

April 2004

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## Demographic dynamics

**Among all the other pressures on aid agencies, from criminal warlords to demanding donors, demographics may seem rather remote and academic, yet it is a force shaping both recruitment of the people whose work expresses the ethical essence of an international development, relief or advocacy organisation, and its beneficiaries.**

Fast-ageing populations in the North look set to reduce the supply of young potential aid agency recruits, while also increasing the competition for staff, especially for those with specialist skills, which in turn could increase costs. Yet such a trend could also offer more recruits from among those who have taken early retirement.

In the South, the epidemic of HIV/AIDS could also mean fewer young professionals will be available for recruitment or that less skills will be on offer, while beneficiary population characteristics – larger proportions of orphans and older people – affect both what assistance or support is needed and how it should be offered.

The implication of existing demographic trends is that aid agencies need to think now about how to widen their net and invest in older recruits, offer additional training for those who are hired and be ready to extend more support to staff and their dependents, if they are to find and develop the people essential to fulfil their mission.

### Jonathan Potter, Executive Director, writes:

**Recruitment is critical for your organisation. One consistent response to the People In Aid Code back in 2000 was that it needed much more on this area; the revised Code is stronger as a result, and this newsletter offers insights into certain key areas.**

Careful planning usually goes into creating a new post, but filling a vacancy should not be an automatic process; it is an important opportunity for review and perhaps reorganisation, from dealing with any worrying issues discovered at exit interviews – lack of support, say, or harassment – to considering anew what and who is needed.

Where should you start: with the job or with the person? Is there a standard recruitment policy and procedure (see page 4)? How about analysing the person to see how much of the job they can manage, how the rest of the job could be filled and what else they have to offer (page 5)?

However posts are defined, their occupants will always be a combination of competences that fulfils the various tasks very well, OK or not at all. Is your agency flexible enough to find others to tackle any blank spots and use excess competences to add value elsewhere? Could the post change, should tasks be distributed or would options of secondment, outsourcing or temporary staff be better?

When looking for a recruit to your organisation, what is most important? A fit with your culture and values, such as faith (page 3), or technical and professional capabilities? Have you the right tools to judge applicants' merits: technical competencies, child protection screening (page 4), objective tick boxes, interviewing skills and health checks (page 2)?

Have you ensured there is the maximum equal opportunity, from diversity monitoring (page 3) to the post's terms and conditions, policies on candidates with disabilities or HIV/AIDS (page 2). And just how well does your organisation do the tricky business of feedback (page 6)?

Meanwhile, before candidates arrive, perhaps there is time to interview your own agency (page 6) to see if all the right recruitment answers are in place, along with, we hope, a People In Aid kitemark.

# Positive steps to support staff with HIV/AIDS

**HIV/AIDS looks set to be a growing concern for many aid agencies, whether in recruitment, supporting staff affected by the virus, managing programmes of prevention and treatment, combating stigma, or in helping staff avoid infection.**

The British Red Cross has a declaration on HIV/AIDS and is currently formalising a detailed policy on HIV/AIDS in the workplace. International Personnel Coordinator Liz Postill says the basis of both documents is a commitment to reduce stigma, ensure equality of rights, provide support and safe working practices.

“We do specifically mention recruitment in the policy – basically saying that there would be no discrimination and applicants aren’t required to disclose their status, though they may wish to do so in order for us to be able to support them appropriately. They would still need to be medically fit to do the job though, and there may be some countries they wouldn’t be able to work in for visa reasons or health risks.”

She added that the British Red Cross offers all its UK-recruited staff going on international missions a confidential HIV test and counselling. If free anti-HIV drugs were not

available, support for those who are HIV+ includes the cost of treatment while on mission, flights back for health checks and time off on a case-by-case basis.

Postill says that medical insurance has been a “huge problem”, forcing the agency to look at self-insuring. “We’ve found it really difficult to identify a medical insurance provider who does not exclude HIV+ individuals. It’s frustrating for us that they now include HIV as a pre-existing condition. With our medical cover the only other thing they count as pre-existing conditions are congenital conditions.”

## Risk assessment helps medical moves

**By Emma Stratton**

**“The opinion from doctors I’d encountered in Sudan, Kenya and the UK ranged from ‘You need a few months to stabilise out on the medication, and then we can look at possibilities of you going out again’, to the more frequently stated line of ‘relief work is not suitable for epileptics’.”**

That excerpt from my book *“Famines and Facepacks”* refers to the reactions I received on being diagnosed in 1999 as having epilepsy while on assignment in Sudan.

The organisation’s medical adviser appreciated the shades of grey involved in my condition, rather than taking the more common black and white approach. He based his decision making on risk assessment, looking not only at the limitations but also the opportunities my health presented.

Recruitment can learn lessons from security management techniques in objectively assessing medical risks by developing frameworks that consider:

- Levels and implications of risk.
- Likelihood of risk.
- Means to mitigate against and cope with risk if necessary – e.g. medication, lifestyle issues, health facility provision, etc.
- Actions associated with each risk level.
- Policy and practice measures to reduce impact – e.g. insurance, medivac, etc.

If the risk is high and little can be done to mitigate against it, an informed decision can be made not to place personnel in such a position, rather than exclude individuals on a fear of “what if?”

If risk is low, prevention is largely possible and the implications are manageable, then let this be a profession

that is as inclusive as it aims to be.

Since my diagnosis I have worked for three years overseas in relief settings with no further medical complications.

*Famines and Face Packs: The Realities of Relief Work*, by Emma Stratton, published by Authentic, ISBN: 1850784809.

## Early health screening useful

**Medical clearance is an important part of recruitment and any job offer should be conditional on the results, says Ted Lankester of InterHealth, which advises most international NGOs with headquarters in England and Wales.**

In recent years, InterHealth checks have spotted undiagnosed leukaemia, diabetes, prostate cancer, acute hepatitis B, a serious spinal lesion, bilharzia, raised blood pressure or cholesterol, as well as varieties of stress.

There is enormous value in the medical being done as early as possible in the recruitment process, and those on emergency call-up registers should have medical examinations and all immunisations before they go on standby.

Lankester warns: “I’ve known of several occasions in which individuals have been recruited and were ready to leave for their posting only for a major health problem to be discovered.” InterHealth offers detailed advice and guidelines for agencies.

The People In Aid Code of Good Practice states that staff health is a member agency’s “prime responsibility”, with one indicator suggesting that “before an international assignment, all staff receive health clearance”.

Psychological assessment during recruitment for long term posts where people work in adverse situations can also be valuable, Lankester feels. Carried out with full report back to and ownership by the applicant, “sometimes very useful insights are gained”.

**InterHealth**

**157 Waterloo Road**

**London SE1 8US, UK**

**+44 (0)1892 661421**

**<http://www.interhealth.org.uk> [info@interhealth.org.uk](mailto:info@interhealth.org.uk)**

# Faith concern over EU directives

**Two recent European Union directives are being implemented in national legislation affecting employers, including aid agencies, working worldwide from Europe.**

Not all countries in Europe are introducing all aspects of the directives at the same speed, but in time they will outlaw discrimination in employment and job training on grounds of racial or ethnic origin, sexual orientation, religion or belief, disability or age.

One potentially difficult area for aid agencies is what impact the directives could have on faith-based organisations, whose operations derive their ethical stance from spiritual values held and expressed by their staff.

Exceptions to the rules on religious discrimination are allowed for jobs in which there is a “genuine occupational requirement”, where the nature of the employment requires someone of a particular religion or belief, though as yet it is unclear exactly what that will mean in practice.

In response to the new laws, Leprosy Mission International (LMI) issued a new ethos statement, derived from its mission statement, to confirm that the organisation “ministers in the name of Jesus Christ ... to people and communities affected by leprosy”.

Prior to the EU directives, LMI had a requirement that employees should support and be part of the spiritual life of the agency. The ethos statement confirms there is a requirement for host country and international staff to be committed to Christianity.

Discussions are continuing about how the law could affect staff in the LMI head office and every position is being assessed to see if there is a difference between those with senior leadership and strategic roles and junior staff with routine job tasks.

Another impact of the legislation was the need to revise LMI’s equal opportunities statement to bring it into line with the directives, though its job advertisements will continue to expect applicants to “commit to our values”.

Islamic Relief says it serves people regardless of their religion and employs

a high proportion of non-Moslems in the UK and operational countries. In one country programme, Moslems make up fewer than 10% of the 160 staff.

In Islamic Relief’s recruitment practice, there are no extra scores for being Moslem and higher scoring applicants are always the ones called to interview.

Senior post holders, such as that of country director, may find themselves called on to reflect Islamic values and to represent the organisation in religious contexts, and in these instances, being committed to the Islamic faith becomes a “genuine occupational requirement”.

## How to avoid discrimination

**Guidance issued to Save the Children UK recruiters suggests these factors make discrimination much more likely:**

- Lack of clarity about selection criteria.
- Concentrating on personality traits, not the results of behaviour.
- Either the candidate or the interviewer/s talk too much, and the interview loses focus.
- Failure to plan questions adequately, so not getting information on which a decision should be based.
- Failure to keep adequate notes of interviews and therefore lacking the basis for accurate comparisons between candidates.
- Failure to ask questions in the right way: for example, leading a candidate to confirm the interviewer’s own views or opinions.
- Failure to probe, particularly about what may be an area of weakness. This may arise out of embarrassment or unnecessary politeness.
- Not listening: for example, when a colleague takes over questioning, or when the panel have already decided upon a preferred candidate.
- Jumping to conclusions: for example, when an interviewer makes up their mind about a candidate, or allows a single piece of information to dominate the interview so no further serious questioning takes place.

## Easy ways to monitor recruit diversity

**Many organisations make themselves vulnerable to discrimination claims because they do not monitor job applicants for diversity, according to a Work Foundation survey on recruitment and selection.**

This risk rises when organisations encourage or rely on word-of-mouth applications via personal networks. Although this can be a reliable and cost-effective way of recruiting, care should be taken to ensure no unfair discrimination takes place, and that key posts or the workforce more generally do not become inappropriately dominated by, for example, a particular gender or ethnic group.

The Work Foundation survey found that 33% of businesses did not carry out monitoring of external job applicants, yet a simple step can address this shortcoming without additional bureaucracy.

A brief tick-box questionnaire as part of the application process gathers information efficiently, enabling organisations to see if there is any imbalance in recruitment, such as:

- Name
- Post applied for
- Gender
- Age and date of birth
- Whether the candidate has a major illness or disability

- Ethnic origin (not nationality, place of birth or citizenship), which can be sub-categorised with tick boxes, e.g. Black – African/Caribbean/Other.

It is good practice to collect this information on a separate form, which is removed by an administrator prior to short-listing and then processed confidentially. Monitoring data and forms should be stored in accordance with the data protection legislation in force in your country. It is worth making explicit reference to your equal opportunities policy on the form itself, and you should look to monitor the information gathered.

More information: Work Foundation <http://www.theworkfoundation.com>

# Putting into place all the right policies

## By Ben Emmens

**Every agency should support their managers with a clear policy setting the parameters for hiring, transferring or promoting employees that reflects the organisation's style and personality. For example:**

“Agency X recognises the importance of maintaining a competent and committed workforce and will make every effort to select the most suitable people for all posts. As an equal opportunities employer, we will treat equally all candidates, regardless of age, gender, ethnicity, disability, religious beliefs or sexual orientation. We welcome applications from as wide a pool of external and internal candidates as possible. Recruitment and selection procedures will be implemented

fairly and systematically to assess candidates' suitability against criteria relevant to each vacancy. We will make every effort to ensure that all candidates fully understand the requirements of the job and the organisation.”

The policy should be backed up by a detailed procedure to remind managers of the necessary steps to take in every case.

**Vacancy:** Before seeking authorisation to recruit, the actual requirement should be reviewed. It is helpful to consider whether managers are authorised to recruit automatically when a post holder leaves, or do they have to seek authorisation to replace people and create new jobs?

**Review requirement:** What has changed since the post was last filled? Is there a solution other than recruitment? Managers

should consult those who interface with the job holder to decide how the work should be covered. Are changes to the original job necessary, such as job share, making a role part time or outsourcing work to a contractor? Other factors, such as funding and budgets, should also be reviewed. It is helpful to confirm the type of contract/terms and conditions to be offered at this stage.

**Review job description:** The job description should be reviewed against current organisational and departmental requirements so that it reflects exactly what the job should contain. If no job description exists, a simple one should be drawn up.

**Review person specification:** Drawing from the job description, the candidate specification should be formulated, detailing

## Just pick up the phone

**Facing many applications, how can agencies screen and interview candidates fairly and cost-effectively? Telephone interviewing is one useful tool.**

Agencies rarely rely on telephone interviews alone to make recruitment decisions: other methods include application forms, CVs, tests, interviewing by a third party in the field (local or regional office, partner NGO or consultant) and references. Few agencies' budgets can cover the cost of interviewing short-listed candidates in the head office.

### Top ten phone tips

1. Follow up telephone interviews with a face-to-face interview prior to appointment, wherever possible.
2. Use telephone interviewing for all or none of the short-listed candidates, even if some are local, to ensure consistency and avoid any unfair advantage or disadvantage.
3. Explain the interview purpose when arranging it with the individual and again when the phone conversation starts. Is it to clarify experience highlighted on a CV or to check specific competencies?
4. Keep telephone interviews as short as possible; no longer than 45 minutes.
5. Introduce the interview panel and deal with housekeeping first; for example calling the individual back if the line fails etc.
6. Put the candidate at ease and encourage them to seek clarification if they have not understood a question.
7. Group interview panel questions together to avoid jumping around unnecessarily.
8. Give the candidate time to summarise their experience and answer short questions relating to the essential requirements of the post.
9. Make sure the candidate has the opportunity to ask any remaining questions they may have about the post before the end.
10. End by checking candidate's availability and by outlining the next steps, including when they can expect feedback.

## Meeting the child protection

**Child protection is a challenge for all aid agencies, and many are developing new policies and practice, including the International Rescue Committee, whose approach is indicated by the questions recruits for child protection work are asked:**

- How do you define good child protection practices?
- Are you familiar with the Convention on the Rights of the Child and the UNHCR Guidelines for the Protection and Care of Children?
- How would you prioritise the needs of children and adolescents?
- How do you manage the stress of child protection work?
- How would you integrate child protection work in relief or development programmes?
- How would you integrate local healing practices and Western methods in the programme?

The IRC's Prevention of Exploitation Advisor, Jane Warburton, operates worldwide to train staff and examine cases regarding the agency's "Policy Against Abuse and Exploitation of Beneficiaries", which includes child protection:

“The IRC and IRC staff recognize the unequal power dynamic and the resulting potential for exploitation inherent in our work. The IRC and IRC staff further recognize that exploitation undermines the credibility of our work and severely damages victims of these exploitive acts and their families and communities. The IRC expects its entire staff to uphold the highest ethical standard of integrity, accountability and transparency in the delivery of goods and services while executing the responsibilities of their position.

“The IRC staff are prohibited from engaging in sexual relationships with beneficiaries. Sexual activity with children (defined according to the Convention on the Rights of the Child, as all persons under the age of 18, “unless under the law applicable to the child, majority is attained earlier”) is strictly prohibited. This strict prohibition would not apply where the

# ies and procedures for recruitment

the type of person most likely to fulfil the job requirements, such as previous experience in a similar role, qualifications, skills, aptitudes and personal qualities. It can be helpful to breakdown the specification into essential criteria and desirable criteria.

**Plan the recruitment and selection process:** Approximate timelines and recruitment responsibilities should be agreed at this stage, including composition of short-listing and interview panels.

**Consider recruitment methods and advertise vacancy:** Careful thought should be given as to how candidates should be recruited. An advertisement should be drawn from key words in the job description and person specification and show how the job relates to organisational objectives. Reference to organisational

values such as a commitment to equal opportunities or child protection should be made. Careful thought should also be given to appropriateness and reach of advertising media, from local newspapers to sector-specific internet sites.

**Shortlist applications:** Candidates' skills and experience should be matched against the person specification to draw up a shortlist. Special needs of any candidates must be fully met. If necessary, use phone interviews to screen candidates based overseas or whittle down a shortlist.

**Assess candidates: screening, interviews, exercises:** Questions designed to assess each candidate's suitability must be drawn up, and all candidates must be asked the same questions. Full notes should be taken at interview. If necessary, specific

competencies can be tested prior or subsequent to interview. Medical and/or child protection screening should also be included at this stage.

**Review information and identify most suitable person for post:** Objective judgements should lead a panel to identify the most suitable applicant, or second interviews may be held.

**Offer post:** A job offer together with contract of employment should be sent as soon as possible to the successful candidate. If appropriate, this should be made conditional upon receipt of satisfactory references and medical screening.

**Plan induction:** The interview panel should draw on their findings to inform the induction process, such as specific training.

## rotection challenge

staff member is legally married to someone under the age of 18.

"Given the inherently unequal power dynamics, IRC staff should avoid recruiting beneficiaries to work for them in a personal capacity (e.g., as domestic workers) whenever possible, because of the potential and/or perception of abuse or exploitation. This should be strictly adhered to in regards to employing younger children.

"An IRC staff member must never abuse his/her power or position in the delivery of humanitarian assistance, neither through withholding assistance nor by giving preferential treatment. Requests/demands for payment, privilege or any other benefit, including sexual favors or acts, are strictly prohibited. IRC staff are prohibited from engaging in any forms of intimidating, humiliating, degrading or aggressive behavior towards beneficiaries."

### Protection workshop

People In Aid is working with Paul Nolan, Child Protection Manager at Save the Children UK, to provide a one-day training event on child protection aimed at HR professionals and those with staff management responsibilities.

"Child Protection – the role of HR" on 26<sup>th</sup> May in central London will enable staff to increase their understanding of child protection risks and the implications for NGOs. Means to reduce the risk will be presented and there will be opportunities to develop practical solutions to child protection issues for use within aid agencies.

Email [booking form requests to: christine@peopleinaid.org](mailto:christine@peopleinaid.org)

## Questions ... questions

**An interviewer must elicit information and evidence to objectively assess a candidate against the post's criteria.**

Effective interviewers need a range of skills, including time management, planning, negotiation, evaluation, decision making and, of course, questioning and listening. A good questioning technique is essential. Interviewers must consider what they ask and how they ask it.

### Questions to ask

- Open, to get information: e.g. tell me about a time when... Do not be too general or there will be too much information.
- Probing, to fill in the details: e.g. how, what, why? Consider probing questions in advance as they usually reflect information already received.
- Direct, to obtain specific facts: e.g. how many times did you..., when were you in ...? Avoid leading candidates to particular responses.
- Reflective, to check understanding: e.g. so as I understand it, you were...
- Situational or hypothetical, to relate a situation to a specific job: e.g. what would you do if ...? Ensure questions do not require internal knowledge, and be aware that hypothetical questions may bring hypothetical answers.
- And questions to avoid: multiple, where a question has several sub-questions, or leading, where candidates say what the interviewer wants to hear.

### How to listen

- Observe: look at the candidate, observe expressions and movements, pick up key words.
- Suspend judgement: evaluate when the meaning is clear.
- Summarise: reflect back what is said to ensure mutual understanding.
- Give support: encourage open expression, use nods and smiles when appropriate.
- And stay aware of the factors that affect messages being conveyed, such as interviewer prejudices (for example, candidate appearance or accent) or external distractions (for example, a noisy environment).

# Does your agency know all the answers?

By Ben Emmens

**Looking for a new job? It's vital to find out as much as possible about potential employers. The People In Aid Code of Good Practice can make evaluation easier. The Code's seven key principles suggest useful questions. It may also be useful to ask: how would your own agency answer?**

## Human resources strategy

- Is the agency clear about its mission and purpose?
- Are organisational values evident in the workplace?
- Is a commitment to diversity reflected in the profile of staff and volunteers?
- How are staff valued for their contribution?

## Staff policies and practices

- Are the agency's policies fair and transparent, and are they written down?
- Have you seen a draft contract of employment, together with key policies outlining benefits such as sickness or incapacity, learning and development etc?
- Is the way salary and benefits are calculated clear?
- What provision is there for pensions or medical/travel insurance?

## Managing people

- Are the agency's managers recognised as being supportive?
- Do you know for what you would be accountable and to whom you would report?
- Have you seen a structure chart for the post?
- Does the agency have an appraisal scheme?

## Consultation and communication

- Does the agency engage with its staff at times of change or more generally?
- Is there trade union recognition?

## Recruitment and selection

- Have you seen a job description and person specification?
- Does the agency have a recruitment policy or a clear process outlined?
- Does the agency have an equal opportunities policy?

## Learning, training and development

- Does the agency have a commitment to learning, training and development?
- Does the agency plan for and give induction?

## Health, safety and security

- Does the agency have policies on staff security, health, care and support?
- Does the contract stipulate working hours, leave, provision for time off in lieu or R&R?

- Does the agency offer exit interviews, staff debriefing, and counselling when required?

The Code of Good Practice in the management and support of aid personnel, an effective tool for agencies seeking to enhance the quality of their human resources management, can be downloaded free in English, French or Spanish from <http://www.peopleinaid.org> and printed copies are available from Christine Mallinson – [christine@peopleinaid.org](mailto:christine@peopleinaid.org)

## Offering better feedback

**Many dread giving feedback to unsuccessful interview candidates but there are ways to make it easier, and more effective for recruitment, whether it is done face-to-face or over the phone.**

### Do's

- ✓ Be clear and concise; concentrate on facts.
- ✓ Give feedback in (or from) a private and uninterrupted space.
- ✓ Give the unsuccessful candidate opportunities to ask questions.
- ✓ Allow enough time to give feedback, but do not enter a long debate about the decision.
- ✓ Be patient but firm, taking it steadily, especially if it is an interview during redundancies.
- ✓ If appropriate, invite the candidate to apply for other suitable positions within the organisation.
- ✓ Be aware of your feelings and reactions and how they affect your composure. Remain calm and objective.
- ✓ Notice the other person's reactions. If they seem confused, repeat the message another way rather than asking if they have understood. If they get angry, let them blow off steam and do not take it personally; if they burst into tears, give them time to compose themselves.

### Don'ts

- ✗ Apologise for the decision, though expressing regret may be appropriate.
- ✗ Fudge, waffle or overload them with information.
- ✗ Apportion blame (e.g. to management).
- ✗ Procrastinate or delay feedback.

Where organisations regularly receive many applications, the best option may be a standard letter or email advising unsuccessful applicants that they have not been shortlisted and giving the reason why, such as not meeting the specification. This is increasingly replacing the practice of simply informing all applicants to assume they are unsuccessful unless they hear from the organisation by a specified date.

Feedback is not just for the unsuccessful applicant; it helps interviewers to analyse their own decisions and thus improve their performance, while it is part of an agency's broader public relations and reputation management to ensure that everyone who contacts them remains positive. Finally, it is not in an agency's interest to do anything to discourage an applicant from applying for another post with them; next time, today's failed applicant may be the perfect candidate.

# Getting on the road with the Code

**People In Aid's remit has always been global but its staff travel plans demonstrate how worldwide audiences are being reached and the knowledge, experience and responsiveness of its own network is being enhanced.**

Human Resources Services Manager Ben Emmens is making a speciality of day visits to Code-implementing agencies, such as CESVI in Bergamo and Trócaire in Ireland. The ECHO project incorporates consultation workshops that Ben and Operations Manager Christine Mallinson, with lead consultant Jim Henry, are running in Copenhagen, Brussels, London, Paris and Geneva.

Some trips are longer, but packed with meetings. On a recent two-day visit to Dublin, Ben and Executive Director Jonathan Potter met with close to 10 different agencies as well as organisations such as the government funder Development Cooperation Ireland, APSO, Dochas and Comhlámh.

A planned visit to Edinburgh includes meetings with existing and potential

members, and a talk to members of NIDOS, the umbrella body for Scottish agencies, as part of People In Aid's policy of trying to meet with each member every year.

Academic visits and conferences have included Ben addressing the Masters course in Disasters Management at Warwick University and the Antares Conference in Amsterdam on stress management for aid workers. Jonathan spoke to lecturers and students on the HR Masters Courses at Manchester University's Institute for Development Policy and Management and was also on a panel at Columbia University's conference on Human Rights, Human Security and Human Development: Precepts and Principles for Humanitarian Action.

While in New York, Jonathan visited member agency IRC, spent a day with UNICEF's HR Division and saw potential collaborating organisations. Other trips will take Ben to Honduras and Costa Rica and Jonathan to Botswana, South

Africa and Zimbabwe to consider the human resources needs of Southern agencies and explore how best to offer the Code and other services.

Ben will work specifically with Mopawi, a Honduran NGO and Tearfund partner, on implementing the Code, and will meet contacts in Honduras and Costa Rica.

Jonathan is presenting a workshop at the CIVICUS World Assembly in Gaborone before going to Johannesburg and Harare to meet local and international agencies.

We are grateful for a Euro 35,000 grant from Development Cooperation Ireland that, added to ongoing support from DFID, helps us with travel costs.

Of course, such far-flung meetings are in addition to People In Aid's London training and briefing events, to which members and non-members from anywhere in the world are welcome, and we welcome visitors to our offices throughout the year, with some notice if possible, to discuss their interests.

## New members of People In Aid

### IMC

**International Medical Corps (IMC) and International Medical Corps UK (IMC UK) are committed to improve the quality of life through health programmes and related activities that build local capacity in communities besieged by war and poverty in 21 countries worldwide.**

To achieve its mission, by implementing emergency and post-conflict programmes to the highest possible standard, IMC recognizes it must harness and develop the technical expertise, skills and experience of its employees, volunteers and partners.

IMC is developing its human resource strategy to strengthen the value it places on its staff and address the growing demands placed upon recruitment, staff development and people management as it strives to meet the humanitarian challenges of the 21st century.

Membership of People In Aid is a clear demonstration that human resources are critical to IMC's organisational development, and of IMC's intent to

adhere to best practice. Implementation of the People In Aid Code of Good Practice has been prioritised to promote a learning environment and help the success of IMC's mission.

### Trócaire

**Trócaire is the official overseas development agency of the Catholic Church in Ireland. It was set up by the Irish Catholic Bishops in 1973 to express the concern of the Irish Church for the suffering of the world's poorest and most oppressed people.**

Trócaire, which means "Compassion" in the Irish language, was given a dual mandate: overseas, to support long-term development projects and provide relief during emergencies; and at home, to inform the Irish public about the root causes of poverty and injustice and mobilise them to bring about global change.

This action is undertaken in a bid to improve the lives of the world's poorest and most oppressed citizens in line with the principles of social justice.

With more than 120 staff working in

Africa, Asia, Latin America, Eastern Europe and the Middle East, Trócaire's priority areas are:

- Development of civil society
- Livelihood security
- HIV/AIDS
- Peace-building/conflict transformation
- Emergency and rehabilitation programmes

Trócaire aims to constantly improve on its commitment to home-based and overseas staff using progressive and appropriate HR policies and practices. Trócaire has been awarded the "Excellence through People" accreditation for the fifth time by Fás, Ireland's training and employment authority. It has been awarded a place in the top 10 Best Places to Work in Ireland 2004 and received an outstanding achievement award for Pride in the Workplace.

Trócaire has joined People In Aid to improve its access to up to the minute benchmarking of appropriate policies and information and to network with other NGOs.

## Forthcoming Training Events

When?	Course	Where?	Who?
11 <sup>th</sup> May 2004	Facilitating Organisational Learning	UK	BOND
17 <sup>th</sup> May 2004	Interviewing Skills for Interviewers	UK	Level Headed
19 <sup>th</sup> - 30 <sup>th</sup> May 2004	Strategic Human Resources Management	UK	Crown Agents
26 <sup>th</sup> May 2004	Child Protection	UK	People In Aid
26 <sup>th</sup> July - 6 <sup>th</sup> Aug 2004	Computer Applications in Human Resource Management	UK	Crown Agents
Sept 2004	Performance Management	UK	People In Aid
By arrangement	Human Resources Strategy	UK	Level Headed
4 <sup>th</sup> - 7 <sup>th</sup> Nov 2004	Managing People and Projects	UK	RedR

## Contacts:

### BOND

Tel: +44 (0) 20 7837 8344  
Email: [information@bond.org.uk](mailto:information@bond.org.uk)  
[www.bond.org.uk](http://www.bond.org.uk)

### Crown Agents

Tel: +44 (0) 20 8643 3311  
[www.crownagents.co.uk](http://www.crownagents.co.uk)

### Level Headed

Tel: +(0) 20 7538 9387  
Email: [enquiries@levelheaded.org](mailto:enquiries@levelheaded.org)  
[www.levelheaded.org](http://www.levelheaded.org)

### RedR

Tel: +44 (02) 1823 664900  
[www.redr.org](http://www.redr.org)

### Send training details to:

[christine@peopleinaid.org](mailto:christine@peopleinaid.org)

# Join People In Aid!

Join a global network of relief and development agencies committed to good practice in the support and management of their staff. Join People In Aid, which offers you:

- Opportunities to share experiences with your peers.
- Opportunities to stay abreast of current issues affecting staff, and the quality of your programmes.
- Practical training in areas seen as important by you.
- Information to benchmark your agency in the sector.
- Support in the implementation of the Code of Good Practice.
- Access to resources and policies specific to your sector.

These are some of the reasons for joining People In Aid – and improving the

effectiveness of your programmes. Donors are also taking an increasing interest in matters of quality and accountability but above all we are certain that your staff, current and future, will be pleased to know that you are joining People In Aid.

You will benefit from your membership whatever your organisation's size, structure or country of origin. We welcome agencies, which operate internationally and those which don't. There are three categories of membership:

- **Full** — operational agencies, primarily charities actively involved in international relief and development work.
- **Supporter** — organisations which support the aims of People In Aid and wish to share in our output.
- **Individual** — for individuals who wish to stay in touch with our activities.

There are many benefits for each category of membership, which are summarised in the table. In return we ask all our members to help to promote the Code to agencies, donors, potential supporters and individuals. Also we hope members will pass the Code to agencies which are visibly involved in bad practice.

**Kitemarks:** Full members implementing the Code will be awarded kitemarks to show stakeholders (staff, applicants, donors, peers, beneficiaries and more) of their commitment to improving their hr management. The first is available at the beginning of the process, the second one after an external social audit. Implementing agencies are asked for a contribution over and above the membership fee.

Annual membership fees as of April 1st 2003:

### • Full Members

For agencies based in the UK membership is based on annual income as follows:

Less than £100,000 .....	£100
£100,000 — £500,000 .....	£125
£500,000 — £1,000,000 .....	£275
£1,000,000 — £5,000,000 .....	£400
Over £5,000,000 .....	£600

For agencies based:

In Ireland .....	Euro equivalent of above rates
Elsewhere in the EU .....	Euros €150
In the South or East .....	US \$50
Elsewhere .....	US \$150

- **Supporter** .....
- **Individual** .....

BENEFITS	Full	Supporter	Individual
<b>Code implementation process</b>	Support provided	n/a	n/a
<b>Kitemarks</b>	Eligible	n/a	n/a
<b>Copies of Code of Good Practice</b>	Multiple free copies – any language	Up to 15 free copies – any language	One copy free
<b>Members' area on website</b>	Access	Access	n/a
<b>Workshops</b>	Concessionary rates	Concessionary rates	At full rate
<b>Research publications</b>	Free or discounted	Free or discounted	At full rate
<b>Quarterly newsletter</b>	Free	Free	Free
<b>People In Aid deals</b>	Concessionary rates	Concessionary rates if available	Concessionary rates if available
<b>Members' Forum</b>	Invitation	n/a	n/a
<b>Annual General Meeting</b>	Access and voting rights	n/a	n/a
<b>Representation on People In Aid Board</b>	Allowed by our Constitution	n/a	n/a
<b>Updates on issues, resources etc.</b>	Regularly by e-mail	Regularly by e-mail where appropriate	Regularly by e-mail where appropriate
<b>Resource centre</b>	Unlimited access	Unlimited access	Unlimited access

### Please contact People In Aid at:

Regent's Wharf  
8 All Saints Street  
London N1 9RL  
Tel: +44 (0)20 7520 2548  
Email: [info@peopleinaid.org](mailto:info@peopleinaid.org)  
Website: [www.peopleinaid.org](http://www.peopleinaid.org)