

Emergency Capacity Building Project 'Case study of good practice'

Standard Case study

World Vision International – Rapid Induction

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1. Introduction

World Vision (WV) operates in over 100 countries worldwide and employs approximately 23,000 staff, of whom the majority are based in their home countries. WV is committed to respond to any major emergency around the world, either through its programs or in cooperation with partner agencies.

When recruiting for emergency programmes, especially in sudden onset crises, there was a general reluctance among hiring managers to appoint external candidates. Their lack of experience within this large, complex organization was considered a barrier to their immediate effectiveness within an emergency team. They were therefore less attractive than internal staff with the necessary relief experience, of whom there was a limited supply. This, in addition to a reluctance to appoint WV employees who had not previously worked in relief contexts, meant that long term staffing was put on hold while WV secondees rotated in and out of the program on short term placements and hiring managers postponed appointing for the long term until an ideal internal candidate was available.

The delay in filling critical gaps caused disruption to programming and consequent impact on affected communities, whilst weakening WV's capabilities in essential functional areas such as HR and Finance. Constant turnover of managers brought different and often confusing leadership styles, reducing morale among staff. The lack of continuity also meant that knowledge was often lost from the program and incoming managers were not in possession of all the information necessary to carry out their roles. In addition, the frequent changes of personnel within the program tended to create a poor organizational image with external networks and stakeholders.

Therefore the challenge for WV was to find a way of achieving fully staffed teams as quickly as possible after the 90-day phase of a relief response. Focusing on facilitating entry to the organization, WV developed its Rapid Induction package to equip new staff with the information they needed to operate effectively from the outset. With a robust

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induction in place, hiring managers could appoint on a long-term basis with the assurance that new recruits would be able to make a substantial contribution immediately.

2. About the Rapid Induction

The ability to function effectively in a demanding role, and to represent WV appropriately with all stakeholders, requires a fundamental understanding of the organization's structures, systems, style, values and culture. The primary purpose of the Rapid Induction is to build successful teams who understand the expectations of their roles and the context in which they operate. Adopting a modular format, the package covers the following areas:

Understanding the context¹ in which you are operating.

The Organization

Vision, Mission and Core Values

Our Christian Ethos

WV Global Structure

Discovering WV culture and dynamics (Twin citizenship)

WV Global Governance

Defining your stake holders

WV Local Structure

Local culture

Your Role

Job Description and/or TOR

Performance Objectives

Program Turn over details

Decision-making and Influence in your context

Limits of authority

Management structure and staff list

Office schedule

HR and administration briefing

Security Briefing

Staff and personal wellbeing

Who is who – where you get your help from locally and in WV

Communicating with executive support team and Partnership internally

Communicating with external stakeholders

Conference calls and Standing Agenda Items

Systems

Basic Lotus Notes and Care of Laptop

¹ Organizational and operational context

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IT connectivity – use of equipment

Care of Equipment

Basic Finance – Introduction to WV Finance systems

How to complete personal finance reports

Basic Procedures on procurement and asset management

Communications guide – who to keep informed

WV's approach to media relations, communications and marketing

Understanding your budgets and your commitments

WV's approach to media relations, communications and marketing

Document library database

Where to find tools and documents: (Navigator, HEA Resource Library, HEA Contact List)

Programming

Category 1, II, III Standards

Operational Imperatives

7, 30 and 90 days plans

Consolidated Lessons Learned

Disaster Management – the integrated approach

International Standards

Child Protection overview

Humanitarian protection in programming-overview

Program Reporting

Policies and Standards

Christian Commitments Policy

Child Protection Policy

Use of Milk Powder

Cooperation with the Military

Child friendly GIK

Medicines as GIK

World Vision's position on the role of food aid

Management policy on food and WFP

Kidnapping policy

Delivered locally in the field or regional office by WV relief professionals, the fast-track induction takes approximately 2 days and occurs before deployment to the program site.

Tools created to support the Rapid Induction consist of a CD Rom, database, and hard copy prompt cards in a slim manual.

3. Background

Consisting of an introductory package of essential information, the Rapid Induction fulfils the immediate needs of a relief response. WV recognises that a fuller orientation is

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desirable and that this can be achieved through a series of different steps along the career path.

4. Evaluation of success

Introducing the Rapid Induction package has enabled WV to speed up recruitment and establish fully operational teams much more quickly. Hiring managers have the assurance of knowing that external candidates will receive a robust introduction to the organization that enables them to make an effective contribution more immediately; confidence in this system allows managers to make decisions about long-term appointments at an earlier phase of the relief response. It has also increased the pool of candidates available.

With the reduction in staff turnover within response teams, staff morale and relationships with external stakeholders have improved. Retention of personnel from an early stage in the program and over a longer period has also resulted in better knowledge management.

5. Conclusion

The Rapid Induction package has proved successful in achieving fast, long-term staffing of program teams. Designed to support the process of fully engaging knowledge and capabilities in the task at hand, it has strengthened WV's ability to deliver quality disaster management.

Feedback for the rapid induction tool has been very positive: "... an excellent tool... that guide[s] us through the hand-over process. ...This is a tool to build the institutional memory..." (Senior Relief Co-ordinator, Global Rapid Response Team)

This case study originated from [World Vision International](http://www.worldvision.org) and has been prepared by People In Aid in partnership with the Emergency Capacity Building Project (www.ecbproject.org)