

Inside this issue

Performance management special

Investment needed - in our nationally recruited staff	2
NGOs check out complexity - to understand their reality	2
Benchmarking pay - your policies and papers needed now	2
Progress marked by Code take-up - the 2004 AGM and Forum	3
Change starts from the inside - according to INTRAC	3
Aid agencies discuss their dilemmas - of HIV/AIDS	3
A team performance - needs systematic training	4
Grow your staff - with effective coaching	4
HR handbooks - presented at ECHO partners conference	5
Taking action fast - may avoid poor staff delivery	6
Volunteering - management standards online	6
Addressing concerns and raising output - in a call	6
Telephone delivery - of bite-sized education	7
India 360° - An appraisal tool for self-discovery	7
E-learning instant access - by British Council	7
Forthcoming events - protection to performance	8
All you need to know - to join People In Aid	8

People In Aid gratefully acknowledges financial assistance within the last 12 months from: the UK Department for International Development; ECHO (European Commission Humanitarian Aid Office); CAFOD; Development Cooperation Directorate Ireland; the Fritz Institute; World Vision UK; World Vision International and member agencies implementing the Code.

The contents of this newsletter do not necessarily reflect the views and policy of People In Aid and its members and donors.

People In Aid would like to acknowledge the assistance of Nick Cater, editorial consultant – caterpia@hotmail.com.

People In Aid is registered in England and Wales as a company limited by guarantee.

Company no. 3772652. People In Aid is a registered charity no. 1078768.

Managing performance

Performance management is an emotive term that means something different to each of us, depending on our cultural setting and, crucially, our experience of being “performance managed”.

This newsletter takes a look at the issue of managing staff performance. Why focus on this? Although an organisation’s systems and structures obviously need to perform, this can be reliant on the external environment. For People In Aid, effective individual performance is explicitly linked to effective organisational performance and central to successful and high impact programmes.

Any approach to performance management relies on an understandable and attainable definition of “successful” performance. Whether secular or faith-based, the values system at the heart of an organisation has to be embedded in its core values, vision and strategic goals. The challenge for any organisation is then to articulate what these statements mean in practice, in each area and function of the organisation, in terms of desired outcomes, behaviour, competencies and attitudes. This provides clear benchmarks for ongoing evaluation of performance.

For all organisations, performance expectations need to be communicated to

staff in such a way that people understand the connections between values and the organisation’s direction and approach (see page 3). Problems must be tackled effectively while staff need to be enabled to deliver that approach, through methods such as coaching (page 4) or mentoring. The connection with organisational values is not the only important one. Equally important is how a performance management system links to the organisational and programme planning cycle. How do individual plans and objectives fit in the bigger picture? Do staff understand how they fit in and what form their contribution should take?

Technology is making communication easier, though we are not necessarily becoming better communicators. The humble telephone remains a crucial piece of equipment for the line manager, and can be especially useful when it comes to cost-effective coaching, so Hedda Bird (page 7) offers some guidance on how to maximise its usefulness. The internet is spawning a host of online systems that may work for your organisation.

Finally, the inter-relationship between organisational culture and the performance management process is

Continued on page 2

Jonathan Potter, Executive Director, writes:

Principle 3 of the People In Aid Code is straightforward: “Good support, management and leadership of our staff is key to our effectiveness.”

The 2004 Emergency Personnel Network conference, in considering the nationally-recruited staff who constitute close to 90% of our sector’s workforce, concluded that “Rigorous performance appraisal, linked to career development, is vital if nationally-recruited staff are to be managed equitably.”

This newsletter looks at ways of managing performance and we will continue our work on it through research and workshops.

In a newsletter dedicated to managing

performance, may we comment on our own? A recent evaluation of People In Aid for our main funder, the UK Department for International Development, praised our performance.

Evaluators were very impressed with the organisation’s efficiency, the relevance and quality of the outputs, the appropriateness of our proposed future directions and, in particular, the overwhelmingly positive feedback from those they talked to, non-members and members.

We are proud, and our Board was “thrilled”, and we look forward to the full set of recommendations, to us and to DfID, on which we will report in future.

Benchmarking staff pay

Work by People In Aid on pay and benefits in the relief and development sector is underway, benchmarking of reward policies and principles in the relief and development sector has begun with a view to publishing a first paper in spring 2005.

An affinity group will kick-start the work by bringing together interested parties on 12 January 2005. But research success will depend on your contributions, since it depends on documenting the fundamental principles underpinning policy and practice.

Please email policy statements or papers commissioned as part of your agency's work on this topic, in confidence, to: ben@peopleinaid.org

Humanitarian course

Masters in humanitarian programme management

After four years of preparation, the French aid training organisation Bioforce, in association with the Liverpool University School of Tropical Medicine and MANGO, will be offering a masters degree course in humanitarian programme management, starting in September 2005.

Because it is totally modular, aid workers can take up to five years to complete the six modules on offer, complete them all in one year or take just one module. The programme is aimed at people who already have field experience and are looking for management training.

Information: www.bioforce.asso.fr/formation/PM/pm.htm

For details of forthcoming People In Aid workshops, see page 8.

Performance continued from page 1

critical. If cases of inadequate performance arise (page 6), are they handled in a way that reflects the organisation's core values? And how is excellent or extraordinary performance fostered? Linkages with succession and career planning, reward and development, all carry messages that can either undermine or strengthen the success of the performance management process.

Sarah Hinson of Sarah Hinson Associates contributed to this article.

Investment urged in national staff

The latest Review of Humanitarian Action from the Active Learning Network on Accountability and Performance (ALNAP) once again highlighted the importance of staff.

One major finding from evaluations undertaken by INGOs, donors and UN bodies during 2003 was the lack of acknowledgement of the nationally-recruited staff's (NRS) key role in organisational learning.

Summing this up at the ALNAP 2004 biannual conference, Review author Tony Beck said: "Investment in national staff would appear to be one of the best uses of humanitarian funding."

A presentation by Jonathan Potter on NRS suggested some ways to avoid poor support of NRS being on the agenda in future:

- More effective agency communications, such as multilingual, clear explanations of differences in terms and conditions between NRS and other staff.
- Better agency knowledge on NRS: names, dates of birth, dates of joining etc.

- Common values would be being applied to all groups of staff.

- More bottom-up policy development. In discussing field-level learning, it was proposed that learning best happens not through workshops or online but through "tacit" knowledge, learning directly from people, which underlines the key contribution NRS make in programmes.

Suggestions for how field workers might "sniff out the truffles of knowledge in peoples' minds" included:

- Creation of inclusive informal meeting spaces.
- Face-to-face presentations of reports.
- Checklists for field staff.
- Help-desk style support.

Moving NRS issues up the agenda requires prioritisation by senior management. At one organisation senior managers were tasked with recruiting people for learning situations, often then feeling they should attend too, thus raising the chance of buy-in by the higher powers.

NGOs check out complexity

How does change in organisations get embedded, and how can we maintain the momentum for change? Why is change often unsuccessful? How do we engage everyone in change and what is the role of power?

These were among questions explored during a People In Aid day on "Working Effectively with the Challenge of Organisational Change". It was led by Dave Harding, who offered insights from complexity theory and how we might apply them in NGO contexts.

Complexity theory emerged from developments in the natural and social sciences, quantum physics and chaos theory. Recent work has explored how it might apply to the dynamics of organisational life.

Traditional management often presumes a "Newtonian paradigm", with linear relationships between cause and effect, and control and planning by managers.

Arguing that reality is complex and unpredictable, complexity theory suggests inherent qualities of self-organisation within any system enables it to adapt to change.

Rather than assuming that people need tight supervision, a complexity approach emphasises building relationships with trust, open communication and responsibility devolved to local levels: "Act locally, act carefully and act small."

Contributed by Vicky Cosstick, Learning & Staff Development Manager, CAFOD.

Africa builds capacity

Improved management, better training and efforts by INGOs to avoid poaching national staff were among issues agreed by a recent symposium organised by Africa Humanitarian Action in Ethiopia on building African NGO capacity.

Calling for at least 25% of all humanitarian funding to be channelled directly through African NGOs, the meeting backed plans for an African Centre for Humanitarian Action to undertake research, education, advocacy and information sharing on resource mobilisation. Information: www.africahumanitarian.org/index.htm

Progress marked by Code take-up

People In Aid's Members' Forum was held in November and, despite a relatively small turnout, members were able to debate the proposed workplan for 2005/06 and hear good news about the network.

Twelve agencies were represented, and that, combined with a number of contributions received earlier, provided People In Aid with extremely useful feedback and constructive input to the future work plan.

Exciting ideas to strengthen the People In Aid network were put forward and these will be incorporated into our strategy over the next year or two.

More practical ways of ensuring tips for successful people management reach the field and programme staff

were shared, and the feasibility of those options will be assessed so some can be piloted in the future.

The meeting also heard of achievements since the 2003 Forum:

- Membership is up approximately 21%.
- Non-British/Irish members make up around half of the network.
- 10% of members are from the developing world.
- Almost 30 agencies are engaged with the Code of Good Practice in one way or another, which is extremely encouraging.

We continue to run very successful workshops and produce publications that are well received. Our increased media profile has been gratifying, and has brought publicity for several

members, especially where they have demonstrated good practice in HR management.

The AGM, led by People In Aid's new chair, June Nash, of the Leprosy Mission International, also saw the nomination and election of several board members.

These were: Ian Wallace, Tearfund; Bobby Lambert, RedR/IHE; Ivan Scott, Oxfam; Ted Lankester, InterHealth; Rachel Westcott, Save The Children, UK and Roger Smith, British Red Cross.

Attendees spent a few moments in silence as a tribute to those aid workers who have recently lost their lives in the course of their duties. People In Aid expresses its sincere condolences to those families and agencies that have lost loved ones and dear colleagues.

Agency dilemmas in HIV/AIDS

In the run up to World AIDS day 2004, People In Aid convened a meeting at which 13 participants from 10 agencies, including the International AIDS Alliance, Oxfam GB, Anglo American and the National Aids Trust, discussed the key issues they faced from the HIV/AIDS pandemic.

No other infection has such an impact on agencies, requiring an extraordinary response. Many organisations have integrated their HIV/AIDS policies into existing health, critical illness and medical benefit systems, but a surprising number have yet to formulate a comprehensive response.

Dilemmas identified included: notions of equivalence and equity in terms of benefits; defining the scope of the term "dependants"; coping with workloads when staff are away or sick; balancing openness and discussion about AIDS while retaining confidentiality for those infected or affected. People In Aid resources include a handbook written by InterHealth Director of Healthcare Dr Ted Lankester. For full meeting notes, contact Christine Mallinson christine@peopleinaid.org or members can download them from: www.peopleinaid.org/members/members.php

Looking at change within

The change-process in organisations can often operate inside-out, with effective performance or behavioural change preceded by an internal change, according to research on leaders in Malawi by the International NGO Training and Research Centre (INTRAC).

The research by Rick James of INTRAC has relevance for all managers, and his cases demonstrate the importance of feedback in assisting leaders to change.

Audits go social

A recent workshop on social audit, part of the support offered to agencies implementing the People In Aid Code, attracted 17 managers from 15 agencies to learn more and share experiences.

Richard Evans of ethics.etc - People In Aid's assurance provider and social auditor - explained the process of external audit and answered questions. As well as discussing issues such as stakeholder mapping and report writing, the workshop heard from four Code-implementing agencies: Mission East, CESVI, the Leprosy Mission and British Red Cross.

The next social audit event is in June 2005. For more on Code implementation, contact Ben Emmens ben@peopleinaid.org

As well as highlighting the importance of leadership based on values, he suggests that opportunities for peer feedback are an important element of an effective leadership training programme. Formal feedback methods, such as leadership performance appraisal, are viewed as being very useful in catalysing change, particularly if there are 360-degree processes that involve feedback from juniors.

He recognises that getting quality feedback back up the hierarchy can be a real challenge in many cultures, but cites the example of Oxfam in Malawi, which demonstrates that it can be done.

Organisational systems and structures clearly have an impact on performance management. Two-way performance appraisal systems can give a big incentive for a change in performance or behaviour, and changes in structures can formalise the delegation of power and responsibilities, ensuring that the personal changes of the leader can become embedded in the organisation as a whole.

INTRAC supports NGOs and civil society organisations around the world by exploring policy issues, and strengthening management and organisational effectiveness.

"Leaders changing inside-out", INTRAC, November 2003. Information: www.intrac.org/

Systematic training and support

International Humanitarian Law (IHL), codes of conduct, best practice guidelines, operational procedure manuals, feedback mechanisms and systems for disciplinary action offer vital boundaries in which professional development of aid personnel can take place.

Yet none of these replaces the need for investing in quality training of personnel, whose untapped energy can take an organisation's performance from merely functional to excellent.

Performance management is the key to capturing the ideals of Principle 3 of the People In Aid Code, but deadlines, the pace of work and the priority of life saving decisions overshadow attempts to address team-training gaps.

The initial set up and commitment to a systematic approach to support staff development and ensure their improving performance may seem daunting. However, many organisations already have existing tools, which may just need refining and connecting into a coherent performance support system.

The system can be considered in the phases of a new field worker's experience, as follows.

Selection/induction (orientation phase/initial input)

With a well-designed job description, assess the current status of the employee's personal qualities, professional skills and required knowledge.

Using the performance and development plan, break the job description into detailed tasks under

summarised headings. Alongside the tasks will be a number of columns to signify three areas of review: self-appraisal, mentor appraisal and manager review.

With self-appraisal, the individual owns their own development plan, and signs off as they are able to do each task listed. In mentor appraisal, the mentor uses the same list to ensure exposure, training and support is given to meet required tasks.

Each line manager carries out defined reviews at set times to appraise performance and developments, using this form to monitor progress, identify gaps and ensure they are addressed.

The induction plan should be well structured and constantly evaluated to ensure it is meeting all needs, while the handover plan ensures accountability by the outgoing person, the incoming person and the line manager.

Handover to six months (consolidation phase/intense learning)

First face-to-face meeting with coach/mentor, who analyses their performance against job description and how the team perceives their abilities. Gaps are identified and addressed on site and from a distance, with support throughout the next three to six months. Clear goals are set.

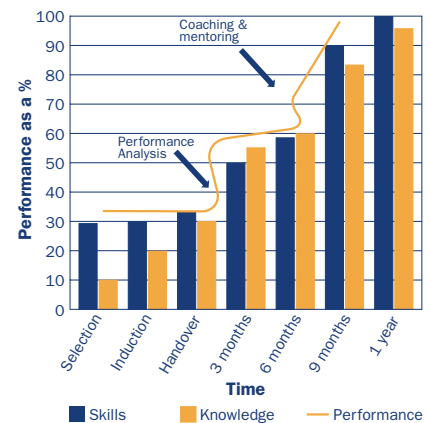
Training and exposure to essential humanitarian knowledge, which is key to functioning effectively, including IHL, rights, principles, codes, Sphere etc. Reinforce this now, as exposure to aid work will make this theoretical knowledge come alive.

Six months to one year (innovative/productive phase/capitalisation and sharing)

Training and development of key professional skills that will develop the staff member into a leader/manager. This will be the second face-to-face meeting with the coach/mentor on site, including:

- Planning strategy
- Communicating
- Delegating
- Evaluating
- Legal management
- Financial management
- Decision-making
- Security

A new field worker's



Coaching and mentoring is an approach both financially viable and performance enhancing. Effort and commitment by the organisation from the start will mean a higher long-term pay off for employer and employee.

Coaching remains one of the most effective ways in which a manager can monitor and influence the actions, behaviours and results of an employee's work throughout the year.

Effective coaching means letting the member of staff do most of the talking, but if discussing a performance issue with a member of staff is a challenge, a simple model may help: the "GROW process". Gaining popularity in the corporate sector, GROW is a handy acronym:

GOAL: Precisely what needs improving.
REALITY: What must be tackled, what has been tried.

OPTIONS: Suggest "would this work?", "have you tried that?".

WILL: Identify the preferred option, i.e. what motivates the member of staff to try it.

Planning the review meeting should make it more productive as an opportunity for open communication, setting the stage for mutual agreement, problem solving and goal setting.

How feedback is communicated to the employee will have a big impact on how it is received:

How effective coaching

- Encourage staff self-appraisal, listen carefully and summarise it verbally. Explain your feedback e.g. "I'm going to cover the positive feedback first and explain why these things are good, then I'll cover some issues which I think you could improve on and we'll discuss how you could do this."
- State concisely the employee's behaviour that your feedback relates to, give examples as appropriate, and explain why you have raised the issue.
- Allow the employee to explain his/her

will produce a team performance

And:

- Reporting
- Communication and fundraising
- Human resource management
- Conflict resolution
- Team building
- Envisioning/motivating
- Time management

Process management

The stages of staff development are managed through a structured system that incorporates formal and informal training, coaching and mentoring.

However, because of the huge demand for staff and their subsequent output, the best way to tackle both individual and

organisational needs is to carry out a significant part of this approach on site, with the person being assigned a mentor and coach.

Emphasis for the organisation will thus be on: developing mentors, initially using outside expertise but aiming to use existing staff over time; well defined job descriptions with detailed break-down of tasks; guidelines for the organisational approach to each task; and a system to monitor mentors.

Mentoring and coaching

While there is a place for classroom training, its impact is relatively low. Keeping training on or close to the operational site keeps training focused, with real cases to increase learning. Adding coaching and mentoring offers a fast track to leadership.

While staff on site can do coaching and mentoring, they often lack time and skill to comprehensively achieve the objectives. A visiting mentor who follows up with telephone, email and even, as costs fall, video conferencing support can share the training load.

Case study: Northern Uganda

This approach has been tried on the Northern Ugandan team of a relief NGO, where three junior managers were given five days' intensive training on site, addressing important tasks and skills. Follow up mentor support was offered to consolidate skills acquired.

Impact was felt immediately. One commented that he had learned more in this than an entire year in the field. Within a month the team was able to carry out a

full baseline needs assessment of the area, draft two proposals and more comprehensively manage their projects operationally and financially.

This was without the aid of senior management or external experts, where previously a top-down management had been used, as junior managers were deemed insufficiently skilled. The team felt a greater ownership and responsibility for the projects and the country director and desk officer have more time to strategically manage.

Conflict resolution

Coaching and mentoring will have a profound impact on team dynamics, often seen in personal conflicts that have a draining effect on team performance.

Major causes of team conflict include:

- Poor performance by a team member (real or perceived), forcing another team member to do extra work.
- Poorly managed handovers, increasing incomers' stress and defensiveness.
- High work load, leaving little or no time for team debriefing or news sharing, which is often the result of poor time management and lack of management skills.
- Poor leadership and unclear expectations.

Working with a team in a coaching and mentoring support role will help bring perspective and insight into these problems. Ensuring the leaders are well trained and equipped and have support will reduce team conflict. Investing in the team as well as each individual will encourage all team members to put effort into their performance, as they will be growing and not just surviving.

Contributed by Sheryl Haw, Humanitarian Aid Work Training and Consultancy.

s performance cycle

1. Selection: the person has a certain level of skills, but limited knowledge of the aid world and the organisation.
2. Induction: receiving a large amount of information; no significant change in skill base.
3. Handover-three months: significant growth in skills and knowledge.
4. After six months: gaining confidence to use skills and initiate ideas; key time to empower the person with the next level of skills.
5. Up to one year: should be performing at such a level that promotion and/or further challenge will be needed.

Blue arrows represent intense face-to-face coaching and mentoring times, establishing a solid relationship and followed up with distance support to ensure retention of skills. Each face-to-face meeting should be five to 10 days.

ng can grow your staff

side of things. There is always a reason why people do things and it is vital that this is explored.

- In cases of critical feedback, explain the need for the employee to change and invite him/her to suggest how this can be done.
- Each individual has a different reaction to being evaluated. Some people have had positive experiences, some negative. Understand and respect that.
- There should be no surprises in the meeting, especially if you have met

regularly with your employee.

- It may be helpful to role-play what may be a difficult meeting in advance or ask for advice on how to handle the meeting.

Extracted from the recently published People In Aid handbook Enhancing Quality in HR management - A Practical Guide.

News Extra: ECHO update

People In Aid attended ECHO's annual partners conference in December, where

stimulating discussions centred on humanitarian worker security and mainstreaming child-related issues.

As well as an occasion to formally present the two HR handbooks produced last spring, it provided a good opportunity to meet some of our European based members. The handbooks have been well received within the sector and are being adopted by a number of educational establishments and training providers as reference material.

People In Aid continues to work with ECHO on promotion of good practice in human resources management among humanitarian relief agencies.

Taking action fast on poor performance

For many the key to successfully managing unsatisfactory performance is timely intervention to avoid any further decline or damage to your team's performance and morale, while clear goals and objectives from the start provide the framework for any discussion about under achievement.

Dealing with an employee whose performance is below the required standard can be an emotive issue and a legal minefield. Experts suggest giving negative feedback should always be private and confidential; immediate for greater impact; specific about what is wrong; include something positive; and give an opportunity to improve.

To avoid treating symptoms and this having limited impact, look for causes, whether lack of training, "burn out" and conflicts with colleagues or illness, substance abuse and family problems.

The US-based Office of Personnel Management suggests a three-step process to address and resolve poor performance: communicate expectations and performance problems; provide an opportunity to improve; and take action.

While complying with your organisation's procedures, it may be useful to:

- Clarify the situation and courses of action with HR colleagues.
- Keep a record of discussions with the employee about behaviour or attitude.
- Have factual evidence, with dates of examples.
- Define any attitude problems in terms of actual behaviour or performance.
- Be sure the employee understands your concerns.

If your organisation's disciplinary policies are lacking in some way, or you are not confident about applying them, People In Aid can probably help. With recent legal changes, UK-based agencies may find information from the conciliation service ACAS or the Department of Trade (DTI) useful.

Information:

People In Aid's handbook Enhancing Quality in HR management - A Practical Guide: www.peopleinaid.org

Office of Personnel Management: www.opm.gov/perform/poor/index.html-ssi

Institute for Employment Studies: www.employment-studies.co.uk

ACAS: www.acas.org.uk/publications/h02.html

DTI employee relations: www.dti.gov.uk/er/

Addressing concerns in a call

Words streamed down the phone. Among the concerns of agency newcomer "Pat" - not his real name - were that a senior donor official doubted his competence; arrogant professional Betty tried to dictate his moves; and Pat's boss seemed very detached. Others' judgements seemed to pull Pat apart and dissipate energy.

In weekly calls, Pat and I worked through these relationships, maintaining focus on his organisational role. He began working smarter and in better coordination with his team. Ambiguous issues were clarified through discussions with others. Pat's morale, productivity and team relations improved, as anxiety gave way to self-confidence and trust.

Empirical social science research is reshaping coaching education away from adult learning and organisational development theory. Evidence-based developmental coaching allows coaches to challenge clients to expand their frame of reference and grow to new levels of self-awareness and competent action.

Coaching helped Pat solidify his working role. To go further, he must reach a "self-authored" stage to engage tasks and working relationships out of his internal resources. Growing into a capacity for leadership would require further steps.

Most organisations use a human capital assessment model in selection, informed by past responsibilities and scope of work. Yet perfect matches are rare.

Enter performance management, asking "is this person productive in this position?", usually by comparing job description with execution through excruciating evaluations. Developmental coaching to uncover and nurture potential capacity might be a better means.

After several weeks, Pat expressed surprise at how helpful his boss had become.

"Remember when I suggested you ask your boss for assistance regarding division of labour with Betty and your fear of their department interfering with your responsibilities?" I asked. "Yes, he was very helpful". "Had you ever entrusted him with one of these concerns before?" Light began to dawn.

*Contributed by Jon Ebersole
JME@dialogueservices.com*

Volunteering I: Management standards

Managing volunteers is at least as complex as working with paid staff, despite the implicit commitment and enthusiasm, since volunteer agreements often lack the robustness of traditional working relationships, leaving organisations struggling to apply performance criteria.

Help is available from UK-based Voluntary Sector National Training Council, which has recently published the National Occupational Standards for Managing Volunteers as a practical framework to:

- Design and deliver training.
- Recruit the right people and keep them.
- Identify individual development needs.
- Build a bridge from unpaid to paid work.
- Help individuals, teams and organisations meet objectives.

For information or to download the standards for free: www.voluntarysectorskills.org.uk

Volunteering II: Tanzania support

How easy is it to manage the performance of volunteers, especially if they are the organisation's "members"? Tanzanian agency Kiwakkuki used organisational development techniques to reduce work overload and increase performance.

Kiwakkuki, the Kilimanjaro Women's Group in the Fight Against AIDS, is a community-based NGO founded in 1990 in the city of Moshi. An assessment identified an over-reliance on volunteers as a problem.

A firmer structure was put in place, with permanent HQ staff hired to strengthen capacity and support overstretched volunteers. Creating activity-based teams - education, counselling etc. - helped reduce overlap and spread workloads more fairly. Establishing branches to meet local priorities increased membership and outreach.

India 360° 1: A tool for self-discovery

Building on open systems of performance appraisal from 1974, we developed in India what is now known as 360-degree feedback some 20 years ago.

One significant difference between the Western and Indian approaches to 360-degree feedback is that we have been promoting it as a tool for “self-discovery”, rather than an assessment or prescriptive tool.

We also say that 360-degree feedback is only “indicative” and not “conclusive”, since it does not claim to be an objective assessment tool. We see risks in using it as an appraisal tool for promotions. Performance management requires an understanding, a desire and a discipline:

- Understanding of one’s self, motives, interests, responsibilities, and the limitations and opportunities within

organisations to discover and apply one’s self.

- A desire to discover and apply oneself.
- Values of self-discipline and learning.

One fundamental mistake of HR managers is assuming that because they design and introduce performance management systems, they also own the system, so line managers think performance management is a requirement of the HR department, rather than an opportunity for the line manager to improve his performance. To stop this, make performance management forms available for line managers to use whenever they like.

The principles of 360-degree feedback and performance management systems are the same across cultures, although there are

cultural differences. In relationship-based cultures, like India, for example, people become defensive to feedback a little too quickly.

When managing employees from different cultures, it is all the more essential to know what impact that manager is making on them. Rather than differentiating between staff backgrounds, ask what has been the manager’s positive and negative impact.

By treating everyone as equal, 360-degree feedback tries to build teams and enhance the competence of the feedback seeker. It offers a tool for developing dialogue between people who work together for a common purpose.

Contributed by Dr. T V Rao, Chairman, TVRLS.

E-learning for instant access

The British Council is ensuring that all its 7,000 staff in 110 countries have immediate access to quality, just-in-time learning on its performance management principles and process so they can work effectively.

Performance management is seen as a core process for the organisation and fundamental to effective business delivery. Over time, the hope is to see a qualitative improvement in performance evaluations and more evidence of a feedback culture.

Consistent application of performance management principles is critical to the culture change that the British Council would like to see. Face-to-face learning opportunities have been extended to more than 4,000 staff in a sustained effort over 18 months.

In 2005, the British Council will explore if the same subjects can be well conveyed more cost-effectively through e-learning, allowing:

- Just in time learning particularly around process and knowledge.
- Base level knowledge for people who require face-to-face to follow up on-line material and support skills development.
- Management data, including the number of people going through the course.

Contributed by Ian Gibson of the British Council.

India 360° 2: Participation improves decision-making

Actionaid-India had been using 360-degree feedback for senior management, confirmation of probationary staff and those upgrading after internal selection.

Its advantages range from developing leadership to assisting appraisal processes and succession planning. Above all it is participatory, emphasising the dignity of all employees above that of any individual, which enhances the quality of decisions.

After countrywide consultation, the process was extended in 2004 to all 200 staff, but the process was initially limited to identifying developmental needs in current roles.

Questionnaires for colleagues to complete covered behavioural and attitudinal areas, although some staff hoped it would soon incorporate performance. They came with a glossary to ensure understanding and were explained in workshops.

Reports went to staff once computations were complete. Each figure allowed the staff member to see their scores for particular behavioural traits and compare them to their self-assessment.

Fear of victimisation was minimised by omitting performance at this stage, and any bias eliminated by averaging out extreme scores. Staff were asked to take a year-long considered view.

Lessons learned by Actionaid-India for future roll-out are to ensure teams know

enough about colleagues’ work and key result areas and be clear about the possible linkage of performance to pay and rewards.

Phone training

Delivering training by telephone seems a strange concept at first but it is now one of the most effective ways for organisations to reach staff at multiple sites or in distant locations.

Using the phone allows frequent, short bursts of training, so more knowledge is retained and applied.

It also helps organisations share best practice and experience quickly and efficiently, and can save both time and money on face-to-face training, avoid the disruption of off-site courses, and extend the reach and value of existing trainers. Training specialists 3C offer the Phone Delivered Training (PDT) system, in which course participants work in groups of 8-10, calling a central number to be welcomed by the trainer.

With paper based manuals, usually sent ahead by email, PDT is highly interactive, and covers material very quickly by being free of conventional classroom distractions.

Contributed by Hedda Bird, Managing Director, 3C Associates Ltd. Information: www.3ctraining.co.uk

Forthcoming workshops from People In Aid

Child protection

9 February 2005

Following its popularity when run in 2004, People In Aid is repeating its workshop on Child Protection. Paul Nolan, Child Protection Manager at Save The Children UK, will again facilitate and share his knowledge of the topic.

This one-day event, "Protecting children from abuse - the role of HR", will assist NGO HR professionals and others involved in HR processes to learn more about the problem of child abuse, how it impacts on their organisation, and the role HR can play in addressing the problem.

Methods and mechanisms for reducing the risk to children - such as beneficiaries in refugee camps - and to agencies will be presented. Participants will be able to develop practical solutions to child protection risks that they can apply within their own agencies.

Effective stress management

9 March 2005

Workshop in association with InterHealth.

Performance management

12 April 2005

This will identify the key components of a performance management system and how it relates to individual staff members, such as objective setting, review, training and development activities, links to rewards, and managing the performance of consultants, volunteers, and other non-employees.

Aimed at line managers and those responsible for creating policy in this area, the workshop responds to the universal challenges of how to manage people more effectively, and how to help stakeholders share the organisation's vision and mission, and accept accountability for their

part in delivering it. Performance management is a key aspect of the People In Aid Code, and this workshop will explore simple but effective methods of monitoring and reviewing individual staff performance.

Team management

19 May 2005

As a follow up to the performance management workshop, the team management workshop will deal with managing team performance, and distance and cross cultural management. Techniques for maximising the performance of teams will be shared, and practical tools provided.

The target audience will be those responsible for managing and supporting teams or enabling effective teams.

To book places on these workshops, contact christine@peopleinaid.org

Join Us!

Why not join People In Aid - a global network of relief and development agencies committed to good practice in the support and management of their staff? Membership offers you many benefits including:

- Information: we endeavour to find answers to questions about policy, practice, training, recruitment or anything related to HR management
- Exchange of data: we facilitate the sharing of information, e.g. policies, between members
- Members' area of the website: this carries a range of exclusive and valuable material
- Discounts: members receive a discount of 50% on all workshop fees and on any publications purchased.
- Networking: potential to become involved in working groups and various opportunities to network at affinity groups, workshops, conferences and other events.
- Support in the implementation of the Code of Good Practice.

In addition to improving the effectiveness of your programmes, your staff will be pleased to know that you are joining People In Aid, and donors themselves are also taking an increasing interest in matters of quality and accountability.

We are sure you will benefit from membership, whatever your organisation's size, structure, country of origin or extent of operations. There are three categories of membership:

- **Full** – operational agencies, primarily not for profit organisations, that are actively involved in international relief and development work.
- **Associate** – other organisations which support the aims of People In Aid and wish to share in our output.
- **Multilaterals/Internationals** – large organisations keen to contribute to the sector.

The main benefits for each category of membership are summarised in the table below.

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 2005:

• Full Members

Agencies based in the UK/Ireland, with annual income:

Less than £500,000	£150
£500,000 – £1,000,000	£300
£1,000,000 – £5,000,000	£450
£5,000,000 – £25,000,000	£650
Over £25,000,000	£700

High income countries*, with annual income:

Less than £500,000	£125
£500,000 – £1,000,000	£200
£1,000,000 – £5,000,000	£250
£5,000,000 – £25,000,000	£300
Over £25,000,000	£350

All other countries, with annual income \$ (USD):

Under \$3,000,000	US \$75
Over \$3,000,000	US \$100

• Multilateral/International Organisations

£1,500

• **Associates**

£200

*as defined by The World Bank. Source: www.worldbank.org/data/countryclass/classgroups.htm

BENEFITS	Full/Multilaterals	Associate
Code implementation	Support provided	n/a
Kitemarks	Eligible	n/a
Copies of Code of Good Practice	Multiple free copies	Up to 15 free copies
Members' area on website	Access	Access
Workshops	Discounted rate	Discounted rate
Publications	Free or discounted	Free or discounted
Quarterly newsletter	Free	Free
Members' Forum	Invitation	n/a
Annual General Meeting	Access and voting rights	n/a
Representation on People In Aid Board	Allowed by our Constitution	n/a
Updates on issues, resources etc.	Regularly	Regularly
Resource centre	Unlimited access	Unlimited access

Contact People In Aid at:

Development House
56-64 Leonard Street
London EC2A 4JX
Tel: +44 (0)20 7065 0900
Email: info@peopleinaid.org
Website: www.peopleinaid.org