security Management: Responsibility of the Manager  
4. Open Topic: Decentralisation of HR | Mr. Jan Jansen, PSO  
Ms. Lucy Markby, MANGO  
Ms. Laura Byrne, RedR-IHE  
Ms. Christine Newton, Oxfam GB |
| 12:15 – 12:30| Report Back from Working Group:  
Key outcomes presented by each working group for groups 3 and 4 | Ms. Emma Jowett  
EPN Facilitator |
| 12:30 – 14:00| Lunch | |
| 14:00 – 14:45| Talent Management in the Corporate World  
• Looking at what talent management is and why it is being increasingly adopted in the corporate world | Mr. Frank Keepers  
Group Director of Talent Management, TNT |
| 14:45 – 15:00| Plenary Group and Panel Discussion  
Opportunity to address speaker | Ms. Emma Jowett  
EPN Facilitator |
| 15:00 – 15:15| Report Back from Working Group:  
Key outcomes presented by each working group for groups 1 and 2 | Ms. Emma Jowett  
EPN Facilitator |
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<th>Time</th>
<th>Event</th>
<th>Facilitators</th>
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<tr>
<td>15:15 – 16:15</td>
<td><strong>Working Groups:</strong>&lt;br&gt;1. Secondments; Experience Visits; Internships: pros and cons&lt;br&gt;2. Coaching and mentoring: different options&lt;br&gt;3. Succession Planning / Handovers: the reality vs. ideal – how to overcome the gap&lt;br&gt;4. Open Topic: Should or even must we adapt to business models</td>
<td><strong>Facilitators:</strong>&lt;br&gt;Ms. Elaine Sullivan, SCF UK&lt;br&gt;Ms. Florence Daunis, ACF&lt;br&gt;Mr. Jonathan Potter, People In Aid&lt;br&gt;Mr. Michel Farkas, MSF-H</td>
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<tr>
<td>16:15 – 16:45</td>
<td><strong>Tea / Coffee Break</strong></td>
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<tr>
<td>16:45 – 17:15</td>
<td><strong>Report Back from Working Group:</strong>&lt;br&gt;Key outcomes presented by each working group</td>
<td>Ms. Emma Jowett, EPN Facilitator</td>
</tr>
<tr>
<td>17:15 – 18:00</td>
<td><strong>Drafting an effective strategy:</strong>&lt;br&gt;Strategically planning and preparing our future leaders</td>
<td>Mr. Chris Bressey, HPM Programme Manager - Bioforce</td>
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<tr>
<td>19:00 – 20:00</td>
<td><strong>Dinner</strong></td>
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<td>2100 onwards</td>
<td><strong>Humanitarian Aid Quiz Challenge</strong></td>
<td>Ms. Lucy Markby, MANGO</td>
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**Friday 10th June 2005**

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<tr>
<td>07:00 – 08:30</td>
<td><strong>Breakfast</strong></td>
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<tr>
<td>08:45 – 08:50</td>
<td><strong>Preview of the day</strong></td>
<td>Ms. Emma Jowett, EPN Facilitator</td>
</tr>
<tr>
<td>08:50 – 09:35</td>
<td><strong>Priorities for HR</strong>&lt;br&gt;- Donor Perspectives&lt;br&gt;- Use of Consultants / Permanent Staff</td>
<td>Mr. Peter Troy, Head of Humanitarian Programmes Team, Conflict and Humanitarian Affairs Department, DFID</td>
</tr>
<tr>
<td>09:35 – 10:00</td>
<td><strong>Plenary Group</strong>&lt;br&gt;- Opportunity to address speaker</td>
<td>Ms. Emma Jowett, EPN Facilitator</td>
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<tr>
<td>10:00 – 10:30</td>
<td><strong>Tea / Coffee Break</strong></td>
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<tr>
<td>10:30 – 11:15</td>
<td><strong>Performance Management:</strong>&lt;br&gt;- Theory and practice in emergency settings&lt;br&gt;- Define what is meant by accountability</td>
<td>Participants / Ms Emma Jowett</td>
</tr>
<tr>
<td>11:15 – 12:00</td>
<td><strong>HR Tool Box</strong>&lt;br&gt;- Looking at the relevant ‘management development’ tools highlighted by participants over the course of the conference&lt;br&gt;- Identifying additional tools suggested by EPN participants in which could be included in an EPN ‘Management development’ tool box developed subsequently</td>
<td>Mr. Ben Emmens, Human Resource Service Manager – People In Aid</td>
</tr>
<tr>
<td>12:00 – 12:10</td>
<td><strong>Emergency Personnel Network:</strong>&lt;br&gt;- Evaluation / Feedback</td>
<td>Ms. Sheryl Haw, EPN Convener</td>
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<td>12:10 – 12:15</td>
<td><strong>Closing Session</strong></td>
<td>Mr. Jonathan Potter, EPN Group Chair, Executive Director, People In Aid</td>
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<tr>
<td>12:30 – 13:30</td>
<td><strong>Lunch and Departure</strong></td>
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## List of Participants

<table>
<thead>
<tr>
<th>Surname</th>
<th>Agency</th>
<th>Title</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ausmus</td>
<td>Catholic Relief Services</td>
<td>Emergency Recruiter</td>
<td><a href="mailto:gausmus@catholicrelief.org">gausmus@catholicrelief.org</a></td>
</tr>
<tr>
<td>Barber</td>
<td>World Vision International</td>
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<tr>
<td>Bastawy</td>
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<tr>
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<td>Head, Staffing Unit</td>
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</tr>
<tr>
<td>Bøgh</td>
<td>Save The Children Denmark</td>
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<td><a href="mailto:cb@redbarnet.dk">cb@redbarnet.dk</a></td>
</tr>
<tr>
<td>Brenninkmeijer</td>
<td>Cordaid</td>
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<td><a href="mailto:katja.brenninkmeijer@cordaid.nl">katja.brenninkmeijer@cordaid.nl</a></td>
</tr>
<tr>
<td>Bressey*</td>
<td>Bioforce</td>
<td>HPM Manager</td>
<td><a href="mailto:c.bressey@bioforce.asso.fr">c.bressey@bioforce.asso.fr</a></td>
</tr>
<tr>
<td>Brons</td>
<td>Centre for Safety and Development</td>
<td>Director</td>
<td><a href="mailto:e.brongs@centreforsafety.org">e.brongs@centreforsafety.org</a></td>
</tr>
<tr>
<td>Buchanan</td>
<td>Crown Agents/DFID</td>
<td>HR Manager</td>
<td><a href="mailto:a-buchanan@DFID.gov.uk">a-buchanan@DFID.gov.uk</a></td>
</tr>
<tr>
<td>Bueno</td>
<td>Consultant</td>
<td>Programme Manager</td>
<td><a href="mailto:palomabueno@yahoo.com">palomabueno@yahoo.com</a></td>
</tr>
<tr>
<td>Byrne</td>
<td>RedR-IHE</td>
<td>Recruitment Services Manager</td>
<td><a href="mailto:laura@redr.org">laura@redr.org</a></td>
</tr>
<tr>
<td>Chauhan</td>
<td>Oxfam GB</td>
<td>Regional HR Advisor</td>
<td><a href="mailto:mchauhan@oxfam.org.uk">mchauhan@oxfam.org.uk</a></td>
</tr>
<tr>
<td>Colvin</td>
<td>Tearfund</td>
<td>International Personnel Officer</td>
<td><a href="mailto:Gary.Colvin@tearfund.org">Gary.Colvin@tearfund.org</a></td>
</tr>
<tr>
<td>Conway</td>
<td>Concern Worldwide</td>
<td>HR Manager</td>
<td><a href="mailto:annabelle.conway@concern.net">annabelle.conway@concern.net</a></td>
</tr>
<tr>
<td>Dalton</td>
<td>GOAL</td>
<td>Personnel Manager</td>
<td><a href="mailto:ddalton@goal.ie">ddalton@goal.ie</a></td>
</tr>
<tr>
<td>Dato*</td>
<td>MdM</td>
<td>Executive Board Member</td>
<td><a href="mailto:josephdato@yahoo.fr">josephdato@yahoo.fr</a></td>
</tr>
<tr>
<td>Daunis*</td>
<td>Action Contre la faim - France</td>
<td>HR Director</td>
<td><a href="mailto:fdaunis@actioncontrelafram.org">fdaunis@actioncontrelafram.org</a></td>
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<td>De Ruiter</td>
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<td>HR Officer</td>
<td><a href="mailto:edward.de.ruiter@cordaid.nl">edward.de.ruiter@cordaid.nl</a></td>
</tr>
<tr>
<td>Dykstra*</td>
<td>University of Kuopio, Finland</td>
<td>Professor in International Emergency Management</td>
<td><a href="mailto:Dykstra@messi.uku.fi">Dykstra@messi.uku.fi</a></td>
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<tr>
<td>Eaton</td>
<td>World Vision UK</td>
<td>International Staff Recruiter</td>
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<tr>
<td>Emmens*</td>
<td>People In Aid</td>
<td>HR Services Manager</td>
<td><a href="mailto:ben@peopleinaid.org">ben@peopleinaid.org</a></td>
</tr>
<tr>
<td>Farkas</td>
<td>MSF Holland</td>
<td>Head of HRM</td>
<td><a href="mailto:michel.farkas@amsterdam.msf.org">michel.farkas@amsterdam.msf.org</a></td>
</tr>
<tr>
<td>Galliano*</td>
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### The 2005 EPN Steering Group

#### EPN Steering Group

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Session Reports

**Opening Address: Mr. Pim Kraan**
Deputy Head of Humanitarian Aid Division at the Ministry of Foreign Affairs, Netherlands

The Opening Address speech was given by Mr. Pim Kraan, who had stepped in to replace Mr. Simeon Tuinstra, who was unable to make the conference. Mr. Kraan’s background included 10 years of NGO work starting in 1991 in the Kurdish / Iraq emergency and including field work in Rwanda in 1994 where he worked with MSF.

**Summary of Learning Points**

<table>
<thead>
<tr>
<th>4 key trends reflecting the evolution in quality of humanitarian aid:</th>
<th>Recognition of the Good Donorship Process and the vital role donors such as the Netherlands play in providing adequate, flexible, predictable funding</th>
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<tr>
<td>Development of a number of standards and codes</td>
<td>Resources should be allocated according to need, and aid should reach all people in distress – not only victims of highly visible disasters</td>
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<td>Lessons learnt from previous evaluations of emergency responses</td>
<td>Human Resource Management developments – People In Aid Code of Good Practice and EPN</td>
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<td>Accountability to donors and beneficiaries increasing – Humanitarian Accountability Partnership International</td>
<td>Donors are also developing Good Humanitarian Donorship indicators to measure their own performance. And they are drawing up domestic strategies to help them to live up to the Principles</td>
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<tr>
<th>Update given on the donor initiative to create funding pools which are planned for trial in DRC and Sudan (see speech notes below)</th>
<th>Acknowledgement of the proposal for the reform of the humanitarian aid system</th>
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<th>Increasing demand for professionalism amongst donor partners (UN agencies, NGOs, the military, companies and volunteers.)</th>
<th>The Netherlands remain committed to keeping a strong support of NGO quality initiatives like Sphere, ALNAP and HAP International</th>
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<th>The Netherlands is maintaining a firm position about its longstanding priority – a central coordinating role for OCHA. This will mean strengthening the mandate of the Emergency Response Co-ordinator and increasing funding for further staffing of OCHA</th>
<th>Monitoring and compliance remaining the responsibility of the NGO sector through self regulation, peer review, etc</th>
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<tr>
<th>Do not see it as a donor’s role to be responsible for NGO staffing development. This should be the direct responsibility of NGOs. Financing reflected in higher salaries of highly qualified staff is understandable</th>
<th>Development of training modules for NGO staff to better prepare them to deal with complex emergencies</th>
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<th>Volunteers: Although it may be noble to volunteer, the sector has the duty to maintain the standard of professional aid, thus recommendation of the EU Volunteer Corps is not considered a good idea</th>
<th>On going work with the military: The Netherlands humanitarian aid department lectures on CIMIC (Civil Military Co-ordination) at the Dutch Defence College with a focus on respect for international humanitarian law and the mandate of aid workers</th>
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<th>Aid is a profession, and young people should not be sent into hostile environments to gain experience without the proper training</th>
<th>Policy and Operations Evaluation Department is currently making an independent assessment of the results of Dutch Humanitarian Assistance from 2000 to 2004. The results will be shared with the Parliament and the public</th>
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Address:
It gives me great pleasure to open the seventh EPN Seminar, Management Development for Emergencies. The last ten years have witnessed significantly greater professionalism in the humanitarian aid sector. I am glad to say that the process is ongoing and that we have become serious about the need to improve the quality of humanitarian aid. Although many trends reflect this evolution, allow me to focus on four in particular.

First, different sets of standards have been drawn up – the Code of Conduct of the Red Cross Movement, the Sphere standards, the Guidelines on Civil and Military Co-operation from the United Nations Secretary-General, for example.

Second, we have become familiar with drawing lessons from the evaluations of our responses to man-made and natural disasters. We have learned a great deal from the joint donor evaluation of the emergency assistance to Rwanda. And, in this vein, I would like you to know that Mr. Tuinstra, who should have been here instead of me, will also be addressing your colleagues tomorrow at the biannual ALNAP meeting at the Ministry of Foreign Affairs in The Hague where the main topic will be the Tsunami Evaluation Coalition.

Third, accountability to donors and beneficiaries is an issue to which attention is increasingly being paid – and rightly so. HAP International is even trying to set up a self-regulatory body by means of an accreditation system.

And finally, the question which concerns you most – human resource management. HRM is now a greater priority of relief agencies than ever before. The People In Aid Code of Good Practice and the Emergency Personnel Network are testimony to this positive development.

Where do donors feature in all this? Before explaining how the Netherlands promotes its partners’ professionalism, I would like to say a few words about the Good Humanitarian Donorship process. Clearly, the quality of humanitarian aid depends on more than only the performance and accountability of operational aid agencies. The role of donors is equally important. There are significant shortcomings in the way we respond to crisis situations, in terms of how we co-ordinate our response and the level of commitment we show. The Netherlands and several other major donors are eager to address these concerns. Implementing agencies can do their jobs well only if donors provide adequate, flexible, predictable funding. Resources should be allocated according to need, and aid should reach all people in distress – not only victims of highly visible disasters.

In June 2003, a group of major humanitarian donors adopted 23 Principles of Good Humanitarian Donorship. Donors now have a framework to guide them in improving the way they operate. And different types of international and national action have been taken. There have been real accomplishments but much remains to be done. Let me give you a few concrete examples of current activities. In order to ensure flexible, predictable funding, several key donors, including the Netherlands, will be starting to experiment with pooled funding in the DRC and Sudan. This means that instead of financing UN-agencies, we will provide funds to the UN Humanitarian Co-ordinator. He/she will then, in consultation with the UN country team, decide how the money will be allocated. Donors are also developing Good Humanitarian Donorship indicators to measure their own performance. And they are drawing up domestic strategies to help them to live up to the Principles.

However, let me focus more specifically on the professionalism of our partners. The subject is very broad. Partially this is due to the proliferation of actors in the humanitarian arena. Yes, we are demanding professionalism, but how we go about demanding it depends on the actor in question. Let me name the most important ones: UN agencies, NGOs, the military, companies and volunteers.
Let me start with our **UN partners**. I assume that that you are all somewhat familiar with the present discussion on the reform of the international humanitarian system. The British Secretary of State for International Development, Hilary Benn, has come up with a set of far-reaching proposals. At the request of the Emergency Relief Co-ordinator, Jan Egeland, the Humanitarian Response Review is now being undertaken and should produce several concrete recommendations. UN Secretary-General Kofi Annan made some interesting suggestions in his report for the UN Summit 2005 in September. So there seems to be a momentum for changes for the better. The Netherlands is maintaining a firm position about its longstanding priority – a central co-ordinating role for OCHA. In concrete terms, this translates into greater capacity for the OCHA offices in Geneva and New York and in the field. We also need a stronger mandate for the Humanitarian Co-ordinator in the field. ERC Jan Egeland recently asked the donors for more money. Money to hire more staff – and keep them – because poor job security and the tremendous demands of the profession make staff turnover at OCHA the highest in the UN system. It looks like a number of donors will be responding to Egeland’s call. The Netherlands will be one of them.

Still, in meetings with the ERC we also emphasise the need for better human resource management. The UNDAC teams, for example, must be deployed sooner and in greater numbers. The UN surge capacity needs an upgrade. The creation of a new pool of a hundred protection officers is the latest step forward in this area. And a stronger position for the Humanitarian Co-ordinators is essential for keeping track of developments and spending pooled aid money well. But in addition to more financial powers for HCs, high qualifications for the job will become even more important. The HCs will need to have an impressive list of skills, including organisational, financial, managerial, advocacy and negotiation abilities. Several ideas have been floated to get more highly qualified people for the HC posts – from higher incentives to changes in the selection process and better training. And, as Good Humanitarian Donors, we will of course need to provide the funding for more capacity and better qualified people in other parts of the system as well.

What about our **NGO partners** and professionalism? We are trying different ways to promote the quality of the aid NGOs provide. As I have already said, we are strong supporters of NGO quality initiatives like Sphere, ALNAP and HAP International. We do not however go so far as to monitor whether the NGOs we finance adhere to or comply with developed quality and accountability standards. We value the importance of monitoring to promote quality but believe the NGO sector should take the responsibility for doing this. We are very much in favour of more action in the field of self-regulation, peer reviews, and the like.

We are in no way directly involved in bringing up to standard the quality of NGO-staff. We provide funds for concrete aid projects, including staff financing. But that is as far as it goes. Although we do require that a project achieves its objectives and be carried out efficiently and effectively, how NGOs go about their work is really up to them. We do not get involved in staff development and look only at results. Surprisingly, we have hardly any discussions about staff salaries with NGOs that apply for funding. I believe that we would not automatically object to the argument that the budget line on staff costs is high because better qualified people are more expensive.

A final point I would like to make about NGOs, concerns security training. Since the abduction of the MSF aid co-ordinator Arjan Erkel in Dagestan, we have been discussing security with our NGO partners. We are developing training modules for NGO staff to better prepare them to deal with complex emergencies. Both the Ministry of Defence and a Dutch NGO Centre for Safety and Development are developing training modules. These include training on how to behave at check points, mine awareness, first aid, basic knowledge of weapon systems – no, not how to use them, but how to avoid being hurt – and techniques for surviving abduction and hostage taking.
In addition to our UN partners and NGOs, we are also working with the military. The humanitarian aid department lectures on CIMIC at the Dutch Defence College with a focus on respect for international humanitarian law and the mandate of aid workers. We explain to aid workers that there is no such thing as a humanitarian space separate from a military space but only a common space to be used by aid workers and the military. And they also explain that it is better to discuss how to coexist and - where necessary - to co-operate, in line with established International Humanitarian Law. Because aid workers do not bring security and the military is not the preferred instrument for development cooperation.

Companies are also becoming more and more involved in providing humanitarian aid – not all of them so openly. A very good example is TNT Logistics and Mail, a Dutch company that provides expertise, transport and personnel to the WFP. After the tsunami, the company provided millions of dollars’ worth of cargo planes, trucks, light vehicles and staff. Both ends benefit from this partnership. TNT gets more professional, better motivated staff and WFP improves its standards and response capacity.

This brings me to the last group – the volunteers. Although it may be noble to volunteer, we also have the duty to maintain the standard of professional aid. From a humanitarian perspective, the EU volunteer corps referred to in the European Constitution is not a good idea – which is not the reason why almost 2/3 of the Dutch population voted against the European Constitution last week. Aid is a profession, and young people should not be sent into hostile environments to gain experience without the proper training. It is too dangerous. Not only for them. As we know all too well, humanitarian interventions can make things even worse. After the tsunami, the Ministry of Social Affairs in the Netherlands encouraged unemployed Dutch people to go to the region to help – without losing their social benefits. A nice idea of course but not very professional for the aid recipients.

Allow me a last comment on how we deal with the issue of professionalism at the Ministry. As already mentioned, we are strong supporters of the Good Humanitarian Donorship initiative. But I would like to end with a few words about human resources. You probably know that Ministry of Foreign Affairs staff rotate every three or four years. This means that the people in the Humanitarian Aid Division were not recruited as humanitarians. We are of course not an implementing agency and different experience, knowledge and skills are required. Still, we need to be able to communicate and co-operate well with our partners and some level of commonality in thinking is desirable. We make an effort to achieve this goal through training, keeping up with new research and regular dialogue with our partners. Maybe not as much as we would like, since, like everyone else, we lack capacity and too often are too busy. But we do get positive feedback about what we do. Hopefully, not only because we provide funds. We may learn the reason very soon because our Policy and Operations Evaluation Department is currently making an independent assessment of the results of Dutch Humanitarian Assistance from 2000 to 2004. The results will be shared with the Parliament and the public. We will be the subject of scrutiny and the Minister will have to formally address the evaluators’ findings. I am sure that there will be interesting lessons learned. The final recommendations will be taken into account next year when a new Humanitarian Policy Statement is prepared.

I would like to wish all of you a very productive meeting. Holding the meeting in Deurne instead of Amsterdam is probably very good for productivity since you will not be distracted here. Still, I hope you enjoy your stay in the Netherlands.
Becoming World Class Players: Eelco H. Dykstra, MD
Professor of International Emergency Management

Professor Dykstra travelled from Washington with his family to participate in the EPN 7 conference, convinced that such a network was vital to support the professional development of the sector. He is currently working with the International Emergency Management Institute for Crisis, Disaster and Risk Management (ICDRM), The George Washington University, Washington D.C. and The University of Kuopio, Finland, in the Department of Health Policy and Management, Faculty of Social Sciences, lecturing in the Risk, Emergency, Safety and Security Programme as well as lecturing in the Master Class Programme linked to the Institute for Crisis Disaster and Risk Management. His most recent assignments have been:

- Nabire Earthquake, Papua Province, Indonesia where he conducted Master Classes for Governor J. Solossa’s cabinet members and international relief agencies to extract ‘lessons learned’.
- Senior Adviser East Africa. His task was to design, monitor and evaluate USAID/IMC programs, including the organization of an international conference in Nairobi "Emergency Management in Africa”.
- Marmara Earthquake, Turkey
- Sarajevo/Bosnia and Herzegovina, holding conferences and making recommendations to improve local emergency preparedness and response capabilities

Summary of Learning Points

<table>
<thead>
<tr>
<th>It is vital to not only teach strategic theory in emergency management but to help managers impose / input this directly into real situations. This way they learn the functional role as well as learn how to develop and use policy recommendations</th>
<th>Understanding the need to quantify ROI (Return On Investment) in terms of all HR management issues</th>
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<tr>
<td>Aid workers should not ask “How good are we”, but rather we should be asking “How good is good enough?”</td>
<td>The status of HR within an organisation should be re-evaluated and accredited appropriate authority and given the necessary investment</td>
</tr>
<tr>
<td>Collaboration and sharing of information is a necessary step in progress in emergency response</td>
<td>The trend of professionalism challenges amateurs / volunteer roles</td>
</tr>
<tr>
<td>A challenge to pursue greater understanding of the role of military (CIMIC - Civil Military Coordination)</td>
<td>Its not numbers that make a good staff resource pool – its quality of staff</td>
</tr>
<tr>
<td>Recognition that there is an interconnectivity to processes and one can’t have one without the other: standardisation to information sharing to accountability to benchmarking to ROI</td>
<td></td>
</tr>
</tbody>
</table>

Master Class Training in Emergency Management

A brief summary was given of what the Master Class course constituted. The target audience was local governments and authorities and the main emphasis of the training sessions was to expose the participants to strategic approaches to emergency management and strategic concepts. The training culminates in helping the participants impose their conclusions and input their strategic concepts into real situations.

Introduction

Below are some comments noted in headlines connected to the HR sector which reveal a number of the current topics that are needing to be debated:

- “Executives Think Little of HR’s Strategic Value”
- “Understanding Expatriate ROI (Return On Investment): Improving the Bottom Line”
“Diversity Management in a Global Context”
“Best Practices for Global Knowledge Management”
“Global/Local Balancing Act Falls to HR”

Questions asked: How does your organisation view your role in the HR department?

<table>
<thead>
<tr>
<th>Questions</th>
<th>Possible Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. In your organisation, are you treated as:</td>
<td>• High Level Clerk? • Professional? • Both?</td>
</tr>
<tr>
<td>2. In your work, are you involved in:</td>
<td>• High Level Clerical Work? • Organisation-wide Strategic Policy Planning and Implementation? • Both?</td>
</tr>
</tbody>
</table>

Review of Current Trends in the Emergency Response Sector
Professor Dykstra commented that there was currently an over emphasis on response to the neglect of other areas. The continuum of disaster management was outlined as:
• Prevention: planning often based on the premises that disaster will not happen
• Preparedness: planning done based on the belief that it will happen
• Response
• Recover
• Rehabilitation
• Advocacy
• Legislation

(Web site to follow above in more detail: www.riskinstitute.org - Outlines early Warning Systems)

Over the last 10 years we have seen the following evolution:

<table>
<thead>
<tr>
<th></th>
<th>From Relief to Development</th>
<th>LRRD¹ becoming increasingly important</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>From Tactics to Strategy</td>
<td>Strategic planning essential</td>
</tr>
<tr>
<td>3</td>
<td>From Disasters to Emergencies</td>
<td>An agency will only be as good as their routine emergency response is</td>
</tr>
<tr>
<td>4</td>
<td>From “Best” to “Good” Practice</td>
<td>Recognition of fluidity of emergency and the need for flexibility</td>
</tr>
<tr>
<td>5</td>
<td>From Competition to Co-operation (to Convergence?)</td>
<td>Collaboration benefits recognised. Strategic partnerships work on the basis of continuity</td>
</tr>
<tr>
<td>6</td>
<td>From Central Government to Local Communities</td>
<td>Participation and capacity building</td>
</tr>
<tr>
<td>7</td>
<td>From Amateur to Accountability</td>
<td>Striving for professionalism in the sector</td>
</tr>
<tr>
<td>8</td>
<td>From Relief to ROI (Return On Investment)</td>
<td>A key principle to be fully grasped in all aspects of HR management</td>
</tr>
<tr>
<td>9</td>
<td>From Natural Horrors to Sabotage</td>
<td>“Do good” factor begins to disappear</td>
</tr>
</tbody>
</table>

¹ LRRD: Linking Relief, Rehabilitation and Development
It should be recognised that solving a problem in an emergency setting can be approached by logic and reason up to about 85%, but emotion plays a significant part in the process (15% minimum). The tools needed to support the response, both logistical and Information Communication Technology (ICT), are key and development of standards to support the improvement of these tools is fundamental.

Aid workers should not ask “How good are we”, but rather we should be asking “How good is good enough?” There is a vital need to qualify oneself.

Recognition of the different aspects of emotion felt in the field as opposed to those experienced in the Head Office. For example - the field deals with fear, the head office with risk.

Discussion of Emergency Response Trends

In the last 10 years, emergency response has changed dramatically. Natural disasters are still with us but are less and less seen as Acts-of-God. Thus, rewards for “good faith” and “absolution” for the Good Samaritan are less and less the drivers for personal motivation and financial contributions. A much more structural concern for the (future of) ecosystem “world” is rapidly replacing the more event-driven concerns of the past with in-between periods during which people sought and found comfort in the semblance of “normalcy”.

Competition, Complacency and Complexity are posing new pressures and challenges for individual organisations, sector-wide interests, donors, beneficiaries and individual staff.

Accountability and ROI require a re-think of existing procedures and vested interests.

Emergency Relief and Development is also strongly connected to the “Business of Emotion”. In this business, it is well known that “risk” is a rationalisation for “fear”. Since the age of “Enlightenment”, many of our values are based on “reason” and “logic”. One of the questions that a lot of people struggle with however - and this at every level - is: how long can you afford – or want to – reason with unreasonable people?

Sometimes a non-linear approach has to be applied to seemingly linear situations, or in other words, the principle of the “inverted Christmas tree” applies. See diagram below.

The Christmas tree concept is a metaphor: If you want to be innovative, you have to take risk!

In recruitment and selection this can mean that you need to hire someone that brings things to the table which you do not understand and/or falls outside the stated selection criteria. If you do not do this (and many don't) the tree gets smaller and smaller. Clearly the progress of any system depends on its ability to grow by making its branches broader and broader.

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2 Taken from handout notes supplied by Professor Dykstra
Related to this is another statement: The reasonable tries to adapt him / herself to the world. The unreasonable tries to adapt the world to themselves. Progress, therefore, depends entirely on the unreasonable. (Thought shared by Oscar Wilde)

**What constitutes a World Class Player?**

<table>
<thead>
<tr>
<th></th>
<th>Trend Analysis and User Requirements</th>
<th>Without information gathering there can be no analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>“Mental Mobility”, or “Awareness” before “Sales”</td>
<td>The ability to look at an issue from another’s perspective. Look for the advantages for everyone (all stakeholders)</td>
</tr>
<tr>
<td>3</td>
<td>Boardroom Buy-in and Recognition</td>
<td>Essential, as currently HR are not given enough authority within the organisation</td>
</tr>
<tr>
<td>4</td>
<td>Public-Private Interface</td>
<td>Should not be treated with disdain but rather active engagement should be sort</td>
</tr>
</tbody>
</table>
| 5 | Civil Military Interface | Opportunity to discuss together to bring deeper understanding:  
- CIMIC in Europe  
- MOOTW\(^3\) in USA |
| 6 | Functional Distance between HQ (Head Quarters) and Field Office | A feeling of isolation should not be left unattended otherwise staff will leave |
| 7 | Functional Requirements and Technical Specifications | ICT Developments (Information, Communication and Technology) |
| 8 | ICC: Information, Communication and Co-ordination | Impact when ICC goes wrong |
| 9 | ROI: Return On Investment | Important justifiable approach |

**ROI Checklist**

In order to help quantify and formulate what impact ROI can have, information can be calculated and slotted under the headings as demonstrated below:

<table>
<thead>
<tr>
<th>ROI</th>
<th>Internal</th>
<th>Sector</th>
<th>Donors</th>
<th>Beneficiaries</th>
<th>Staff</th>
</tr>
</thead>
</table>
| Qualitative  
*This tends to be more psychological based* | | | | | |
| Quantitative | | | | | |

Though many aid workers would not want to quantify the value of life in monetary terms, they may be able to say what the cost of death is. Costs can be calculated for both human and material assets.

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\(^3\) MOOTW: Military Operations Other than War
Ways to Improve Management Development in Emergencies

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>A truly “all-inclusive” approach</td>
<td>Non competitive</td>
</tr>
<tr>
<td>2</td>
<td>Resource Inventory Database</td>
<td>Information easily accessible</td>
</tr>
<tr>
<td>3</td>
<td>Executive Consortium</td>
<td>Wanting to get involved</td>
</tr>
<tr>
<td>4</td>
<td>Advisory Board</td>
<td>Support</td>
</tr>
<tr>
<td>5</td>
<td>Retain – Retainer - Retention</td>
<td>Creating a Pool: “A rifle approach rather than a gunshot approach”</td>
</tr>
<tr>
<td>6</td>
<td>Become a network organisation</td>
<td>Paying to be part of a network</td>
</tr>
<tr>
<td>7</td>
<td>Functional Distance between Head Office and Field Office</td>
<td>As above</td>
</tr>
<tr>
<td>8</td>
<td>Functional Requirements versus Technical Specifications</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>ICC: Information, Communication and Co-ordination</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>ROI: Return On Investment</td>
<td>Staff commit when you commit to them</td>
</tr>
</tbody>
</table>

Discussion — taken from Professor Dykstra’s Handout notes
It has been proven, over and over, time after time, that it is much easier to start a network than to keep it together. The question for any network organisation should not be ‘Are we good?’ or ‘How good are we?’ but: ‘How good is “good enough”?’

Anticipate Future Trends and How Can We Prepare Our Managers

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Without standardisation there can be no interoperability</td>
<td>Everyone wants to set standards but no one wants to follow them!</td>
</tr>
<tr>
<td>2</td>
<td>Without interoperability there can be no exchange of information</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Without information there can be no accountability</td>
<td>Interconnectivity of real progress</td>
</tr>
<tr>
<td>4</td>
<td>Without accountability there can be no benchmarking</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Without benchmarking there can be no ROI</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Without ROI you might soon be out of business</td>
<td></td>
</tr>
</tbody>
</table>

Professor Dykstra gave three examples of current actual standards that were in the process of being developed:
GooB: Government out of a Box
IGISS: Inter Governmental Information Sharing Standard
CSA: Common Situational Awareness


Lesson Learnt or Not?
Looking at the Experiences of Darfur and the Tsunami Emergency Response

Four speakers who had directly experienced the stresses (both operational and HR) were invited to share their experiences and lessons learned through their involvement in their agency’s response. They were asked to suggest strategic approaches to strengthen management development in:

- Pre mission preparation / training
- During the operation development and support
- Debriefing and performance appraisal
- In-between mission retention and ongoing development options

Mr. Toby Porter - Emergency Director Save the Children UK
Toby Porter has been the Emergencies Director for Save the Children UK since April 2004. In that time, much of his time has been spent on two major crises, Darfur and the tsunami. For the tsunami, he was responsible for co-ordinating the Save the Children response, in India, Sri Lanka, Indonesia and the Maldives. He brought an operational insight into the emergency response to these two disasters.

Summary of Key Points

| Location and media coverage play a role in recruitment attraction | Due to shortages of experienced staff and specialists, agencies need to develop schemes to “home grow” staff. For example: SCF’s “Child Protection Apprentice Scheme” that is already attracting 800 applicants |
| Developing a “Step Aside” management approach when managers in existing programmes are not able to respond to the new demands in a scale up emergency response | Recognition that for rapid deployment, bureaucracy and systems should be limited and shortened to accommodate the need for speed |
| The humanitarian imperative should not be lost sight of in place of bureaucratic systems | HR support on site should be seen as the norm to facilitate assessment of capacities of both international and national staff |

In comparing the tsunami emergency to the Darfur crisis the first major difference to investigate is the difference between a natural disaster and that of a conflict crisis.

It was far easier to recruit for the natural disaster, and this could be attributed to the following reasons:

- Media coverage (Tsunami media coverage was particularly intense):
  - Interest is therefore much higher
  - Buzz factor: Former aid workers buy into the “one more mission factor”, as they recognise the high profile gained
- Location plays an important part:
  - The more experienced aid workers become more selective, considering they have done their “bit” in the hard and isolated emergencies, now they want to have a more “user friendly” environment to work in
  - Darfur comparison to Asian locations:
Darfur:
- Dry
- Dusty
- Very Hot
- Isolated
- Insecure
- Restricted movement
- Limited to no alcohol
- Services / shopping limited

Tsunami:
- Though devastated area, location beautiful, with ocean views
- Temperature hot, but with electricity – air conditioning / fans possible
- Reasonably security
- Movement relatively free (some areas with escorts)
- Access good
- Etc.

Recruitment Challenges for Darfur
1. There was and continues to be a limited number of quality applicants
2. Length of interview time: there is a high demand on HR staff time, carrying out interviews on prospective staff with limited results
3. Long running / ongoing crisis: those that were prepared to go on short contracts have been and gone, thus pool shrinking for ongoing staffing
4. Competitive market: all agencies are going after the same staffing pool and this is particularly apparent when it comes to recruiting specialists, as there are a limited number

Recruitment Challenges for the Tsunami
1. Share volume of applicants versus the time HR staff have to interview and deploy. This was handled only partially by having a cut off time / line
2. Intensity of response demanded flexibility in the job descriptions and it was thus hard to do justice to the HR demands for specifics
3. Recruitment would need to be generic which brought about some uncertainty and challenged some of the bureaucracy in HR procedures
4. Traditional HR approaches to recruitment and deployment in the tsunami highlighted a number of pros and cons. What was apparent was that as the tsunami hit on a public holiday when the aid offices were closed, only a few operational staff responded. They short cut normal decision making structures and bureaucracy and were able to respond rapidly. This highlighted the possibility that current HR bureaucracy and other management procedures may work against fast deployment
5. With a high number of skilled nationals in the tsunami-affected countries, there arose a justifiable argument for why a high number of expats were needed
6. The competitive market played a role as specialists were hard to recruit because of high demand
7. Follow up: there could have been a better attempt to transfer some workload to others. Statistics would need to be analysed with regards to this. The added attraction for the tsunami response was that staff were open for redeployment

Graph showing ratio of staff that redeployed to the two crises. The staff in the blue box are externally recruited, the yellow box highlights numbers of existing staff redeployed from headquarters & other field programmes
Darfur Response

- The overall aid response was slow to get going
- For agencies who had ongoing work in the area and were well established (like Oxfam and SC) there was a particularly inert scale up
- There is a general acceptance that the humanitarian community as a whole has underperformed in Darfur

See graph below which compared the scale up of SCF to MSF. SCF was already on site with ongoing programmes. MSF arrived in response to the growing emergency.

Specific Learning Points from Darfur

- The capacity of the existing programme staff was ‘over-stated’ in headquarters
- There was a feeling that requesting external HR support was tantamount to losing face by field management
- Other issues: attitudes / interests of staff already in development linked programmes needs to be recognised
- Some expatriates did not have the expected skills / experience needed for Darfur
- Need to be quicker and more ruthless in removing internal bureaucratic and HR constraints to humanitarian action

Humanitarian Accountability Partnership International (HAP-I) visited Darfur and concluded that the biggest constraint to scaling up of agencies was themselves

Recommendations for Improving Response

1. There needs to be a greater recognition of the difference in staff recruited for development work and those needed for humanitarian action
2. Remove development paradigms from humanitarian recruitment. This means that there may be a justifiable reason to change managers if they can’t or won’t adapt to the needs of the emergency. This should be done in such a way so that they do not lose face, but rather recognize their skills are different and more useful in developmental programmes.
   NOTE: Oxfam GB has a system called “Step Aside” in order to facilitate this change management process
3. Agencies need to look at ways of ‘growing’ their own staff, particularly in specialist sectors. SCF is currently piloting their own scheme to aid this and it is called the Child Protection Apprentice Scheme:
   a. Trained in the theory of Save the Children’s approach to child protection
b. Coaching system set up for apprentices, who are sent on two extended field placements

c. Growth to independence is progressive, managed under close supervision by existing protection experts

d. There are currently 800 applicants for the pilot year of the scheme, which will be able to offer 7 places

4. Recruitment should be seen as only a small part of HR-related urgent steps in an emergency situation – more important and less comfortable issues (i.e., objective assessment of capacity of existing staff and systems, need to ‘step-aside’, tensions between nationals and internationals) often overlooked

5. Agencies should beware of the creation of HR bureaucracies that make the core mission of the organisation more rather than less elusive. It is imperative that we do not let the core mission become inward looking

Get priorities in their correct order (and processes for doing so). There may well be a need to have a shortened process for rapid responses.
Ms. Florence Daunis - HR Director ACF

Florence Daunis is currently the HR Director / Assistant Executive Director of ACF. She has been working with ACF since 1991 where she carried out various roles as Head of Mission in Chad, Somalia, South Sudan, Kenya, Rwanda, Cambodia and Angola. In 1996 she was posted to the ACF Head Office where she further developed in senior management positions, specialising in psychological debriefing of teams.

Summary of Learning Points

| HR manager must be deployed as part of the emergency response team to strengthen recruitment and the support of both national and international staff | Development of emergency response tools that avoid unnecessary bureaucracy is required |
| Recognition of the increased HR burden in dealing with applicants at the time of the emergency | Managers and teams need to be taught how to manage their time better and avoid burn out |
| An emergency management team should be set up to handle emergency responses | A clear decision needs to be made as to what level of change is needed in salaries, reward packages and conditions in order to recruit and keep national staff taking into account both the short / long term impact |

To set the scene, Florence gave the ACF statistics of their scale up:

Darfur went from 75 staff to 1,000 staff
Asian tsunami went from 65 to 700 staff

Comparison between Darfur and the Tsunami

**Tsunami:**
- Job descriptions were easier to draft as tasks were more practical based
- There was a willingness of the governments to allow international aid agencies to work
- Expatriates were more acceptable
- Turnover did not have such a high impact, as tasks were not complicated
- HR department had less pressure for recruitment because people were eager to go and help. ACF deployed 12 staff in 24 hours to Sri Lanka and 5 staff to Indonesia
- The logistics was easier to manage
- The media coverage was intense and thus impacted the number of volunteers responding. ACF had over 1,000 applicants within 10 days of the disaster
- Response by such a high number of applicants increased the work load burden of HR staff as all required answers and feedback

**Darfur:**
- It was / is difficult to sell this location and work to those who have been through tough times already
- Security was a concern for a number of people
- Access, movement and freedom was restricted. This was further complicated by the visa application process which was time consuming and difficult
- Staff experienced higher stress levels
- As this is an ongoing crisis staff also experienced a loss of realising a success point
- It was also difficult for prospective staff to sell to their families in comparison to the tsunami. (Sudan seems a crisis that goes on forever)

**Staffing Needs in the Tsunami Emergency**
1. Competition amongst NGOs for National staff was high
2. ACF increased National staff salary by 40% and had to look at other rewards systems that were time bound to the emergency response period
3. ACF opted not to change contract conditions during this crisis
4. Managers were quite young and were not able to time manage themselves or their teams. Thus they worked 7 days a week often as many as 18 hours a day. Burn out issues were needing to be addressed

**Staffing Needs in the Darfur Emergency**
1. The biggest challenge was that contracts were no longer than 6 months, as it was commonly felt that was long enough to work in such harsh and isolated conditions.
2. For staff who were on ground prior to the scale up, the issue was the tension of the development mindset versus the need for rapid humanitarian aid action
3. Managers behaved similar to those in the tsunami response – time management was not good and they worked long hours leading to burn out

**Learning Points**
1. The type and the number of people recruited and deployed needs to be adapted to the type of crisis
2. An HR manager MUST be sent to support the scale up and the staff on site. They will have a better impact on local capacity recruitment and support. They will also be able to support the management of volunteers sent
3. A specific emergency management team needs to be set up on site
4. There is a need to develop a set of tools to be used in emergencies that helps avoid unnecessary bureaucratic delays
Ms. Katherine Galliano - Head of HR MSF UK

Katherine is the current Head of Human Resources for MSF UK. She is responsible for the development and implementation of HR strategy in the recruitment and retention of UK and Irish volunteers for MSF's field programmes. She started aid work as a nurse and midwife and later joined MSF UK in 1996 as a medical recruiter. The UK office has grown over the years and expanded its volunteer database and now sends over 200 volunteers to the field annually. Katherine covers many countries in her role and has recently completed a mission to Darfur in an HR role.

Summary of Learning Points

- HR dedicated staff should be assigned to a rapid scale up at both field and Head Office level
- High percentage of first missioners and inexperienced second missioners had a negative impact on responsiveness. They were given too much responsibility for their level of experience and expertise
- Inexperience meant staff were not aware of existing tools – thus reinventing of the wheel was seen
- A co-ordination team assigned to a field site can be a key support to programme staff
- Coaching of expatriate HR Officers and Administrators needs to be carried out
- Ideally have HR professionals on the ground right from the start to support both national and international staff
- Include HR in pre mission training
- Train more national staff who can easily be mobilised in emergencies

MSF Holland began preparing for an emergency response for a possible emergency in Darfur as early as April 2003. The Country Management Team based in Khartoum decided to take action but were hampered by HR management shortages in country, which made it difficult to respond quickly to new emergencies. They therefore needed MSF Holland to send in an assessment team which arrived in November 2003. It took 6 weeks for this team to acquire the necessary visas and permits to carry out the assessment.

Once the decision to respond was taken between 70 – 80 expats were deployed to South and West Darfur, all of which required visas, permits, R and R (Rest and Relaxation) monitoring, exit visas etc. This meant a huge demand was placed on the Khartoum staff to complete all this ongoing HR administration work. A scale up of national staff was also needed and it was soon at a level of 500 to 700 national staff on the pay role, with new staff being added daily.

Initially the Government of Sudan had placed restrictions on expatriates allowed visas, but when this restriction was removed the sudden influx and the subsequent workload that involved was under estimated by the HR department, both at field and Head Office level. In one of the camps MSF-H was covering, Kalma Camp alone had approximately 60,000 IDPs and the number was increasing daily.

Activities carried out by MSF-H

- Therapeutic Feeding Centres (for under 5’s)
- Supplementary Feeding centres
- Primary Health Care support
- Water and Sanitation
- Lobbying and Advocacy

The main problem that arose was an initial lack of response to raise the management support of such a large, diverse and rapidly growing project.

---

4 MSF-H was covering between 4 to 5 camps in southern and western Darfur
Problems Encountered for Expatriate Staff

- Shortage of expatriates a constraint to start with
- High percentage of first missioners and inexperienced second missioners had a negative impact on responsiveness. They were given too much responsibility for their level of experience and expertise
- Inexperienced staff lacked awareness and knowledge of standard procedures and tools available and lacked support from experienced staff
- The living conditions were rough
- Security limitation meant limited movement
- Result: overwhelmed and demoralised expats

Solutions Applied:

- HR dedicated staff were assigned to Darfur both at field and Head Office level
- Capacity of staff was assessed and recognised as being over estimated – more staff recruited to address this
- A co-ordination team was set up to support all the work on site

National Staff Evolution

- MSF Holland has been operational in North Sudan since the eighties and a number of policies and standards for national staff had been set up. These policies and procedures included recruitment process, pay and benefits which had all been developed according to Sudanese labour law. All in all a fair package for national staff
- With rapid expansion it became difficult to implement these policies and standards
- The new inexperienced expats were unaware of these existing tools and standards and did not know how to use them
- There was a lot of re inventing of the wheel
- The result was: unmotivated, demoralised staff. National staff threatened to strike

Problems Encountered for National Staff:

- Confusion between salary scales (100% versus 80%)
- Confusion on per diem system and relocation allowances
- Confusion about salary levels and grades
- Confusion about incentive scheme for MoH staff
- Unable to obtain paperwork from most employees
- Implications of offering a 9 month contract to an IDP
- Confusion about job evaluation scheme made it difficult to understand their skill level
- Cultural differences:
  - The weapons carrying protocol needed to be reviewed in light of context
  - National staff would not complain if unhappy – they would just resign
  - It would take time to ask and find out what the issues were

Solutions Applied:

1. Quick fix ideas had a bad impact. Research was needed into salaries scales vs cost of living
2. Fixed term contracts for all staff – pros and cons to be considered
3. Benefits need to be wisely worked out and transparent
4. Coaching of expatriate HR Officers and Administrators needs to be carried out
5. Problem solving – a key role for an HR officer on site
6. Ideally have HR professionals on the ground right from the start to support both national and international staff
7. Include HR in pre mission training
8. Train more national staff who can easily be mobilised in emergencies
Mr. Tim Hayward - Head of Training and Learning Dept. RedR-IHE

Tim is currently the Head of Training and Learning Dept. RedR-IHE. He has been involved in humanitarian aid work for over 10 years. His field experience was mainly for Oxfam GB, but also for UNHCR and MSF(F), in which the skills practiced were in a range of technical roles from Water Engineer, to Technical Advisor, and WatSan Co-ordinator. Most of his field experience has been in the Great Lakes Region of Africa, principally Rwanda and DRC, but also the Balkans, and South East Asia.

Summary of Key Points

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<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>There is a gap between what Head Office expects a person is able to do and what they are realistically capable of doing</strong></td>
<td><strong>Coaching should be seen as a strength and opportunity to build for the future</strong></td>
</tr>
<tr>
<td><strong>Experienced staff should see that coaching is their moral duty</strong></td>
<td><strong>Lack of support still a significant reason for high turnover and loss of staff from the sector</strong></td>
</tr>
<tr>
<td><strong>Under utilisation and recognition of national staff capacity has a long term negative impact</strong></td>
<td><strong>Agencies must recognise the gaps between what they want and what people can do, and plan realistically to address</strong></td>
</tr>
<tr>
<td><strong>Review all ways that people learn and ensure the learning process is integrated into it all</strong></td>
<td><strong>Job descriptions should be doable, otherwise we set people up to fail</strong></td>
</tr>
</tbody>
</table>

The view from the middle

*Recognition that other middle actors are Bioforce, MANGO, CINFO and RedR-IHE*

Some of RedR-IHE’s observations of Darfur Emergency:

- There was and still is a huge demand for staff but a serious lack of people, especially managers. We must investigate the reason why
- Agencies have become more desperate and began to make compromises in their recruitment. This has resulted in dropping selection criteria over time, interviews only being conducted over the phone, and less importance placed on security and political competencies. Exceptions were made and a high percentage of first timers were recruited

Impact on the Ground in Darfur:

Inexperienced people were allocated tasks and positions beyond their current abilities. Correspondingly there were high expectations placed both on themselves and by others for them to perform. From Tim’s point of view, in terms of experience it could be said that “A layer of the cake was missing.”

This is not unique to Darfur, and it can be seen in other humanitarian responses. Of particular concern is that people can accept positions beyond there competency level almost as if tempted to go beyond their ability. A further consequence is that there can at times be a lack of leadership and of enough good people providing clear and concise decisions and strategies.

This in turn can mean that good people are put in positions where they are doomed to fail.

Staff shortages and difficulty in recruiting lead to increasing pressure on the staff on site to stay, almost to the point of manipulation.

Short and Long term Consequences

- Staff will be lost through lack of support
- The poorly managed relief worker leads to disillusionment and results in high staff turnover
- Those recruited that showed promise will be lost to the system and we will not see progression into future leadership roles. This begs the question as to where our future senior managers will come from
• The impact on the work output is such that the overall quality of the work delivered is compromised, despite standards being set and a desire to raise them through accountability

Some of RedR-IHE’s observations of Tsunami (Sri Lanka) Emergency:
• The problem was the reverse to Darfur – everyone wanted to go, though not so many were needed as there were highly qualified nationals on site
• The problems that arose were more about inappropriate behaviour of internationals who came barging in, all gung-ho, many with only their “Africa” heads on and so limiting their recognition of local capacity
• This lack of real engagement with nationals and national organisations has led to resentment and will continue to be a problem
• Nationals needed to show management skills, project cycle and security elements

General Issues Raised in Both Emergencies
• Without the proper support and insight good people are being set up to fail
• Managers are asked to do incredibly difficult jobs. They are expected to be masters of so many skills. This could be summed up as O.U.C.H (Overload of Universal Concepts for Humanitarians)
• There appears to be a lack of recognition of the gap between what Head Office expects and what the individual can actually deliver

Serious Questions to Ask Ourselves
1. How well is this gap recognised?
2. What do we do to support these shortcomings?
3. How much effort is put into making sure the jobs are doable? (Should we not be setting people up to succeed?)

How can we better prepare our managers?
Answer: Recognise how people learn. It is not just through training courses, but it is rather about supporting a process of learning. This process includes a number of methodologies:
• “Harry’s bar”, peer support around a drink, discussion of the day, hearing others thoughts in a relaxed atmosphere
• Active learning sets
• Communities of practice – networks such as EPN
• Shadowing
• Coaching
• Mentoring
• Leadership that expresses vision and motivation, creating a climate for others to shine in

Coaching Further Unpacked
Try to make the most of those who are experienced and ensure they understand their moral obligation to coach. All managers need to see their role as coaches.

Great coaches (Myles Downey)
• Believe in human potential, and treat you with respect
• Focus on learning more than your results
• Let the coachee do the work
• Listen – because they believe in your potential
• Use performance management as a support
Coaching – a key to developing future managers.

If we agree to this then how much do we actually support it in our agencies?

Conclusion of Lessons Learnt
1. Make the jobs doable. This will require assessment of tasks and of each person’s capacity
2. Prepare the organisation so that the individual can succeed
3. It’s not just training, it’s building a strong future in an accountable and professional way
4. Big rewards to be found in coaching for both the coach and the coachee

Question and Answer Session for Lessons Learnt Panel

Summary of Key Points

<table>
<thead>
<tr>
<th>National staff support and infrastructure are still a weakness in many agencies</th>
<th>In surge emergency response, an appointment of an emergency deployment advisor may be helpful. A job description should be drafted for this role. This may help speed up deployment hold ups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognition that training should be taken to the field and budget MUST be allocated to cater for this</td>
<td>Recognition of different types of styles / personalities that work better in emergency as opposed to development work and thus a need to change to cope with emergencies</td>
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<tr>
<td>Oxfam shared that they have a coaching programme. In this programme staff are assigned to people in an emergency. To facilitate fast deployment they have developed a “Pick up and Go Pack”</td>
<td>NRC explained that it would be worth taking some risk by taking on inexperienced people, but they should be assigned a mentor</td>
</tr>
<tr>
<td>Secondments could be a solution but they are often used to plug a gap and do the job rather than be exposed to learning and supervision</td>
<td>With rapid scale up there should be a decentralisation of key roles such as HR to the field</td>
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Working in a Global Environment: Mr. Jamie McGoldrick

Chief of the surge capacity unit, OCHA

Jamie McGoldrick is currently head of OCHA's surge capacity and contingency planning section based in Geneva. Prior to this he was head of the desk covering Middle East and Africa at OCHA headquarters in New York and Geneva. Over the past years Jamie has worked in various complex emergency situations with a variety of organisations including SCF (UK) in Somalia and Sierra Leone, International Red Cross in Liberia and Bosnia, OCHA in Sierra Leone, Guinea and Tajikistan, and UNDP in Papua New Guinea. Prior to this he spent over 5 years in television journalism in London and was involved in community development in Scotland.

Summary of Key Points

<table>
<thead>
<tr>
<th>Tension and limitation of OCHA discussed and linked to the original mandate being set up as a secretariat rather than an operational field entity. Plans to address this discussed, e.g. giving greater power to the ERC (Emergency Relief Co-ordinator), through centralised funding etc</th>
<th>Explanation of how OCHA’s surge capacity works, explanation of the role of UNDAC (The United Nations Disaster Assessment and Co-ordination team) – vital because they are pre-funded by partnership countries</th>
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<tbody>
<tr>
<td>“Getting the job done” still overrides codes of good practice</td>
<td>The HAP-I review challenges the ineffectiveness of co-ordination</td>
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<tr>
<td>Development of simple and action-oriented quantitative benchmarks with focus of speed and scale for the first four weeks</td>
<td>Recruitment of an HR specialist for the emergency response team</td>
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<td>Improve and strengthen training and orientation given to staff (existing and those to be recruited)</td>
<td>Strengthen humanitarian aid pool by organising secondments and internships</td>
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<tr>
<td>Develop and refine an OCHA integrated surge capacity toolbox</td>
<td>Work on retainer idea to see if this is a plausible way forward</td>
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<tr>
<td>Job Descriptions need to be improved, especially for Protection Officers</td>
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Jamie started his presentation by giving a background to the evolution and set up of OCHA (formerly DHA).

OCHA was set up to co-ordinate humanitarian aid response. It was set up as a secretariat organisation and was not initially intend to become operational. The current head of OCHA is Mr. Jan Egeland, whose aim is to build a better response to emergencies with a stronger capacity and ensuring a better surge capacity.

Overview and Mandate of OCHA

- Mobilise and co-ordinate effective and principled action in partnership to:
  - Alleviate human suffering in disasters / emergencies
  - Advocate for rights of people in need
  - Promote preparedness and prevention
  - Facilitate sustainable solutions
  - Emergency response

The current available tools that OCHA has to attempt to fulfil this mandate are:
- UNDAC
- INSARAG
• IHP⁵ – standby arrangements
• NRC, DRC, SRA, Swiss
• Internal OCHA staff roster from HQ and field
• Surge capacity unit (though this is oddly used as “Spare Capacity” and OCHA find themselves asked to cover maternity leave)

The most concerning reality is that the above were all created to circumvent HR blockages when it came to rapid responses.

There is currently a review underway to evaluate humanitarian response and this will be enlightening to help address some of the changes / reforms that are needed. In September 2005 at the UN headquarters in New York, it was announced that there was a vital need to reform the UN system, perhaps to become more political.

The current questions OCHA is asking itself is:
• Why do we do what we do?
• How do we improve?
• How do we encourage people where to go?
• How do we develop expectations better?
• How do we analysis risks better?
• How do we develop talent?

It is important to note that as a secretariat OCHA’s structure does not lend itself to emergency response. A secretariat organisation should not have staff based in the field, except on mission, yet OCHA has somehow had to develop this capacity, yet still with the inherent rules and bureaucracy of its initial mandate, which does not give it the delegated authority needed by an “operational” body.

The OCHA office operates a 24 hour (UNOG) on call office based in Geneva. UNDAC was created to fill the immediate response and create a window of 90 days in order for OCHA to find and deploy continuation staff. Interestingly, OCHA found it difficult to recruit staff for the tsunami response. The current recruitment time for OCHA is 4 months minimum to fill a place! This is further handicapped by the fact that contracts are linked to funding and many are only for 3 months, thus the pool of staff shrinks. The quality of interviews is also a concern, where currently all interviews are done over the phone.

Field staff need a lot of support but the HR team are currently too weak to do this adequately. There results are all too evident. There is a track record of inconsistency of performance for OCHA, with the occasional excellent staff member performing well.

Status of UNDAC System
UNDAC creates a standby capacity of disaster managers. Each manager is supported by his / her sending government. The training that the UN provides is a 2 week compulsory course. Each person will need to complete a refresher course every two years. Availability is updated regularly and each person is pre funded by member countries. There are currently 176 UNDAC members from 67 countries and organisations. Teams are also broken down into regions: Africa, Asia, Caribbean, Europe Latin America and the Pacific. UNDAC currently operates about one mission per month with a contract for the responding person to up to one month long. There are times when OCHA is able to turn the UNDAC contract into a longer term OCHA representative role.

⁵ IHP: International Humanitarian Partnerships
UNDAC uses standardised rapid deployment procedures which enables them to arrive prior to a majority of international responders. However, OCHA can only deploy UNDAC when they receive a request from the HC/HR or the government of the affected country.

The operational style expected from the UNDAC team members is to deliver skills that cement assistance delivery. They must therefore have good people skills, which are not always apparent.

**UNDAC Response to the Tsunami**
- **Indonesia (Jakarta, Medan, Banda Aceh)**
  - Duration: 28 Dec 04 - 6 Feb 05 (41 days)
  - Team rotation: 20 UNDAC members (7 deployments)
- **Thailand**
  - Duration: 27 Dec 04 – 20 Jan 05 (25 days)
  - Team rotation: 6 UNDAC members (2 deployments)
- **Sri Lanka**
  - Duration: 26 Dec 04 – 30 Jan 05 (36 days)
  - Team rotation: 14 UNDAC members (7 deployments)
- **Maldives**
  - Duration: 27 Dec 04 – 18 Jan 05 (23 days)
  - Team rotation: Team rotation: 4 UNDAC members

**International Humanitarian Partnership (IHP)**
The current partners involved in IHP are: Denmark, Finland, Netherlands, Norway, Sweden, UK, (Belgium)

Their role is to support modules for rapid deployment. The modules comprise of the following sectors and are utilised on most UNDAC missions:
- Communications
- Accommodation
- Sanitation
- Catering
- Transport

The partners will look to support the UNDAC team and immediate UN field operations. They are provided with standardised (compatible) equipment and software. To strengthen the teams compatibility they undergo training in the methodologies they are to use called TRIPLEX.

There is an Asia / Pacific IHP set up with the following partners: Australia, China, Japan, New Zealand, Singapore and South Korea.

**Review of the Issues Raised in the Humanitarian Response to Darfur and the Tsunami**
- Initial findings tell us what we already knew – the response failed to meet the basic needs in a timely fashion
- Why did this occur? A number of thoughts come to mind:
  - The on going peace talks were seen as a priority and the growing Darfur crisis was seen as a threat / distraction
  - Conflicting information
  - Once the tsunami had occurred it quickly became apparent that there was insufficient capacity to cope with concurrent major crises
  - A number of other factors hindered the speed and effectiveness of the response:
    - Mr. Jan Egeland believes that the ERC (Emergency Response Co-ordinator) does not have enough power

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6 Report of findings carried out by ICSC
UK have developed the Benn proposal which aims to give centralised funding for all emergencies to ERC to support UN Resident/Humanitarian Co-ordinators at field level

- The JLC (Joint Logistics Co-ordination Unit), though working hard still remain unlinked and are not always well co-ordinated
- There is a lack of training of staff and some staff see the disaster as an opportunity to get into the UN

- People In Aid Code is sacrificed in order “to get the work done”
- The HAP-I\(^7\) evaluation revealed that co-ordination was overly excessive and proved to be expensive, inefficient and resulted in slowing down the response

**Humanitarian Response Review context**

OCHA as well as other actors need to sit down and consider what we can realistically do to improve and then ensure these steps are taken.

1. Evaluate recruitment, training and deployment procedures – streamline and improve
2. Employ an HR specialist as part of the team
3. Development of simple and action-oriented quantitative benchmarks with focus of speed and scale for the first four weeks
4. Ensure greater empowerment of the ERC and HCs
5. IASC needs to be reviewed and transformed to become a governance role
6. Existing joint services are operating well, but need to be strengthened
7. Identify a bilateral pool of staff
8. Consider retainer arrangements
9. Increase pool of specialist staff. For example PROCAP (Protection Capacity Staff). The ERC approached NRC and asked them to carry out a training to develop the pool of protection officers. They want 10 permanent staff and 90 on a roster. The training will take 18 months to complete
10. OCHA needs to consider how to improve its ability to be more operational while not infringing on other UN agencies. However, as OCHA is part of the UN secretariat changing our current status will involve an imaginative approach perhaps using UN common services and need to sub contract

**Preparedness**

There is currently a substantial lack of response in human resources, organisational process, procedures and financing. These need to be urgently and strategically addressed both by working with existing human resources and by developing training to ensure the pool of humanitarian aid workers increases.

**What Can OCHA Do Now?**

- Ensure that the field support section is fully staffed
- Research and identify better pool of potential staff
- Strategically plan in and budget for better training and a stronger orientation
- Encourage secondments and apprenticeships as a means to further develop staff for the pool
- Develop and refine a surge capacity toolbox
- Work on retainer idea to see if this is a plausible way forward
- Job Descriptions need to be improved, especially for Protection Officers.

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\(^7\) HAP-I: Humanitarian Accountability Partnership – International.
Case Study: The Role of a Talent Manager in Humanitarian Aid: Ms Christine Newton

Christine Newton is the HR Manager for the International Division of Oxfam GB. She has worked with Oxfam for the last 8 years in a number of regional bases around the world, covering areas such as East and Central Africa, Central America and the Caribbean, India, Pakistan and Sri Lanka, and most recently she has been covering the HR needs for Oxfam’s emergency responses based out of Oxford since July 2004.

Summary of Key Points

<table>
<thead>
<tr>
<th>Talent Management impacts an organisation’s image thus strengthening recruitment and retention – staff come to know that they are developed and invested in</th>
<th>Buy in and commitment from senior management essential, and needs to be backed up with resources (both staff and budget)</th>
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<tbody>
<tr>
<td>Staff to have a Performance Development Plan</td>
<td>Information system set up to track staff and their development progress</td>
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<tr>
<td>The need to show staff that skills are transferable from the corporate sector – to fight bias against newcomers</td>
<td>A real effort is needed to introduce talent management and the initial lack of enthusiasm will take time to overcome</td>
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<tr>
<td>Linked to talent management is succession planning</td>
<td>Difficult to ensure time and space is given for the training needs identified</td>
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Christine started her presentation by introducing to the participants a diagram of the structure of HR in Oxfam, in order to better picture how and why talent management fits into the system the way it currently does.

Oxfam has HR staff and functions in each of the divisions e.g.

![Diagram of Oxfam's structure]

The Humanitarian HR department covers all aspects of Oxfam’s humanitarian departments HR needs and supports all the regions humanitarian needs in the first phases normally, and thus the department currently has 120 staff.

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8 Succession Planning: Strategically tracking end of contracts well in advance and thus planning in successors, as well as developing staff up into key positions.
Background to Development of a Talent Manager Role

Oxfam was researching ways to deal with the problem of high turnover which was at around a 60% turn around every year. The solution applied to this problem was called “Global Reward” and was to address both recruitment and retention difficulties.

In order to set this system in process an evaluation of current practices and staff was needed. The evaluation looked into the following areas:
1. How staff were recruited and contracted in all regions and countries
2. How national staff were contracted in country
3. All posts at all levels were part of this extensive evaluation

As Global Reward was looking at a new way of contracting staff it was decided that there needed to be three categories:
1. National: nationally recruited posts
2. Global: advertisement was international and incorporated specialist posts that were transferable in the organisation
3. National Plus Categories: recruited to cover skill gaps and recognition that those recruited would require training up into their roles

Once this system was set up and implemented Oxfam decided to further strengthen this approach by developing two further support HR roles: Succession Planning and Talent Management. Senior management backed this decision by allocating staff and money.

One of the main reasons for this development was to address the shortage of qualified and experienced managers. It was seen as vital to develop a tool that would help train, develop and fast track up and coming managers into positions of leadership. This further supported the new role and need for a Talent Manager, whose key role would to help ensure staff had a Performance Development Plan.

It was hoped that by further strengthening staff there would be an indirect impact on improving the image of Oxfam by people recognising that Oxfam developed their staff and invested in their people. Thus effort was placed on improving the management of personal development plans for staff across the regions.

Talent Management Approaches

Different approaches were researched widely and a strategy developed:

1. First Phase: Country Programme Managers (CPM) were targeted to be the first to be developed, both at regional and country level. A step aside contract was formed in which when urgent scale up was needed to respond to an emergency, managers would be willing to step aside for the more experienced emergency response manager.
2. Some issues arose that needed to be dealt with in this phase:
   a. Equal opportunities were questioned: talent management was not understood and seemed to be biased towards a few individuals
   b. Personnel processes were seen to be a block to the talent management style e.g. open recruitment for all posts
3. Ownership and buy in by senior management was pushed through:
   a. Talent Management was included in the annual cycle of work at Corporate Management Level
   b. The International Director and the Head of International Human Resources planned monthly people planning sessions
4. Buy-in and ownership was then expected at Regional Management Team (RMT) and Country management Team (CMT) level, by following the same pattern of monthly discussions in order to ensure that better planning of the workforce was occurring in each country.
5. An information system was set up to track staff movement/progress throughout the regions – as they were seen as the focal point. (Human Resource Information System – HRMIS)

6. In order to manage this into a user friendly document a people planning spreadsheet was made showing the key post recruitments across the countries to create a picture of the people movements e.g. to see where people are moving across the regions and into and out of head office.

7. Advertisement of key positions (e.g. CPM) are done by using a generic position tool. Names are then shared across the regions/countries and accepted or rejected.

Emergency Response Personnel
Currently Oxfam has around 50 staff employed fulltime with varied skills and roles. They are mobile groups of Humanitarian Support Personnel in the Humanitarian Aid Department. They work in emergencies all over the world on 3 to 6 month missions. It should be noted that after 2 to 4 years staff begin to show signs of wanting to settle and move to more stable posts, and when this occurs Oxfam tries to accommodate by shifting staff within the regions or within the Humanitarian Aid Department.

Problems Encountered to Date with Talent Management Evolution
- Inconsistent activity geographically i.e. across the regions so impact is less great
- Inconsistent activity in the levels of staff – i.e. top levels are engaged but not the lower levels
- There is a bias against staff without NGO experience and a lack of recognition that skills can be transferable from the corporate world
- General lack of enthusiasm, resources and time to try and develop the staff who don’t have all the skills (but this is changing)
Report on Inter-Agency Working Group and The Emergency Capacity Building Project (ECB): Mr Mark Hammersley

Mark Hammersley has been recruited by Oxfam to support the initiative funded by the Gates Foundation. He has just started this contract which will last initially for 2 years.

The Inter Agency Working Group (IWG)

- The IWG is an ad-hoc consultative membership of 7 NGOs concerned with global humanitarian relief and development issues. The group includes the following members:
  - CARE International
  - Catholic Relief Services (CRS)
  - International Rescue Committee (IRC)
  - Mercy Corps
  - Oxfam-GB
  - Save the Children US (SC-US)
  - World Visions International (WV)

- The IWG focuses on the common strategic and operational challenges faced in response to humanitarian assistance needs in the countries in which its member agencies work. The IWG has come together to work on those issues where collaboration has the potential of resulting in more significant impact, than when the agencies act alone.

- The collaborative effort is intended to benefit the humanitarian community as a whole. The IWG is committed to transparency and the sharing of any research, best practices, and lessons learnt to as wide an audience as possible.

- The IWG approach is to work with and not duplicate the work of existing organisations and networks, to develop, enhance and make more operational best practices and humanitarian standards.

Emergency Capacity Building (ECB) Project

- The ECB Project has been funded by the Bill and Melinda Gates Foundation with a grant of US $5.18 million over two years from 1st January 2005 to 31st December 2006.

- The goal of the ECB project is to combine the member agencies’ collective knowledge and experience to improve the speed, quality and effectiveness of the humanitarian community in saving lives, improving the welfare, and protecting the rights of people in emergency situations.

- To achieve its goals, the project will focus attention in three principle areas:
  1. Improving capacity of agencies to source, develop and retain qualified staff for humanitarian action.
  2. Enhancing agency accountability to industry standards and improve practice in impact measurement.
  3. Improving capacity for risk reduction and emergency preparedness of communities and local and national authorities.

- Overarching outcomes of the project are to develop or enhance more collaborative networks, help to institutionalise best practices and cross-organisational learning, and make contributions to improvements of the humanitarian sector.

- The project will document and provide evidence to promote donor investment in building the capacity of the humanitarian sector. This will involve active engagement with donor agencies. Success for this will not be measured in terms of funding for IWG efforts but rather by increased funding availability to humanitarian capacity efforts as a whole.

- The ECB project is governed by the overarching principles of the IWG.

It is hoped that there will also be attention given to reverse learning – learning from the field and transferring to Head Office. Investigation into who else does staff capacity management –
learn from what they do and how. Carry out employee research as to why staff decide to leave. What approaches can we use to align our work force and how can we measure information gathered so as to monitor and improve objectives.

It is hoped that the lessons learnt and the tools developed will be used for the whole sector, thereby increasing the pool of knowledge and expertise for all.
Talent Management in the Corporate World: Mr. Frank Keepers
Group Director of Talent Management, TNT

Frank Keepers has been with TNT for 7 months and has tackled the role of Talent Manager with energy and enthusiasm: The number of employees in TNT is 165,000.

Summary of Key Points

- Each organisation must ask “Is this the right thing to do”. Verify alongside values
- Recognise the changes and the trends in recruitment and retention. Adjust accordingly
- There needs to be a higher investment in learning as current knowledge quickly becomes out of date
- Definition of Talent Management: Talent and leadership development are about supplying the right number people, with the right skills and experience, at the right place, at the right costs and at the right time. It includes people from recruitment to departure
- Have varied sources of recruitment
- Succession planning essential
- Career dialogue helps people know you are interested in them
- Performance management helps identify and improve talent
- Development Plan for staff helps them to know you are willing to invest
- High potential staff need to be identified and fast tracked
- Buy in from board and senior management is key
- Line managers are your performance management team
- The key question is “do you really want to pick up this challenge and go for it?” The benefits are there but need to be worked for and budgeted for. That is true buy in

Frank Keepers began his presentation by explaining briefly what TNT was about and how it was structured:
- There are currently 165,000 people employed by TNT and they are based in just over 60 countries
- The main line of work carried out by TNT is delivery of Mail, Express Deliveries of items, and Logistics with many international customers
- TNT was established 1998, thereby showing a massive growth rate / expansion. It was formally known as Royal Dutch Mail and so has had to undergo a serious journey of change
- In 2004 TNT’s Turnover was:
  - 12,6 billion revenue
  - 666 million net income (Euro)
  - This is considered to be a fast growing revenue and profit success in the for profit world. It is currently one of the most profitable mail businesses in the world
- TNT is the biggest company in automotive logistics in the world and is the only express business with a “no limit approach”
- One of TNTs major clients / partners is WFP, where they support emergency response
- The main principles fostered by TNT are: safety, accuracy and asset utilisation
- Customer relations, people, corporate responsibility are also key in taking decisions

The values that an organisation have are absolutely key. They help ask the question “Is this the RIGHT thing to do?” Right meaning:
- Moral / ethical
- Environmentally friendly
- Humanitarian

In essence you want to / have to get the job done, but at the same time you need to ask some serious questions. Because your staff are your main asset and you need them to buy-in mind, body and soul in order to succeed.
The Process / Journey of Change
We should not try and fight against change as change is in our DNA. We should rather embrace and learn how best to facilitate and plan the right change in the situation presented.

Talent and Leadership Development

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<thead>
<tr>
<th>From:</th>
<th>To:</th>
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<tbody>
<tr>
<td>Local</td>
<td>Global</td>
</tr>
<tr>
<td>Change as exception</td>
<td>Constant change</td>
</tr>
<tr>
<td>Stable careers, built on long term loyalty</td>
<td>Phased approach, temporary mutual fit</td>
</tr>
<tr>
<td>Skills and knowledge will last</td>
<td>Learning will last</td>
</tr>
<tr>
<td>Experience counts</td>
<td>Talent counts</td>
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Change takes place in a phased approach. People used to apply for positions and stay with that company for their entire career. Now we see a move towards people applying for a position in a much more temporary fit pattern.

It used to be understood that “What you knew, you knew” – now we need to invest in learning that will last as “what we know today, may very well be obsolete tomorrow”.

Experience counts and gives a new dimension and people are expected to use their talent to create something.

Definition of Talent Management:
Talent and leadership development are about supplying the right number people, with the right skills and experience, at the right place, at the right costs and at the right time.

Why is it important to manage staff in this way?
Here is an example of some challenges faced in the HR world:
- Try to integrate 7 acquisitions in 3 years
- One contract means you need to take over a 10,000 people operation within weeks
- 65 of your top positions need succession in the coming 24 months
- You are introducing a new organisation concept world-wide
- Or a war/natural disaster hits millions of people and you are asked to intervene

Thus you need to be ready to cope with both the routine and the surge demands for staff.

Strategic Direction that Needs to Be Taken
1. Developing varied sources of recruitment. This will require you to think much more broadly and open mindedly
2. A talent pipeline needs to be recognised and structured, so that you know where and how you want your staff to develop. You also need to know who are the most talented
3. Succession planning and a diversity approach needs to be sort. Find out / ask yourself “who is ready to take over in 2-3 years time”
4. Performance evaluation is a key tool to help the process move forward
5. Career guidance gives the one on one contact that helps staff know one another and understand each others expectations
6. High Potential identification is essential but can only be done when performance evaluations are being undertaken. You need to ask yourself “who is going to be successful in our organisation. What skills do we need?”
7. International mobility helps the organisation stay flexible and allows for people to experience change and buy into the overall goals / values of the organisation
8. Having a Performance Development Plan ensures staff are aware that you are interested in them and are willing to invest in their development
9. Integrated C and B approach (Compensation and Benefits)
The Career Dialogue
There are four major steps to pursuing a career dialogue:
1. Where are you in your career?
2. What is on the horizon for you – say in 3-5 year times?
3. Determining the best road to get there and what resources will be needed to achieve this move
4. Finally, the drafting of an action plan / investment plan. Here there may be the need to introduce options of mobility, flexible working hours and location options

Introduction of a Performance Assessment Programme
This must already have started at induction.
Talent management equals good line management. Over the period of time that a person works under a line manager (2-3 years) performance management should be considered as a journey. 99% of people consider that performance management is a bad thing and thus there is significant resistance. (Quote: “I’m happy to mow the lawn, but let’s first plant the grass”).

If we are going to make a difference and get the buy in we need to make performance management and talent management work we will need 100% buy-in from the Board of the organisation. They will need to see and believe in the value of performance management and the key role that coaching and mentoring play.

The question to ask yourself is : Are you ready for this change and investment?
The outcome of this investment will be:
• An organisation that is light on its feet
• Has access to resources
• Volunteers / staff will want to buy in mind, body and soul, especially as they are listened to through the career dialogue
• Increase in your pool of talent and with performance management supports continued growth and placement
• Access to information on staff is assured

Changing people’s mindset takes time. Resistance to this change can be seen in a number of ways. For example constant postponing of meetings about the changes needed. You have to ask “why is it not a priority?” Some battles may be lost but your aim is to win the war.

Four Main Stages to Consider:
1. Recruit
   • Develop varied sources
   • Keep strict criteria, competency based approach
   • Assessment approach helps you to get to know the person
   • Deep involvement of line management important as they will need to do the investing
   • An image that gets out that you care will be your greatest recruitment tool. Strong brands attract the best people … a marketing approach works

2. Deploy
   • Cross divisional resource committees established: For example this would include business leaders on operations, talent review, succession and career planning, vacancy filling, capability development through action learning
   • Standardisation helpful - Work in progress on development of one competency model, one performance development approach, one job evaluation system, open job posting option
3. Develop
   • Buying in means putting money into it
   • Development of a diversity / inclusion programme. Change management supporting programmes
   • Carry out an engagement survey to learn what works and what does not
   • Cross divisional, international approach on capability development
   • Roll-out courses on Leading High Performance Teams, functional excellence programmes, re-launch high performance development programme, Leadership development programmes etc.

4. Connect
   • Talk with, not about our people approach
   • Set up networking opportunities (professional and business communities of practice)
   • Leaders to establish habits of Career Dialogue, Performance feedback sessions, enabled by HR – set the standard and follow up the decisions

Tool that can be used to Analyse Impact

<table>
<thead>
<tr>
<th></th>
<th>Long Term</th>
<th>Short Term</th>
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</thead>
<tbody>
<tr>
<td>High</td>
<td>Feedback</td>
<td>Challenging assignment</td>
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<td></td>
<td>Coaching</td>
<td>Return policy</td>
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<td></td>
<td>Action learning</td>
<td>Career dialogue</td>
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<td></td>
<td>Diversity approach</td>
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<tr>
<td>Low</td>
<td>Money</td>
<td>Management training</td>
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</tbody>
</table>

When introducing these concepts make sure you go into the meeting well prepared. Give decision points clearly. Use language that is realistic and attainable, but also sees beyond the immediate.
Drafting an Effective Strategy: Mr. Chris Bressey
HPM Programme Manager – Bioforce

Chris Bressey is currently the HPM Programme Manager for Bioforce. He has spent most of his professional life in international business: telecomms, logistics, banking, import-export, consulting and training, international negotiation and intercultural communication. In recent years, he has had a strong commitment to the NGO sector - with Amnesty International, working in prisons in France, part-time trainer at Bioforce and training missions to Haiti. He also runs a small NGO in France helping long-term non-workers get back to work. His managerial background has led to him setting up a European Masters degree in Humanitarian Programme Management with the University of Liverpool, MANGO and Bioforce.

Summary of Key Points

- Talking about ROI can sound strange in a not for profit setting, but can be the key analysis tool that helps develop buy-in from senior management and line managers.
- Retention of staff should not be done to their detriment – watch out for burn out.

- Concerns that need to be addressed strategically:
  - Reactive management vs. proactive
  - Why consultants are used so much
  - Training is not planned for managers

- Change is a process taken one step at a time. The first step is to create a strategy that all staff are involved in.

- Summary of information from cards collected in answer to questions raised during this session will be complied by Chris and made available on the EPN website.

As a way of introduction Chris gave us some background as to how he got involved in this sector and what he is currently involved in with Bioforce.

Chris has been apart of humanitarian training since 1983. He is currently based near Lyon in France. The trainings that are on offer from Bioforce are as follows:

- ‘Long’ trainings – 9 months on site + 12 months in the field to get the diploma. These are carried out for the following sectors:
  - Logistics
  - Administration
  - Water and Sanitation
  - Project management

- “Short trainings” – carried out in partnership with:
  - IRIS in Paris
  - DCI in Dublin
  - Liverpool University
  - HCR in Tchad

Chris currently runs the Bioforce MSc in Humanitarian Programme Management (HPM). He has a business background with many years experience. His field experience extends to short humanitarian training programmes, which highlights that his main trade is that of a trainer.

The HPM programme is divided into 3 months at Liverpool University, 3 months at Bioforce and 3 months in the field. The programme is accredited.

The question that Chris was asked to address in this session was: “How can we take what we hear back to our agency and incorporate it into our strategy?”

When looking as an outsider into NGOs – what is seen?
Three specific stakeholders are seen:
1. Service providers: the NGOs
2. Money providers: the donors
3. Customers, which can be broken down further into:
   - Beneficiaries
   - Donors
   - General public
   - Local governments

As an outsider and businessman – what questions would be asked when looking at this set up?
1. How can you even think about ROI in a profession that talks about ‘donors’? Is it not better (more comfortable) not to think about ROI (Return on Investment)?
2. We talk about retaining staff; why don’t we talk about burnout? Should we try and retain people? Is it moral?
3. What does this profession need to protect so much? Massive NIH\(^9\) problem

Strategy is not taken on board.

Structural Problems
1. Putting out brushfires – reaction styled management instead of proactive. We need to ask how we can move to the point where we are not always fire fighting
2. High staff turnover. Why and how can we address it?
3. No planned training for managers. Though intentions are there is no action
4. Project-oriented financing:
   a. Good project management
   b. But Poor Head Office management
5. 20bn$ spent on consultants\(^{10}\). What does this tell us?

What we need is to be more professional
We need:
   o Solid values agreed upon by the profession
   o Body of accepted skills and knowledge
   o Set of systems that allow the profession to provide services reliably

But:
- Do we have an agreed definition of the “humanitarian profession”? Who would go about setting it up?
- Do we have an “agreed body of skills”?
- Do we even agree that we are “service providers”? And can therefore learn from any other service provider

The Agreed set of standards / values we currently have:
- SPHERE, HAP, COMPAS, People In Aid Code of Good Practice, UN standards, etc.

Chris handed each participant a card and asked them to answer the following 6 questions. He then agreed to collate the answers and feedback to EPN

Question One:
What do we need to become more professional?

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\(^9\) NIH: Not Invented Here
\(^{10}\) Figure quoted from an Action Aid Report
Question Two: (management is about setting priorities)
Which one of these 6 would you chose to be the next one to work on:
- Implementing HR standards
- Retaining staff
- Retaining managers
- Set up ethical standards
- List core humanitarian values; get accepted by profession
- Set up humanitarian profession HR ‘council’

Question Three:
Does your organisation have a strategy?

Question Four:
Do you know what it is?

Question Five:
Does it affect you?

Question Six:
  a) If it does what do you need to do to implement it?
  b) If it doesn’t, what do you need to do to make sure it does?

Change comes when someone sees the next step words from Henry Ford

Getting down to developing a strategy
- A strategy tells you where you want to go, and by when
- It should allow you to say ‘no’ to things that distract you from fulfilling it
- Legible and accessible to everyone in the organization. Therefore owned by everyone in the organisation
- A strategy should be developed by everybody in the organisation, therefore it can be initially a slow process
Priorities for HR: Mr. Peter Troy
Head of Humanitarian Programmes Team, Conflict and Humanitarian Affairs Department, DFID

Peter Troy is the Humanitarian Programmes Manager for the UK Government's Department for International Development (DFID). He is responsible for managing UK humanitarian response to sudden crisis, including conflicts, and rapid onset emergencies. His responsibilities also cover humanitarian policy, disaster preparedness and mitigation, and humanitarian mine action. He also confessed to the fact that a parachutist once landed directly on his head as he walked along!

Summary of Key Points

| - It is the agencies responsibility to ensure all staff are qualified, experienced and trained | - Have clear competency guidelines |
| - Develop a national staff association to help communication and understanding of the issues of concern | - Inductions are very important and should be tailor made to meet the needs of a person recruited |
| - Secondments are a tool used to ensure staff gain experience | - Lessons learned from Iraq, Darfur and the tsunami – how can we all better recruit and retain staff. What could the donor’s role be in this? |
| - Combination of Core staff, national staff and contracted (consultants) to meet surge capacity teams | - DFID Competency Framework shared with EPN 7 – see document separately |

Peter further elaborated on his background:
- Left school 1971 – joined Prudential Assurance Co Ltd
- Joined ministry of Overseas Development in February 1975 as clerical officer in the personnel department
- Subsequently worked in the recruitment executive, Far East Department, United Nations Department and the Training Department
- April 1983 – seconded to the natural resources institute as head of training
- March 1993 – returned to the Overseas Development Administration (ODA) as deputy head of the disasters unit and the emergency aid department. Became head of disasters unit in the emergency in 1997
- Posted to DFID Bangladesh in March 1999 as head of management and deputy head of office
- Since September 2002 has been appointed the humanitarian programmes manager in DFID’s conflict and humanitarian affairs department (CHAD)

The topics to be covered in this lecture are as follows:
- Explore how DFID seeks to have in place the right people to manage responses to humanitarian crises
- Consider roles of core and national staff and of consultants
- Consider preparation and support for staff/consultants
- Need for contingency planning - surge capacity
- Drawing lessons from past experience

Good Donorship Initiative
DFID signed along with 25 other donors in June 2003 the Good Humanitarian Donorship Initiative. The two principles that should be quoted at this conference as Principles 15 and 16:

15. Request that implementing humanitarian organisations fully adhere to good practice and are committed to promoting accountability, efficiency and effectiveness in implementing humanitarian action.
16. Promote the use of Inter-Agency Standing Committee guidelines and principles on humanitarian activities, the Guiding Principles on Internal Displacement and the 1994 Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organisations (NGOs) in Disaster Relief.

Donors were also to set indicators to monitor themselves. The aim of this initiative was to help ensure quality in response to emergencies, especially to ensure a better contextual analysis and better co-ordination.

**Quiz held with participants (taken from Andersen Consultancy Worldwide)**
The quiz is designed to tell if you are qualified to be a professional.

**Q1**: How do you put a giraffe in a refrigerator?

A1: Putting simple things in a complicated way is a weakness
- Open the door
- Put the giraffe in the refrigerator
- Close the door

**Q2**: How do you put an elephant in a refrigerator?

A2: Testing to see how you respond in light of the previous question?
- Open the door
- Take the giraffe out
- Put the elephant in
- Close the door

**Q3**: The Lion King is hosting a conference for all animals and one member does not arrive. Who is it?

A2: Testing your memory and linking ability
- The elephant - as he is in the refrigerator

**Q4**: A river needs to be crossed which is used by crocodiles. You don’t have a boat. How will you do it?

A4: Cross checking your linking and application skills.
- Jump in and swim across as all the crocodiles are at the conference

Anderson consulting found that 90% of professionals get this quiz wrong, though a majority of pre schoolers get it right. Professionals may have knowledge but can they learn from their mistakes and apply this in the future?

**DFID Staffing Needs**
DFID needs professionals and many development practitioners as it has a growing humanitarian arm. DFID has two Head Offices, one in London and one in Scotland. London manages overseas programmes, Scotland provides the personnel services support function.

DFID is a diverse organisation with varying terms and conditions, some are old and some are evolving.
- Terms and conditions depend on the grade applied for
- There are a number of contract styles
- There is a mobility clause for some staff built into the contract that requires people to take an overseas placement
- Induction, fast track and longer term training and development. There is an investment made in training and development. Induction is seen as very important and is tailor made
and job specific. An induction is given even when there is a job change within the organisation

- Motivation, morale, safety/security – retention
  - Core staff/civil servants
  - National staff – appointed in country
  - Contracted staff/consultants
- Secondments occur in governmental department and outside of government. I.e. an interchange with other donors

DFID has sought to underpin this decision to strengthen staff by being accredited as an “Investor in People”. As a good employer will ensure high motivation and morale in their staff. DFID recognise their duty of care for those staff that are posted to areas of higher risk.

Retention can be an issue, where change and uncertainty can lead to an increase in stress and needs to be carefully monitored.

**Staff Categories**
Broken into Core Staff, National Staff and Contracted / Consultants Staff.

**Core Staff**
- Jobs/postings are categorised by grade
- Fixed terms and conditions – overseas and headquarters. There is a special entitlement for staff overseas, plus hardship allowance and flexibility scheme
- Applications/cluster system (NB: Looking for a 360° feedback every year)
  - Job specific
  - Competency based – also generic and graded *(See separate document for the DFID Competency Based Approach Guideline)*
  - Appraisal
  - Line management decision
  - HR oversight and control

**Examples of Core Behaviours**
- Working with others (good or bad)
- Leading and managing
- Delivery and improving – focus on results
- Forward thinking – being receptive to new ideas and change
- Communicator and influencer
- Analytical thinking and good judgement
- Managing knowledge and information
- Organisational and financial awareness

**National Staff**
- Staff are linked to UK based staff system. It remains difficult to try and have a consistent system in recruitment and management of national staff. Who do you compare the salary system with? Other donors, UN, NGOs, the corporate world? The way DFID has opted to go is to set up an Advisory Board for national staff so as to broaden this discussion. The issue then becomes who represents the National Staff as this is often chosen culturally rather than professionally. However, DFID encourages staff to form an association so that their voice is heard
- Issue of DFID/UK missions
- Development attachments
- Sensitivity in disaster prone countries
Contract Staff
More consultants / contracted staff are used during humanitarian aid responses. The CHAD Operations Team (CHAD-OT) are contracted and are used for the following:
- Natural disaster response
- Complex emergencies
- Post conflict reconstruction
- Database of available expertise
- Call down arrangements for specialist need

The data base contains the following information:
- Core set of Staff
- Range of disciplines / skills, plus advisory skills

Alongside this data base there are partners that DFID call on for specialised responses:
- Search and rescue teams
- Air services are contracted
- Procurement services are contracted
- Mines Advisor for special mine advisory programmes

Constraints
Internal versus external staffing requirements tension
- Civil service headcount rules – when government drops numbers it affects DFID too. Ceilings are set
- Total operating costs constraints – budget reliant on political decisions
- Emergency / programme costs. The ongoing question on where to spend the finances to have the most affect

Core requirements for Staff in Surge Capacity Unit
- Past experience – field based
- Knowledge and experience of working with humanitarian organisations
- Assessment, co-ordination and influencing skills
- Policy and strategy development
- DFID programme management knowledge and skills
- Proven team working ability
- Reliability and resilience
- Information collection, analysis and dissemination
- Report writing – field reports, internal submissions, etc
- Cross departmental interface – within DFID and across Whitehall
- Security clearance (varying levels)

Core Staff Support:
- Different requirements according to job and grade acknowledged
- Humanitarian versus development – career issues addressed
- Perceptions of the job - “the unsocial hours” – some opt out even before trying because of this perception.
- Opportunities for:
  - Training and development
  - Experience building
  - Familiarisation posting

Contracted Staff Expectations:
- Expectation of possession of requisite experience, skills and competences
- Responsibility to train and develop. Whose is it?
• Continuity and retention issues remain a problem

**Surge Capacity Strategy**

*Need for quick reallocation of staff to respond to crisis*

- Establishment of surge capacity pool
- Across range of disciplines needed
- Pre-training essential
- Volunteers versus temporary posting needs to be considered
- Rewards - career planning – career development

The level of military involvement has to be taken into consideration and what cultural awareness training is needed.

**Contract lengths:**

- CHAD-OT are for 3 years
- The Surge capacity team have contracts ranging from 2 weeks to 1 month

**Lessons learnt from Iraq, Darfur and the Tsunami**

1. What are the constraints to getting good staff?
2. How do we best support them? Not just about duty of care
3. Will surge capacity protocols deliver the right people for DFID?
4. Tapping the local resource
5. Bringing in the non-traditional players
6. How can donors help humanitarian organisations find and retain good staff?
Performance Management: Ms Emma Jowett

Emma Jowett has been a training specialist for eighteen years, originally working in the private sector and now exclusively in the humanitarian sector for both NGOs and UN agencies. Her career as an independent consultant has taken her to Latin America, East and West Africa and more recently to Asia. Emma specialises in the design of bespoke learning materials for humanitarian agencies and has a long history of running training of trainer programmes for a variety of agencies, as well as delivering and evaluating humanitarian learning programmes.

Summary of Key Points

<table>
<thead>
<tr>
<th>Indicators needed to be carefully thought out and monitored against</th>
<th>Buy-in is seen as the biggest hurdle. Senior management need to set an example and support line managers in initiating the performance management system</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time constraints can be addressed by having standardised tools and ensuring staff are trained in their utilisation</td>
<td>Career dialogues and staff development plans are vital to support staff and thereby increase retention of experienced managers</td>
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</tbody>
</table>

Emma started the session by introducing the main question to be addressed during the discussion.

**Question: What are the indicators for achieving effective performance management in emergency settings?**

The participants were initially asked to write down indicators on their own. After 15 minutes, participants were divided into 5 working groups and asked to share their indicators, assimilate and summarise what the key indicators were that the group felt should go forward to be shared with the other groups.

A summary of the outcome is shown below:

1. Performance management should be considered a core value / strategy of an organisation in order to ensure full co-operation and buy-in from senior management
2. Line managers need to be trained and made aware of the need for their buy-in and co-operation
3. A career dialogue should be held with all staff and a staff development plan drawn up
4. Appraisals should be ongoing throughout the period of the contract
5. Feedback encouraged (360⁰)
6. Generic and improved job descriptions that are realistic need to be drafted and ready for use in emergencies
7. Evaluation of staff member’s capacity is needed
8. Poor management – “step aside” approach a recommended option
9. Minimum training inputs agreed to and met
10. It is essential to have a briefing / debriefing at the end of a deployment (or end of contract)

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11 A Performance Management Indicator is a tool we can use to monitor performance against an agreed standard.
HR Tool Box: Mr. Ben Emmens  
Human Resource Service Manager – People In Aid

Ben is an international human resources manager, with more than 9 years experience in HR and general management in both the humanitarian and the private sector. He is currently People In Aid’s Human Resources Services Manager with responsibility for supporting agencies in the management and support of their staff and volunteers, as well as developing People In Aid’s international services. Prior to joining People In Aid in 2003, he was part of the international human resources team at Save the Children UK, providing HR support and advice to a wide range of humanitarian relief and development programmes around the world. In addition to experience of supporting teams throughout Europe, Africa, the Middle East and central / southern / eastern Asia, he has spent time in West Africa, central Africa, the Balkans and Central America.

Summary of Key Points

<table>
<thead>
<tr>
<th>• The recognition of how much shared experience EPN has been made available for one another</th>
<th>• The immense learning that takes places when agencies share their experiences and strategies for the future</th>
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</thead>
<tbody>
<tr>
<td>• The list compiled is not complete but highlights how much was discussed – it allows each participant to reflect and follow up with agencies who shared – it helps underpin the vital role of the EPN network</td>
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</table>

Ben started by giving a brief recap on who People In Aid is and what they do:

People In Aid Promote good practice in the management and support of aid personnel. It is an international network of development and humanitarian assistance agencies. People In Aid seeks to assist organisations whose goal is the relief of poverty and suffering to enhance the impact they make through better people management and support.

People In Aid was created by relief and development agencies in a response to the identified needs of the sector. The members help guide the work of People In Aid, which can be divided into three key areas:

1. Advocacy or promoting good practice in people management  
2. The Code of Good Practice  
3. HR Services

The ToR for the session on HR tools box is to:
1. List the tools for management development highlighted so far.  
2. Identifying additional tools that could be useful.

When talking about tools it important to clarify exactly what we are looking for and why. Once tools are identified and developed they need to be tested and assured that they really do work. It is important to ensure they are understandable and kept as simply as possible, because the overall use of the tool is to help us deliver our mission more effectively.

A process can be charted as follows:
1. Identify good practice  
2. Ask and define what enabled that good practice?  
3. Apply the learning

To help gather information to understand what has so far been gained and applied, Ben then requested each participant to carry out the following task:

1. Identify one HR [management development] success story from your agency from the last 6 to 12 months
2. Identify and describe the underpinning tool / s

Ben assured each participant of the confidentiality that will be maintained on this information and so requested. He then gathered the cards and will respond with the outcomes at a later date.

EPN 7 Reflection of what we have covered in this conference.

Ben went on to encourage all EPN 7 participants to reflect on the good practice shared, ranging from practical tools to interesting ideas or success stories which could be adapted to agencies’ different operation and cultural contexts. The list is as follows – it firstly identifies the outcome, or improvement, then describes the good practice technique or tool, and then identifies the agency or source:

1. Acquire different experience and continuous improvement / rotation every 3-4 years / Pim Kraan (Ministry of Foreign Affairs)
2. Sharing good practice / virtual symposium / Eelco Dykstra (University of Kuopio)
3. Linking policy to practice / Bring or force management disciplines together for projects / Eelco Dykstra (University of Kuopio)
4. Calculating ROI / Model for calculating value of life or actuarial cost of death in $$$ / Eelco Dykstra (University of Kuopio)
5. Professional development / NOHA Masters programme / Eelco Dykstra (University of Kuopio)
6. Growing own talent / Pilot internship scheme / Save the Children
7. Address blockages and deal with HR issues / Step aside contract clause / Oxfam GB
8. Less bureaucratic processes / Lighter tools e.g. 1 page ToR in early stages / Action Contre la Faim
9. Address local HRM capacity issues / Send expat as soon as possible / Action Contre la Faim
10. Programme quality / Emergencies managed by emergency specialists / Action Contre la Faim
11. Strengthen local HRM capacity / Coaching of local HR administrators / MSF
12. Programmes with immediate impact / HR person at outset and HR systems focus / MSF
13. Consistent application of HR policy / HR included in pre-mission training for employees
14. Shared learning / Identify your ‘Harry’s bar’ / RedR-IHE
15. Ensure development between assignments / database of key talent and training to suit / Oxfam GB and Tearfund
16. Increase quality of leadership / Programme Directors have 1 week course covering 15 competencies and focus on management courage / Save the Children UK
17. Develop local management / DMDP accredited course / Tearfund
18. Quick start up of operations and consistency / Pick up and go packs / Oxfam GB
19. Learning opportunities for national staff / learning and development salary grade between local and expat / Save the Children UK
20. Develop management potential / take risks e.g. send novice out with a mentor / NRC
21. Increase the pool / IHP & UNDAC & Surge capacity / OCHA
22. Increase number of protection staff / PROCAP / OCHA with NRC
23. Maintain motivation / Rotational policy according to severity / OCHA, IOM
24. Address high turnover / Global reward initiative / Oxfam GB
25. Record staff data and staff movements / HRMIS / Oxfam GB
26. People planning for key posts / Spreadsheet / Oxfam GB
27. Avoiding burnout / HSPs redeployed after 2-3 years / Oxfam GB
28. Upward appraisal / 360 degree appraisal in HR function / CRS
29. Upward appraisal and accountability / 360 degree appraisal development tool / MSF Holland
30. Stakeholder dialogue or participation / People In Aid Code and implementation methodology / People In Aid
31. Minimum standards in management / Frameworks and guidelines / Action Contre la Faim, Save the Children UK, Islamic Relief
32. Rapid response and learning opportunity / Secondments / Islamic Relief
33. Identifying talent / Career dialogue / TNT
34. Attract the right talent / Market the brand / TNT
35. High quality intake / Create and monitor the talent pipeline / TNT
36. Succession planning / simple spreadsheet with basic contract data / TNT
37. Motivate managers / Integrate pay and benefits approach and reward right people consistently / TNT
38. Connect with staff / Employee engagement survey / TNT
39. Share knowledge / Cluster disciplines and network teams / TNT
40. Win management trust / Drop what you’re doing and help a colleague out with their crisis / TNT
41. Clarify core skills required by managers / Develop summary or outline of core competencies / Bioforce
42. Develop experience / secondments or experience visits with ToR / Save the Children UK, and CRS and World Vision, and NRC
43. Provide new talent with experience / Informal internship scheme / Merlin
44. Provide development opportunities / Develop in house rosters / Save the Children, Oxfam GB, Concern, OCHA, British Red Cross
45. Nurture young talent and potential / Mentoring scheme / Medair
Working Groups

There were three sessions of working groups throughout the EPN conference. Participants were invited to suggest a topic per session that had not been included but where there was enough interest to stimulate a group discussion. Ms Emma Jowett co-ordinated and facilitated the working groups with the help of EPN committee members who had volunteered to facilitate each group in order to support a smoother and more productive time.

Summary of Points Raised

<table>
<thead>
<tr>
<th>No.</th>
<th>Working Group Topic</th>
<th>Learning Points</th>
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<tbody>
<tr>
<td>1</td>
<td>Mapping the critical distinctions and problems raised in each type of crisis. Suggested strategic responses</td>
<td>Broken down into Recruitment and Retention strategies, with two key points raised:</td>
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<tr>
<td></td>
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<td>• Change senior management mindset to take “outside” staff</td>
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<td>• Coach line managers in the field to support and performance manage</td>
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<td>2</td>
<td>Before, during and in-between crises – considering ways to ensure continuing development of managers</td>
<td>Benchmarking and sharing was carried out well. Suggestions summarised on how to improve:</td>
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<tr>
<td></td>
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<td>• Good practice must be designed into the programme</td>
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<td>• Asking donors to recognise the benefits of planning</td>
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<td>• Challenge administration rations imposed as a reason for no funds being allocated to training</td>
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<td>• Add specific budget line into programme budgets – “capacity building” – then it is not “admin”</td>
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<td></td>
<td></td>
<td>• We must take a long term view to justify preparedness</td>
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<td>• Mentorship Programme</td>
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<td>3</td>
<td>Development of an upward appraisal tool for staff to evaluate their managers. Exploring approaches for developing managers through feedback appraisals</td>
<td>Pros and cons discussed and a list of possible solutions drawn up:</td>
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<tr>
<td></td>
<td></td>
<td>• Development tool – increase buy in rather than criticism</td>
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<td>• Systematic / regular approach would help. Time / framework should not be too rigid</td>
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<td></td>
<td></td>
<td>• Wrong tool in emergency situations – stress. (better for senior management to review)</td>
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<tr>
<td></td>
<td></td>
<td>• Different tools for different cultural environments</td>
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<td></td>
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<td>o Face to face</td>
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<td></td>
<td></td>
<td>o Questionnaires (anonymous)</td>
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<td></td>
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<td>• Training in how to do 360 degrees feedback. E.g. neutrality important - 3rd party needed</td>
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<td></td>
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<td>• Most effective if there is a history of this culture</td>
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<td></td>
<td></td>
<td>• Line managers should buy-in and this should not just be an HR initiative</td>
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<tr>
<td>4</td>
<td>Open Topic: Humanitarian masters: managerial competencies</td>
<td>Main discussion led to a debate on whether internal training offered more than the HPM training programme. More data needed as no answers arrived at, except that apprenticeship can play a positive role</td>
</tr>
</tbody>
</table>

Final Report EPN 7 – Management Development for Emergencies  Page 54 of 72
<table>
<thead>
<tr>
<th>No.</th>
<th>Working Group Topic</th>
<th>Learning Points</th>
</tr>
</thead>
</table>
| 5,6 | Cultural considerations: investing in a global workforce | All the issues around diversity and cross cultural work in an ever increasing global environment were discussed. The outcome was to underline that training should take place at different stages:  
**Stages of response**  
- Induction: Early: focus on task (dos and don'ts)  
- 2-3 months into contract: Later: Adaptation, local culture discussion  
- Different manager for different stages  
- Capture knowledge and transfer  |
| 7   | Security Management: Responsibility of the Manager       | The question was not really answered, but the role of the manager was seen as key.  
- Job Description of a security officer is needed  |
| 8   | Open Topic: Decentralisation of HR                       | The conclusion was that decentralisation had both pros and cons:  
- Generally seen as positive but only change if necessary – needs driven  
- HR in HQ seen as recruitment and admin support  
- Develop closer relationship with field – expand services  
- Would result in more accurate solutions (including speedier recruitment) as better understanding of needs  
- More flexible service  
- Must ensure consistency of service plus quality: min standards / guidelines, managers accountable |
| 9   | Secondments; Experience Visits; Internships: pros and cons | Agencies shared their experiences using a variety of different approaches. Learning outcomes:  
- Got to get commitment to principles of Training + Development.  
- Potential for good ROI  
- Generic framework for secondments  
- Research, planning and buy in  
- Clarity of purpose  
- “If we don’t do it we are doomed”  
- Try a dry run (pilot) |
| 10  | Coaching and mentoring: different options                | A key method to support staff and ensure development is occurring on site  
- Definitions:  
  - Coaching: developing own talent, day by day, focussing on specific goals, structured, input from coachee  
  - Mentoring: advising from outside and more experienced, driven by individual or by manager, parameters less defined, input from mentor  
- Can outsource coaches, but need to work into the ToR training of internal coaches as the longer term solution  
- Space and opportunity needs to be created for coaching and mentoring to occur |
<table>
<thead>
<tr>
<th>No.</th>
<th>Working Group Topic</th>
<th>Learning Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Succession Planning / Handovers: the reality vs. ideal – how to overcome the gap.</td>
<td>• Plan should be open and transparent for all involved   &lt;br&gt;• Link into all HR systems e.g. contracts   &lt;br&gt;• Acting / Interim positions (growing talent)   &lt;br&gt;• Learn from private sector   &lt;br&gt;• ROI</td>
</tr>
<tr>
<td>12</td>
<td>Open Topic: Should or even must we adapt to business models</td>
<td>A dynamic discussion held which highlighted that there were pros an cons in looking at taking tools from the business world, however they had a lot to teach us:   &lt;br&gt;• Be open to learn more about their methods – pick and chose what is relevant, non bureaucratic and effective</td>
</tr>
</tbody>
</table>
Annex A: Working Group Discussion Summaries

A summary of the outcomes of each working group is collated below:

Notes were taken directly off the flip charts, from the brief feedback given during the working group report back to the plenary group, and when available from notes taken by the actual working group and handed in to the convenor.

Working Groups: Wednesday 8th June - 17:30 to 18:45

<table>
<thead>
<tr>
<th>17:30 – 18:15</th>
<th>Working Groups:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Mapping the critical distinctions and problems raised in each type of crisis. Suggested strategic responses</td>
<td></td>
</tr>
<tr>
<td>2. Before, during and in-between crises – considering ways to ensure continuing development of managers</td>
<td></td>
</tr>
<tr>
<td>3. Development of an upward appraisal tool for staff to evaluate their managers. Exploring approaches for developing managers through feedback appraisals</td>
<td></td>
</tr>
<tr>
<td>4. Open Topic: Humanitarian masters: managerial competencies</td>
<td></td>
</tr>
</tbody>
</table>

Facilitators:
- Ms Laura Byrne, RedR-IHE
- Ms. Elaine Sullivan, SCF-UK
- Mr. Andy Buchanan, DFID
- Ms. Emma Jowett, EPN

1. Mapping the critical distinctions and problems raised in each type of crisis. Suggested strategic responses.

Working Group Facilitator – Laura Byrne, Redr / IHE

Recruitment:

<table>
<thead>
<tr>
<th>Now</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overloaded in recruitment and payroll</td>
<td>“Outsource” e.g. national and critical leadership positions. E.g. Finance manager (recruit outside of organisation)</td>
</tr>
<tr>
<td>Secondments quick and effective way to staff 1st phase</td>
<td>Induction and training across different categories of staff i.e. New recruits, experienced staff etc.</td>
</tr>
<tr>
<td>Lack of trust in HR to choose staff</td>
<td>Change senior management mindset to take “outside” staff</td>
</tr>
<tr>
<td></td>
<td>Involve field managers in the selection of the staff to be in their teams</td>
</tr>
<tr>
<td></td>
<td>Build trust between line managers + HR – need to have some successes reported</td>
</tr>
</tbody>
</table>

Retention

<table>
<thead>
<tr>
<th>Now</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rely on “grey” hairs for support and training</td>
<td>Keep a register of humanitarian staff for 1st phase deployment i.e. Ready to go</td>
</tr>
<tr>
<td>Managers reluctant to release their staff for humanitarian missions</td>
<td>Proper debriefing learn plus reinforce the individuals learning</td>
</tr>
<tr>
<td></td>
<td>Thank people when they come back</td>
</tr>
<tr>
<td></td>
<td>Contact people in the field to see how they are doing (HR and line managers)</td>
</tr>
<tr>
<td></td>
<td>Coach line managers in the field to support and performance manage</td>
</tr>
<tr>
<td></td>
<td>Jobs more doable i.e. ToR or objectives realistic - to be sent by the line manager</td>
</tr>
<tr>
<td></td>
<td>Develop staff – i.e. Career path</td>
</tr>
</tbody>
</table>
2. Before, during and in-between crises – considering ways to ensure continuing development of managers

Working Group Facilitator: Elaine Sullivan, SCF-UK

Benchmarking: Before Crisis

Oxfam OZ:
- Register size – 150 (target 100, core 30)
- Anticipate 20% availability
- Sent around 20 people to RedR course paid out of HR Core budget
- Invite people to all internal courses
- Maintain ongoing contact with individuals via newsletter, training, networking
- People on register used to backfill Head Office posts
- Have a long term view:
  - 2 years investment before payback
  - Contributes to overall sector

Tearfund UK:
- Data base of “known” individuals
- Kept in touch with via newsletter and vacancy notices (keep people warm)
- Insufficient ROI for training and register people (calculated ROI by costs to maintain vs # people used. Thus ended up cutting down register size

During Crisis

SCF:
- Leadership development course – 15 core competencies – bring staff together at HQ for training
- Register maintained for national staff with child protection skills to facilitate redeployment in the region
- Shift in the recruitment selection from focus on technical skills to more general management skills.

Tearfund:
- Disaster management training programme (2 modules / year)
  - Participants get certificate
  - Local trainers for all leaders (national and expat)
- Linked to a more aggressive performance management process
- Personal development plans for all staff
- Must take a long term view (took 3 years to even set up)
- Justified by importance of people skills in programming, joint development by operations and HR

Oxfam GB:
- Coaching programme for national and international staff in Darfur
- Being transferred to SL national staff
- Global coaching for country and regional managers led by international director
- “Pick up and go” packs on key topics
- Regular coaching by video conference

SCF:
- Secondments for national staff as development opportunities
- Need to include “space” for development
Management development DURING crisis: Can it be done?

Tearfund:
- Using action review / learning review on a monthly basis even during an emergency
- Removing people from “must do madness”
- Ensuring planning and reflection – YOU CAN afford half a day to do it
- Focus managers on staff as well as tasks
- But many humanitarian staff are wholly task focused
- Challenge to create the right organisation culture
- Show by example
- Success in one team spreads

What can we do better?

1. Good practice must be designed into the programme
2. Asking donors to recognise the benefits of planning
3. Challenge admin. rations
4. Add specific budget line into programme budgets – “capacity building” – then it is not “admin”
5. We must take a long term view to justify preparedness

NRC Mentoring Programme
- Sending expats to spend 6 months with a mentor, select people with the right qualities and teach skills (how is this perceived by national staff?)
- Funded by donors in grants (not admin costs.)

3. Development of an upward appraisal tool for staff to evaluate their managers. Exploring approaches for developing managers through feedback appraisals.

Working Group Facilitator – Andy Buchanan, DFID

Current Practices
- HR managers encourages it
- Questionnaires
- Follow up phone calls
- Non institutionalised system
- Field to HR chain

Pros: management buy in time / inclination – some pilots tried in field and HQ
- Willingness to do questioned?
  - E.g. local staff evaluating expat.
- Problems with confidentiality
- Questionnaire format: simplicity / transparency / roll into others not?
- High turnover makes follow up difficult and accuracy difficult to access (in short missions)
- What to do about cultural differences?
- Caution needed – be careful of abuse – damaging. Check info. Not all people are happy with feedback
Solutions
1. Development tool – increase buy in rather than criticism
2. Systematic / regular approach would help. Time / framework should not be too rigid
3. Wrong tool in emergency situations – stress. (better for senior management to review)
4. Different tools for different cultural environments
   a. Face to face
   b. Questionnaires (anonymous)
5. Training in how to do 360 degrees feedback. E.g. neutrality important. 3rd party
6. Most effective if there is a history of this culture
7. Line managers should buy in and this should not just be an HR initiative

4. Open Topic: Humanitarian masters: managerial competencies

Working Group Facilitator – Emma Jowett

1. Generic job description of programme manager = basis of HPM MSc
2. Generic JD = superman, but nobody expects anyone to be able to do everything
3. MSc aspect = portable qualification
4. Accreditation - Old issue – no solution yet
5. Apprenticeships – home growing managers
6. Internal training vs HPM style – interesting to see how they compare in the future.

Working Groups: Thursday 9th June – 11:15 to 12:15

<table>
<thead>
<tr>
<th>11:15 – 12:15</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Cultural considerations: investing in a global workforce</td>
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<tr>
<td>3. Security Management: Responsibility of the Manager</td>
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</tr>
<tr>
<td>4. Open Topic: Decentralisation of HR</td>
<td></td>
</tr>
</tbody>
</table>

Facilitators:
- Mr. Jan Jansen, PSO
- Ms. Lucy Markby, MANGO
- Ms. Laura Byrne, RedR-IHE
- Ms. Christine Newton, Oxfam GB

1 and 2. Cultural considerations: investing in a global workforce

Working Group – Jan Jansen, PSO and Lucy Markby, MANGO

Things to consider / be aware of

- Miscommunications – language
- Mis-understanding
- Cultural dos and don’ts
- Practical problems – visas etc.

Multi: national, international, organisations, individuals

What is wanted / needed is an inter-cultural competent person

How to address?

- Recruitment:
  - Must have a broad world view
  - Internationally exposed
  - South to south
  - International team across borders

- Induction:
  - Short code course (dos and don’ts)
- Orientations course follow up after 2 months in the field
- Link theory with practice
- Look at own values and behaviour
- Link to local family (language, culture and feeling part of...)
- Image of international team – what do we want others to see (security risk)

Debriefing:
- Document learning for organisation and successor
  - Culture
  - Beneficiaries
  - Organisation

Diversity: adapt as organisation

Each org. has its own values – binding influence – culturally adapt / language

Stages of response
- Early: focus on task (dos and don’ts)
- Later. Adaptation, local culture understanding
- Different manager for different stages


Working Group: Laura Byrne, RedR / IHE
Reported Back by: Ebe Ebrons, Centre for Safety and Development

Responsibility Belongs to:
- Everyone

Issues raised:
- Different roles of a security officer
- Country manager is key
- Structured / contractual – prepare people at induction
- Incident management
- Communication with family – who?

Basic Principles:
- Roles need to be clear and public
- Prepare for issues that might arise
- Incidents must be reported
- Follow up
- Enforce from outside as insiders don’t always see risk
- Near miss – critical incident debriefing
- Review regularly
- Breaches: HR Discipline, Instant
- Pre deployment training

Learning Outcome
Job Description of a security officer is needed
4. Open Topic: Decentralisation of HR

**Working Group Facilitator: Christine Newton, Oxfam GB**

Currently:
- **Oxfam:**
  - Originally wanted total decentralisation
  - Ended up with mixed
  - Was painful transition
  - Works well now

- **IOM:**
  - Save on costs
  - More reactive

**FRONT OFFICE:** Geneva – strategic, gov levels, corporate identity

**BACK OFFICE:** Manila – can be done anywhere – salary / admin.

Saved 25% became more reactive

- **SCUK:**
  - Currently in process
  - Intentions: HQ – corporate, Field – operational

**PROS and CONS**
- Generally seen as positive but only change if necessary – needs driven
- HR in HQ seen as recruitment and admin support
- Develop closers relationship with field – expand services
- Would result in more accurate solutions (including speedier recruitment) as better understanding of needs
- More flexible service
- Must ensure consistency of service + quality: min standards / guidelines, managers accountable

**Working Groups: Thursday 9th June – 15:15 to 16:15**

<table>
<thead>
<tr>
<th>15:15 – 16:15</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Secondments; Experience Visits; Internships: pros and cons</td>
</tr>
<tr>
<td>2.</td>
<td>Coaching and mentoring: different options</td>
</tr>
<tr>
<td>3.</td>
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<tr>
<td>4.</td>
<td>Open Topic: Should or even must we adapt to business models</td>
</tr>
</tbody>
</table>

**Facilitators:**
- Ms. Elaine Sullivan, SCF UK
- Ms. Florence Daunis, ACF
- Mr. Jonathan Potter, People In Aid
- Mr. Michel Farkas, MSF-H

---

1. **Secondments; Experience Visits; Internships: pros and cons**

**Working Groups:** Elaine Sullivan, SCF-UK

**Secondments**
(Internal and external NRC)
- Global deployment when required i.e. Demand driven mobility
- CON: cost in key positions

**Internships (Merlin and CRS)**
**PRO:**
- Attracts people into organisation
• Low cost self funded positions
• A chance to prove themselves
• Assess in field
• Low risk recruitment
• Encourages loyalty

CON:
• Time spent on support = burden on field
• Cannot guarantee a job after internship team

Experience Visits i.e. 1-2 weeks learning opportunity (SCF)

Fellowship masters (CRS)
• Experienced staff in 1 year

PRO: Become future country representatives, gain well rounded training, tailored experience.

Volunteer Programme – CRS
2 year positions – organisation support given.

Learning Points
1. Got to get commitment to principles of T+D
2. Potential for good ROI
3. Generic framework for secondments
4. Research, planning plus buy in
5. Clarity of purpose
6. If we don’t do it we are doomed
7. Dry run (pilot)

2. Coaching and mentoring: different options

Working Group – Florence Daunis, ACF

1. Defining coaching and mentoring:
Coaching – developing own talent, day by day, focussing on specific goals, structured, input
from coachee.

Mentoring – advising from outside and more experienced, driven by individual or by manager,
parameters less defined, input from mentor.

2. How to implement mentoring into the field
Panel of people available, encourage people, provide training for mentors, no job description,
no framework (can provide pointers), organisation can help.

3. How to implement coaching into the field
Identify people and train coaches, outsource coaches but need to train them in organisation,
creating space for managers to provide coaching, confidentiality of process, ROI commit to
spending x amount of time with organisation to avoid high turnover, expensive in time and
money cost/benefit, mutual coaching, maximise/optimise coach in other ways in field, can be
distance once established relationship.

4. Constraints
Williness of the organisation to allow people not to know everything.
3. Succession Planning / Handovers: the reality vs. ideal – how to overcome the gap.

Working Group – Jonathan Potter, People In Aid

1. Plan should be open and transparent for all involved
2. Link into all HR systems e.g. RandS development, contracts
3. Acting / Interim positions (growing talent)
4. Learn from private sector
5. ROI

4. Open Topic: Should or even must we adapt to business models

Working Group Facilitator: Michel Farkas, MSF-H

Yes: 8 NO: 3

<table>
<thead>
<tr>
<th>PRO:</th>
<th>CON:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability</td>
<td>Bureaucratisation</td>
</tr>
<tr>
<td>Innovation</td>
<td>Doesn’t support our way of thinking</td>
</tr>
<tr>
<td>“Success” measurement</td>
<td>It is not “measurable”</td>
</tr>
<tr>
<td></td>
<td>Models are not appropriate</td>
</tr>
<tr>
<td></td>
<td>Not being responsive</td>
</tr>
</tbody>
</table>

Learning From, not just taking over

- Effectiveness: cascade
- Project planning + indicators
  - But flexible
  - Who’s learning from who?
- Decentralisation models (how to empower and how to be responsible)
- Life long learning
- Networking organisation
- Professional accreditation
- Customer client focus (participation)
- Benchmarking
- Investment in people

HR TOOLS / Concepts from private sector – competitive value

1. Top level commitment + organisation values
2. Rewards for good performance
   a. Not necessarily money
   b. We are getting paid continuously for bad work
3. Target setting (and measuring). Benchmarking – good enough standards
4. “Brands” management -> emotions
5. “Employability” not retention only – so have exit strategy for staff
6. Learning organisation – celebrate success

But we are not just output driven. We will always also be value driven.
Annex B: EPN 7 Feedback and Evaluation:

By Ms Sheryl Haw
EPN Convenor

<table>
<thead>
<tr>
<th>Overall comments</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tr>
<td>The subject matter was adequately covered</td>
<td>0%</td>
<td>4.8%</td>
<td>23.8%</td>
<td>57.1%</td>
<td>14.3%</td>
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<tr>
<td>The content was suitable for my background and experience</td>
<td>0%</td>
<td>4.7%</td>
<td>16.7%</td>
<td>57.1%</td>
<td>24.5%</td>
</tr>
<tr>
<td>The mix of participants was good</td>
<td>0%</td>
<td>2.4%</td>
<td>30.9%</td>
<td>38.1%</td>
<td>28.6%</td>
</tr>
<tr>
<td>The programme was well-paced</td>
<td>0%</td>
<td>9.5%</td>
<td>19%</td>
<td>54.8%</td>
<td>16.7%</td>
</tr>
<tr>
<td>The briefing materials were helpful</td>
<td>0%</td>
<td>2.5%</td>
<td>26.8%</td>
<td>51.2%</td>
<td>19.5%</td>
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<tr>
<td>The invitation information was effective</td>
<td>2.4%</td>
<td>2.4%</td>
<td>9.5%</td>
<td>50%</td>
<td>35.7%</td>
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<tr>
<td>The facilitation was effective</td>
<td>4.8%</td>
<td>0%</td>
<td>2.4%</td>
<td>57.1%</td>
<td>35.7%</td>
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<tr>
<td>The conference has been of significant help to me</td>
<td>0%</td>
<td>7.2%</td>
<td>9.5%</td>
<td>54.7%</td>
<td>28.6%</td>
</tr>
<tr>
<td>The location was appropriate</td>
<td>2.4%</td>
<td>4.8%</td>
<td>9.5%</td>
<td>54.8%</td>
<td>28.5%</td>
</tr>
<tr>
<td>Overall rating of seminar</td>
<td>0%</td>
<td>2.4%</td>
<td>4.9%</td>
<td>80.5%</td>
<td>12.2%</td>
</tr>
</tbody>
</table>

How could the content have been improved? See list of comments below

<table>
<thead>
<tr>
<th>The number of participants – was it: About right? 93%</th>
<th>(tick one) Concern raised on not having enough Dutch agencies present</th>
</tr>
</thead>
<tbody>
<tr>
<td>Too few?</td>
<td>5%</td>
</tr>
<tr>
<td>Too many?</td>
<td>2%</td>
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</table>

<table>
<thead>
<tr>
<th>The length of the conference – was it: About right? 93%</th>
<th>(tick one)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Too long?</td>
<td>5%</td>
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<tr>
<td>Too short?</td>
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</table>

Your suggested length 3 (# of days)

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<thead>
<tr>
<th>Which days in the week are most suitable?</th>
<th>Mon</th>
<th>Tues</th>
<th>Wed</th>
<th>Thurs</th>
<th>Fri</th>
</tr>
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<tr>
<td></td>
<td>53%</td>
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<td></td>
<td>12%</td>
<td>Either / Or</td>
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</tbody>
</table>

Comment given by one person: Extra days would allow stronger relationships to be built, allowing more sharing of information.
### Key sessions

<table>
<thead>
<tr>
<th>Session</th>
<th>Date/Time</th>
<th>Ratings</th>
<th>1</th>
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<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome and Introductions</td>
<td>(Wednesday - 12:00)</td>
<td></td>
<td>5%</td>
<td>5%</td>
<td>16%</td>
<td>56%</td>
<td>18%</td>
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<tr>
<td>Opening Address</td>
<td>(Wednesday - 14:00)</td>
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<td>0%</td>
<td>15%</td>
<td>31%</td>
<td>43%</td>
<td>11%</td>
</tr>
<tr>
<td>Becoming a World Class Player Staff</td>
<td>(Wednesday - 14:30)</td>
<td></td>
<td>12%</td>
<td>29%</td>
<td>33%</td>
<td>19%</td>
<td>7%</td>
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<tr>
<td>Lessons Learnt or Not?</td>
<td>(Wednesday - 16:00 – panel discussion)</td>
<td></td>
<td>2%</td>
<td>2%</td>
<td>10%</td>
<td>43%</td>
<td>43%</td>
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<tr>
<td>Working Groups</td>
<td>(Wednesday - 17:30)</td>
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<tr>
<td>1. Mapping the critical distinctions and problems raised in each type of crisis. Suggested strategic responses.</td>
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<tr>
<td>2. Before, during and in-between crises – considering ways to ensure continuing development of managers.</td>
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<td>3. Development of an upward appraisal tool for staff to evaluate their managers. Exploring approaches for developing managers through feedback appraisals.</td>
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<tr>
<td>4. Open Topic</td>
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<tr>
<td>Networking Reception</td>
<td>(Wednesday - 19:00)</td>
<td></td>
<td>5%</td>
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<td>7%</td>
<td>43%</td>
<td>45%</td>
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<tr>
<td>Working in a Global Environment</td>
<td>(Thursday - 08:50)</td>
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<td>3%</td>
<td>16%</td>
<td>51%</td>
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<tr>
<td>Working Groups</td>
<td>(Thursday - 09:45)</td>
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<tr>
<td>1. Cultural considerations: investing in a global workforce</td>
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<td>39%</td>
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<tr>
<td>2. Security Management: Responsibility of the Programme Manager.</td>
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<td>3. Open Topic</td>
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<tr>
<td>Drafting an Effective Strategy</td>
<td>(Thursday - 11:45)</td>
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<td>31%</td>
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<tr>
<td>Talent Management in the Corporate World</td>
<td>(Thursday - 14:00)</td>
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<td>0%</td>
<td>12%</td>
<td>45%</td>
<td>41%</td>
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<tr>
<td>Case Study: the Role of a Talent Manager in Humanitarian Aid</td>
<td>(Thursday - 14:45)</td>
<td></td>
<td>0%</td>
<td>6%</td>
<td>30%</td>
<td>42%</td>
<td>22%</td>
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<tr>
<td>Working Groups</td>
<td>(Thursday - 16:45)</td>
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</table>

### Please rate the usefulness of each session

<table>
<thead>
<tr>
<th>Session</th>
<th>Date/Time</th>
<th>Ratings</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Secondments; Experience Visits; Internships: pros and cons</td>
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<td>0%</td>
<td>15%</td>
<td>40%</td>
<td>35%</td>
<td>10%</td>
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<tr>
<td>2. Coaching and mentoring: different options</td>
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<td>0%</td>
<td>10%</td>
<td>23%</td>
<td>57%</td>
<td>10%</td>
</tr>
</tbody>
</table>
Please rate the usefulness of each session

<table>
<thead>
<tr>
<th>Session</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Succession Planning / Handovers: the reality vs. ideal – how to overcome the gap.</td>
<td>0%</td>
<td>9%</td>
<td>21%</td>
<td>61%</td>
<td>9%</td>
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<tr>
<td>4. Open Topic</td>
<td>6%</td>
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<td>6%</td>
<td>47%</td>
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<tr>
<td>Security Issues for Local and Expatriate Staff</td>
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<td>X</td>
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<tr>
<td>Humanitarian Aid Quiz Challenge (Thursday - 21:00)</td>
<td>3%</td>
<td>3%</td>
<td>18%</td>
<td>39%</td>
<td>37%</td>
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<tr>
<td>Priorities for HR (Friday - 08:50)</td>
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<td>22%</td>
<td>33%</td>
<td>42%</td>
<td>3%</td>
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<tr>
<td>Performance Management (Friday - 10:30)</td>
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<td>13%</td>
<td>32%</td>
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<tr>
<td>HR Tool Box (Friday - 11:15)</td>
<td>0%</td>
<td>12%</td>
<td>35%</td>
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<td>15%</td>
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<tr>
<td>Emergency Personnel Network – Feedback (Friday - 12:00)</td>
<td>0%</td>
<td>0%</td>
<td>20%</td>
<td>70%</td>
<td>10%</td>
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<tr>
<td>Closing Session (Friday - 12:15)</td>
<td>0%</td>
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<td>15%</td>
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<td>31%</td>
</tr>
</tbody>
</table>

1=strongly disagree; 5=strongly agree

Venue

<table>
<thead>
<tr>
<th>The seminar rooms were suitable</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audio-visual aids were suitable</td>
<td>0%</td>
<td>10%</td>
<td>7%</td>
<td>46%</td>
<td>32%</td>
</tr>
<tr>
<td>The accommodation was comfortable</td>
<td>0%</td>
<td>2%</td>
<td>1%</td>
<td>21%</td>
<td>76%</td>
</tr>
</tbody>
</table>

How could the venue services have been improved?

Out of the following list of locations, suggested in previous evaluations, please rate preference

<table>
<thead>
<tr>
<th>Choice</th>
<th>1st</th>
<th>2nd</th>
<th>3rd</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prague</td>
<td>14</td>
<td></td>
<td></td>
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<tr>
<td>Nicosia</td>
<td>11</td>
<td></td>
<td></td>
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<tr>
<td>Copenhagen</td>
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<td>Basel</td>
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<tr>
<td>Hamburg</td>
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<tr>
<td>Other European Options</td>
<td>Geneva and Berlin</td>
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</tbody>
</table>

Briefing materials

Which aspects of the briefing pack were most helpful?

Were any aspects of the briefing pack not relevant?
How could the briefing materials have been improved?

Have you used the EPN website? If so, for what? How often?

Suggested Topics for EPN 8

Please rate which topic of those listed below interests you most in order of priority. Please feel free to add one of your own in the section marked “other”.

(1= first choice, etc)

<table>
<thead>
<tr>
<th>Priority</th>
<th>Topic</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>30%</td>
<td>1. Collaboration and co-ordination: what are the barriers and advantages to inter-agency collaboration in recruitment, retention and management of staff?</td>
<td></td>
</tr>
<tr>
<td>19%</td>
<td>2. Keeping ahead of the future: what trends are likely to affect recruitment, retention and management of staff, and how are agencies best able to deal with them?</td>
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</tr>
<tr>
<td>9%</td>
<td>3. Decentralisation: how does employing HR professionals in the field affect recruitment, retention and management of staff?</td>
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<tr>
<td>5%</td>
<td>4. Benchmarking: what do you want to know about your organisational peers’ performance? Why should they tell you?</td>
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<tr>
<td>14%</td>
<td>5. What are the current most successful methods of recruitment in order of priority? In looking to the future aid workers, where should preparation and career advice be targeted?</td>
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<tr>
<td>7%</td>
<td>6. How could internships, secondments and sharing of staffing pools with key like minded agencies enhance retention of staff and maintenance of emergency rosters?</td>
<td></td>
</tr>
<tr>
<td>7%</td>
<td>7. Managing staff: present and future? What changes will need to be addressed to ensure staff management strategies are effective and supportive?</td>
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<tr>
<td>9%</td>
<td>8. Other:</td>
<td></td>
</tr>
</tbody>
</table>

Other comments

Do you have any other comments?

Below are a sample of the answers given to specific questions:

**General Feedback**

**How could the content have been improved?**
- More practical approaches and examples from speakers were needed.
- More time for networking
- Simplify subject of break out groups.
- Better use of effective facilitation methods

**Your suggested length of days for the conference:**
- A majority of people replied that they wanted 2.3 days, preferably near a week end.

**How could the venue services have been improved?**
- Too expensive
- Better chairs
• Noise was high due to the high ceiling
• Better Internet connection and access to a printer.
• Really great venue – comfortable, quiet, good food, bar, lost of space and flexible rooms. Lovely outside space: 10/10
• Sound system for plenary meeting was needed as it was difficult to understand.
• Swimming Pool
• Ease of accessibility for transport

**Briefing Material Feedback**
**Which aspects of the briefing pack were most helpful?**
• Agenda, objectives of EPN and the Story so far.
• Information about the subjects.
• Bios and Food for thought.
• All – saved on paper considerably.
• Articles were interesting but too long
• Only received them at the conference – my own fault.
• Was able to discuss with my director before attending to ensure I got the most from the sessions and enhanced the learning taken back to my agency.

**How could the briefing materials have been improved?**
• Slightly less detail
• List of participants – or at least the type of participants expected.
• Conclusions from the previous EPN conferences – what has been discussed before?
• Maybe some other reading suggestions under each topic
• Would have been nice to have an idea of the delegates before so I could target issues with specific people.

**Humanitarian Aid Quiz Challenge**
Comment received linked to the evening when the quiz was held:
• Good idea to bring people closer to one another. As this is an ice breaker it might have been better to have it on the first evening.
• A lot of fun.

**Feedback on Performance Management Session**
• Discussion question was not really clear.
• Not enough time given to this session
• I may have been better to have a case study or some sample systems
• Good interactive session.

**HR Tool Box Feedback**
• More time was needed for this session.
• Good idea but a lack of time given to it

**Inter Agency Working Group Report – Feedback**
• Mark’s feedback was very good.

**Drafting an Effective Strategy – Feedback**
• Could be more on tools to help make the strategies

**Talent Management in the Corporate World – Feedback**
• Very good and lively speaker
Lessons learnt or Not – feedback

• Very good and open speakers

Suggested Topics for EPN 8 – Other topics given

• External / commercial HR practice: What key elements can we learn from and adapt to our sector?
• Coping with surge – incorporating Training and Development, recruitment, registers, pre-screening, secondments etc.
• Emergency preparedness in HRM
• Selection Methods: Pros and Cons. What to assess and how. (Assessment criteria, which tasks). Experience or skills or attitudes, behaviour or??
• Getting senior management buy-in to change and taking ownership of people management: Successes, failures, Advice, tools?
• Dealing effectively with burnout, long working hours and boredom in remote locations, including psycho-social support
• Retention strategies for managers at field level.
• Improving internal mobility of staff / mobilising and back filling during scale up.
• Accreditation
• To look at what new tools are in the arena and see what we can do with them.
• Why are we having the same basic conversations as 10 years ago? What can be done to overcome the barriers to change in the sector?
• Talent pools – leadership programmes, knowledge sharing – networking – career planning.