

April 2006

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## Retention challenges

By Ben Emmens

**Aid staff turnover has long been a major concern, especially for humanitarian agencies, but to date, there has been little detailed study of its causes and consequences in the relief sector.**

The Interagency Working Group is assessing concerns about emergency staffing, and commissioned People In Aid to research retention – first results, pages 4-5 – to assist agency efforts to reduce unplanned staff turnover.

While some agencies regard turnover as merely inevitable and beyond control, others welcome a degree of staff change to bring fresh analysis while offering flexibility in developing individuals through more challenging assignments.

But there is a consensus that unplanned staff turnover is problematic and expensive, affecting not only institutional memory, and programme efficiency and effectiveness, but also agency capacity to respond to

emergencies by reducing surge capacity.

Among those blamed for high staff turnover are donors that insist on low overheads, encourage short contracts through tight funding cycles and fail to fully support staff development. However, there is much agencies themselves can do to cut turnover.

For agency action, cost-benefit evidence is required, and consistently tracked HR indicators will help evaluate outcomes. Successful initiatives in agencies surveyed by People In Aid often involve senior managers acknowledging problems and investing time, support and funding.

Staff support, well-being and career management are key components in any retention strategy, while a coherent HR management system will directly affect the organisation's ability to retain staff, especially how they are recruited, deployed, supported and managed.

And external frameworks, such as the People In Aid Code, can also help agencies engage with staff and address their concerns.

### Executive director Jonathan Potter writes...

**It is a familiar refrain from those of our members working in emergency situations: "We need the right people in the right place at the right time."**

This newsletter provides some insight into one key aspect of this problem, equally relevant to development agencies. That is retention: how to keep the right people so they can be in the right place at the right time.

Developing and rewarding existing staff helps guarantee the "right people". Keeping them engaged is also important (see page 3). Are they well led and managed? Are they over-worked? Have they identifiable career paths? There are questions each agency must ask.

Another major one is an old refrain of our own at People In Aid: if international staff are, say, 5% of your workforce, what proportion of head office and management time are they receiving?

Our workplan looks into aspects of this, while recent work has also contributed to answers. Asking agencies in a number of different fora what their top issues were (see page 2) leads inevitably back to recruitment and retention (see pages 4-5). This newsletter provides some insights for you, our forthcoming output will provide more.

Meanwhile, if you have success in retaining staff, please let us know so we can share your good practice.

## Learning research link with CIPD

**People In Aid is collaborating with the UK-based Chartered Institute of Personnel and Development on ground-breaking research into the evolving role of the trainer and the changing nature of learning in the international development and humanitarian sector.**

For several years both the CIPD and People In Aid have recognised that a shift is taking place from training to learning. In the People In Aid Code of Good Practice, Principle 6 on Learning, training and development states that agencies “aim to instil a culture of learning in the organisation so that we and the staff can share our learning and develop together”.

Based on its research, the CIPD suggests the role of people developer has become “supporting, accelerating and directing learning interventions that meet organisational needs and are appropriate to the learner and the context”. This marks the end of the traditional trainer-centred model of

“identify, develop, deliver and evaluate training needs”.

One research focus is whether the shift from training to learning has the same impact in different countries across the world. Questions include: Does the application and implementation of training and learning depend on different economic conditions, labour markets, legal and regulatory framework and culture? Does a global model apply, and how much should global solutions be adapted for local application?

Importantly, the research will consider whether different considerations apply in the not-for-profit sector, which has considerable implications for both policy and practice.

*For more on CIPD’s research see [www.cipd.co.uk/helpingpeoplelearn](http://www.cipd.co.uk/helpingpeoplelearn).*

*For more information or to get involved, contact Ben Emmens [ben@peopleinaid.org](mailto:ben@peopleinaid.org).*

## HR groups highlight retention concerns

By Jonathan Potter

**HR working groups are a valuable resource, encouraging interested HR practitioners in a country to meet regularly for networking opportunities and to gain reassurance that others face the same issues, exchange information and find good practice to help solve problems.**

People In Aid provides similar services on a broader scale so there is a logic for it to work with HR groups to offer them the experience of its global network and the solutions it has to a range of issues.

In recent months, People In Aid has worked with HR working groups in Ireland, Sri Lanka, London, the Netherlands, and a related conference in France.

As well as being of benefit for them, this has enabled People In Aid to monitor many agencies’ priorities closely and respond to those needs. There is considerable convergence here, which reassures People In Aid that it is focussing its efforts and outputs on the right issues.

Among working groups recently visited, the three top issues seem to be: recruitment and retention, creating an HR strategy, and performance management.

Cross-cutting issues are also regularly raised: professionalisation (is it a good thing and what does it involve?), prioritisation of HR activities inside the agency (the role of HR function, the input it has to strategic and operational decisions) and national staff issues. For example, motivation emerges as a key theme for national NGOs and when national staff are discussed by INGOs.

*If you are part of an HR working group in your country, please contact [jonathan@peopleinaid.org](mailto:jonathan@peopleinaid.org) to see what value People In Aid could add.*

## Tackling turnover

**The challenges of finding and keeping staff prompted a lively debate at People In Aid’s recent Recruitment and Retention Workshop, emphasising that amid various ways to tackle the issue, there is no “right” answer.**

Sixteen practitioners from 12 organisations examined aspects of poor recruitment and retention, including fixed term contracts, pay and benefits, and job structure, and identified ways to tackle high turnover.

These included strategic resourcing to

improve an agency’s reputation as an employer of choice through consistent branding and secondments from the financial services; talent management and succession planning; and current organisational initiatives, such as internships, mentoring, national staff secondments, mobility clauses and HQ talent pools.

*A detailed handbook on the workshop themes can be ordered from Christine Mallinson, [christine@peopleinaid.org](mailto:christine@peopleinaid.org) for £10 non-members, £7.50 members.*

## Partnership planning

**Plans are underway to extend People In Aid’s successful partnership with ORC Worldwide, which has enabled INGOs to benchmark reward policies and practices, and salaries and allowances.**

Around 20 organisations participated in two pilot surveys, and the plan is to continue survey work, broadening its

scope and increasing the number of participants in 2006 and 2007. A review and planning meeting has been scheduled for 12<sup>th</sup> May at People In Aid’s offices in London.

*For information on how to get involved, contact Ben Emmens on [ben@peopleinaid.org](mailto:ben@peopleinaid.org)*

# Pop the question to get engaged

By Ben Emmens

**Retention is more than keeping “bums on seats”, though some may feel that this is the best indicator of their HR department's effectiveness.**

What really counts is the extent to which individuals are “engaged”, from how they perform in their post to how motivated and fulfilled they are, and their impact and that of their programme.

How does an organisation find out how engaged its people really are? The answer is simple: ask them the questions that would really help make a difference to the way staff are managed, such as what motivates them, why they stay and what could make them leave.

And do it now; it is far easier to ask staff while they are with you than as they leave.

People In Aid has pioneered stakeholder engagement in the workplace and can offer a wide range of support to organisations seeking to understand the employee perspective.

It has developed a comprehensive stakeholder engagement survey, which provides an opportunity for an organisation to improve its performance and benchmark itself against others.

Stakeholder engagement is a central part of Code implementation process. To demystify the implementation process, People In Aid has broken it down into four clear stages and

developed simplified support materials to make it a more manageable task.

**Four stages to implement**



**First success: Graduates of the first International Management Development programme celebrate**

## Course success for managers

**The first group of INGO managers have just completed the Management Centre's successful new International Management Development programme in Sussex, UK.**

The week-long course was developed in cooperation with People In Aid and attracted nine managers from organisations that included MAG, HIV/Aids Alliance, Hope and Homes for Children, The Leprosy Mission International and CAFOD. From personal coaching to performance feedback, the course included:

- Managing at a distance.
- Building and managing a diverse team.
- Personal effectiveness.
- Representing the organisation.

Personal creative potential is essential for INGOs, says the Management Centre's Katy Murray, because “the pace of global political, environmental and social change is so high that INGO managers working internationally need to be quick and innovative in order to tackle daily challenges, from security crises to influencing policies”.

If creative thinking is a key part of handling swift change, equally important is effective management skills to turn

creative thinking into practical and effective solutions, while INGOs have to overcome the extra challenges added by distance management.

People In Aid's collaboration included convening a focus group with participants from Concern Worldwide, WWF, VSO and other agencies. People In Aid's Ben Emmens welcomed the programme as “an excellent opportunity to strengthen critical management capacity and equip front line managers with the skills and confidence to excel in their role”.

The programme aims to benefit the individual, as they develop and strengthen management skills, enhance personal effectiveness, increase confidence and the capacity and ability to lead a multicultural team. These new skills will help managers in the organisation create higher performing teams, improve internal communication, enhance cross-cultural understanding, reduce conflict and deliver better results.

*Bookings for the next course in October can be made online at: [www.managementcentre.co.uk](http://www.managementcentre.co.uk)*

## Can you develop, deploy, connect?

**Rather than worrying merely about staff retention, a study by international management consultants Deloitte, “Do You Know Where Your Talent Is?”, argues that organisations need to concentrate on “developing, deploying and connecting” staff.**

This means developing skills, not just through formal training but by learning how to learn, or action learning supported by coaching and mentoring. It cites one report showing that 67% believe they learn most when working with a colleague on a task, and another showing that staff are five times more likely to ask a co-worker for information than consult an intranet, database or company computer system.

Deploying means finding a fit between the skills and the job. This implies sometimes redesigning job descriptions or encouraging mobility. When promotion is not possible, employees need lateral experiences that promise challenge and growth. It argues that “by encouraging greater mobility, organisations inspire a more engaged workforce and promote greater strategic flexibility”. It also suggests that “successful talent management includes strategies to stay engaged with alumni” because “individuals granted latitude by their employers to explore new territory often make their way back with renewed vigour and insights”.

Connecting implies helping to develop rich networks, both internal and external. For example, informal discussions around the coffee machine are said to be the founding principle of “communities of practice”. To build talent, the report argues that the first step is to define which jobs are critical, then the skills required to achieve important strategies. But at the same time, a focus on talent should not block development of other employees.

# Retention research

**Emergency aid staff are highly motivated and committed but are frequently very stretched and under-resourced, a major new piece of research into retention by People In Aid has concluded.**

The research was commissioned by the Interagency Working Group (IWG) as a significant contribution to each agency’s ability to retain its humanitarian staff, with a literature search – see article below – a first phase using a sample of key agency staff.

The survey found that most staff would recommend their agency as a good place to work, but fewer feel their agency inspires loyalty and commitment, and they raise issues about leadership and organisational processes.

Only a small minority of employees appear to be disengaged, but within this group it would appear that a higher proportion of women are disengaged than men, something People In Aid feels warrants further investigation.

There would appear to be a significant issue around excessive workload and the consequent impact on health and personal life, with between one third to one half mentioning these points.

Staff who are nationals of “non-OECD” lower income countries generally appear more positive than OECD nationals from high-income countries.

Based on the survey, the researchers suggest agencies wanting to support high engagement and enhance performance should prioritise:

- Presence of good colleagues; challenge and variety; and an innovative learning culture.
- Absence of excessive workload; excessive or avoidable impact of work on personal life; and unnecessary bureaucracy or poor systems.

To retain staff agencies need to consider:

- Reviewing pay and terms and conditions to ensure they are competitive and equitable, and increasing transparency of reward system.
- Minimising high workload and excessive impact on personal life.
- Strengthening leadership to create a healthy culture and ensure values are “lived” by the agency.
- Introducing or improving professional development and provision of career paths.

The research involved both meetings with the seven agencies of the IWG and a questionnaire completed by 111 people within the agencies (63% of the 175 sent out) representing a broad range of emergency management posts and a useful split in gender and ages.

In agency interviews researchers found

## Review finds

**As a key part of the research by People In Aid for the Interagency Working Group, researcher David Loquercio was commissioned to carry out a literature review on retention and turnover issues.**

The review cites and summarises 29 main studies, articles and publications covering employment by both humanitarian agencies and the private sector, including Loquercio’s own MSc dissertation on “Staff turnover: how it affects humanitarian aid agencies, what can be done about it”. Drawing on those sources, the review found that:

- Staff turnover has benefits, for example: it creates opportunities

# HR more important as labo

**Effective HR management is becoming increasingly important for voluntary and community organisations (VCOs), including those in the international relief and development field, but the task is becoming harder as the labour market tightens.**

That was the verdict of the People Count 2005 survey, which was supported by People In Aid and involved 136 self-selected VCOs with more than 50 UK staff, including 16 INGOs.

The survey aims were to build a picture of the agencies’ HR to enable participants to compare their performance, and pinpoint strengths and weaknesses. Differences between INGOs and VCOs included:

- As well as more ethnic minority staff, fewer female managers and fewer disabled employees, INGO participants had a higher proportion of posts filled by existing employees (21%) than the

# shows staff under pressure

that as INGOs seek to scale up their emergency response capacity, meeting the human resources demand is and will continue to be a challenge, while skills shortages can make finding experienced senior and middle managers difficult. Retention is an issue for most agencies, particularly in “hardship” posts, such as senior managers for Darfur.

Surge capacity is critical and is being worked on as a priority, for example by developing external and internal rosters. “Engaging” staff in the work and life of the agency is also seen as vitally important and a key way to strengthen emergency capacity and address retention issues.

The questionnaires suggest that the main factors attracting staff to take a humanitarian post (where the optimum desired tenure was put at five to six years) or assignment fall into broadly two

categories: general and specific.

General reasons given include making a difference (50%); travel/adventure (41%); solidarity with the poor (32%). Agency specific reasons include its reputation or profile (35%); the job offer or type of work (24%); agency values (21%).

The main factors that encourage people to stay and perform also fall into two categories involving factors present or absent, such as the presence of a good team or colleagues (32%); challenge or variety (24%); a learning / innovative culture (23%); or the absence of excessive workload (36%); excessive impact on personal / social life (29%); bureaucracy / poor systems (25%).

The main factors that encourage people to leave are clear: better pay, terms and conditions elsewhere (50%); poor leadership, values or culture (40%); lack of

career opportunities and growth (38%); burnout, disillusionment, frustration (29%).

Encouraging people to stay and achieve more needs agencies to introduce or improve career paths and professional development (49%); offer better pay, terms and conditions, including accompanied status (43%); better work-life balance and family-friendly policies (24%); better leadership (14%).

Based on agency feedback, People In Aid has suggested further quantitative and qualitative research into retention, such as exploring levels of engagement / disengagement, including differences by gender, nationality, and contract type, and checking the four key issues of pay and terms and conditions; leadership and culture; career opportunities and professional development; burnout and work-life balance.

People In Aid’s Ben Emmens said participating agencies had made important contributions to the research’s success and he was keen to see continued collaboration.

The Interagency Working Group on Emergency Capacity (IWG) comprises CARE, Catholic Relief Services, International Rescue Committee, Mercy Corps, Save the Children USA, Oxfam GB, World Vision International. This research was commissioned as part of a wider Emergency Capacity Building project<sup>(1)</sup>, details of which can be found at [www.ecbproject.org](http://www.ecbproject.org)

*Percentages are the proportion of respondents citing the particular factor in their response. For further information contact Ben Emmens at [ben@peopleinaid.org](mailto:ben@peopleinaid.org).*

<sup>(1)</sup> “Funding for the ECB project has been provided by the Bill & Melinda Gates Foundation and the Microsoft Corporation”.

## real benefits in turnover

for new experiences and career progression; provides flexibility in contracts; and it can protect staff from burnout.

- Staff turnover has costs, for example: direct costs associated with recruitment, estimated by VSO and ICRC at around £15,000, and indirect costs such as work overload, loss of knowledge and discontinuity in programmes.
- The reasons why employees leave can be grouped according to pull factors (the attraction of the new role); push factors (dissatisfaction with current role) and other factors, (for example, personal reasons, such as family life).

- Employee engagement is key, as “engaged” employees stay longer and perform more highly.
- Agencies need to build a sense of “belonging” to the organisation, rather than relying on employees’ altruism.

The review identified studies suggesting that staff retention could get worse as demographic changes lead to rising numbers of “baby boom” generation retirements, and significantly fewer skilled young people entering the jobs market but offering less loyalty, expecting more job changes and demanding more from employers.

## our market tightens, says People Count



overall sample (15%), suggesting better retention success.

- Staff turnover among INGOs participants was lower (17%) than for the sample as a whole (21%) and comparable with the 16% UK average, while career planning was used in only

6% of INGO participants compared with 20% for the sample as a whole.

- For the average vacancy, INGOs spent approx 50% more on advertising (£1,500 against £1,049), and took 50 days instead of 40 to fill the post.

The survey also warned that VCOs and INGOs are facing increased pressure to improve performance from government and the public, as well as a more competitive market for staff.

The 16 INGOs that took part in People Count 2005 were: Action Aid, British Red Cross, CAFOD, Commonwealth Foundation, HelpAge International, Institute for Development Studies, InterHealth Worldwide, International Institute for Environment and Development, The Leprosy Mission International, Marie Stopes International, Plan, Save The Children UK, Skillshare International, Tearfund, UNICEF UK and World Vision UK.

## BOARD PROFILE: Anne Wozencraft



Anne Wozencraft – British Council

**People In Aid board member Anne Wozencraft is Director of Human Resources at the British Council, the United Kingdom's international organisation for educational and cultural relations.**

As a research scientist and university lecturer, Anne headed up international research programme teams based in Latin America and Europe before joining the British Council in 1990 and playing a wide variety of roles, including leading operations in Central and Eastern Europe and in the UK.

Since 2003, as a member of the global senior management team, Anne's main task has been to define the strategic role of HR in the organisation and enable managers to release the potential of their people.

The organisation is rolling out a major change programme in the UK and overseas and Anne sees HR as central to its success: "The role of HR is to ensure that we develop the culture and focus we want for our organisation to achieve its aspirations. This includes improving leadership within the organisation to take forward culture change, encourage new ways of working and releasing the creativity and potential of our staff."

She draws comparison with the work of People In Aid: "People In Aid's Code sets out a very valuable framework of HR policies and strategies for member organisations and agencies to achieve success through their people."

## THE VIEW FROM: Cecile de Calan, Merlin

**Name, job title, agency:** Cecile de Calan, Human Resources Director, Merlin.

**How long in post:** "Just a few weeks."

**Main duties:** "Overall leadership of Merlin as part of the senior team; relationship building with trustees and external stakeholders; managing a team of seven; developing Merlin's HR, and its development and training strategy and policies; overseeing a significant recruitment process (over 40 vacancies per month)."

**How HR is viewed within Merlin:** "Very early to judge; the focus on recruitment has been increased by the agency's rapid growth over the past year but expectations are broadening to include staff development and support to good management practices in a more systematic approach to people issues."

**Merlin's biggest HR challenges:** "Building up a strong and restructured department following the departure of the former HR director with valuable institutional memory; introducing strong performance management throughout the organisation as greater responsibility for HR issues is given to line managers; improving both recruitment and especially retention of staff, building on work already started."



Cecile de Calan

**Number one HR priority:** "Difficult to pick just one because they are so linked, but retention is particularly critical to implement programmes with quality staff."

**Most frustrating thing about working in HR:** "Hearing 'people are our greatest asset' without seeing it actually translated in business strategies and good management practices."

**Advice to those wanting to succeed in INGO HR:** "Enjoy incredibly committed colleagues, real cultural diversity, be prepared to work hard - and set aside some thinking time."

### Cecile de Calan – the CV

Head of HR, HelpAge International. Executive Programme in Management and Strategic Leadership at French business school ESCP-EAP. HR Manager in telecoms and software. Graduated from European Business School. Degree in work psychology.

## Kitemark success for TLMI

**The Leprosy Mission International (TLMI) has secured its kitemark by becoming verified compliant with the People In Aid Code, following their independent social audit by Richard Evans of ethics etc.**

TLMI chief executive Trevor Durston welcomed the milestone, saying his agency had learned a great deal in the process: "This will contribute significantly to TLMI's operational effectiveness while raising job satisfaction, and help us in our overall goal to eradicate the causes and consequences of leprosy."

Jonathan Potter, People In Aid's

Executive Director, offered congratulations, adding "We are confident that the benefits of implementing the Code will be felt by all at TLMI, as well as by its beneficiaries."

TLMI's achievement comes 18 months after their initial commitment and is the result of extensive consultation with colleagues around the world.

Particular recognition goes to Director for Personnel June Nash and Personnel Officer Pam Pilkington, who have worked hard to promote the People In Aid Code and improve the quality of TLMI's HR management.

# Member profiles

## CARE Nederland

**CARE was set up in 1945 by American companies to help the victims of WWII in Europe by providing food packages.**

CARE International involves 12 international development cooperation organisations working together through more than 70 offices in the world's poorest countries to find practical solutions to the causes of extreme poverty.



Within CARE International's field of activities, CARE Nederland has expertise in providing rehabilitation aid to victims of wars and natural disasters.

Although originally specialised in emergency relief and rehabilitation, CARE Nederland has developed into a leading specialist in disaster risk reduction and conflict mitigation and resolution. Based in The Hague, it employs around 20 people.

The EC and the Dutch Ministry of Foreign Affairs are the biggest contributors to CARE Nederland's programmes, although private donors are becoming increasingly important.

When specific expertise is lacking locally, CARE Nederland recruits external experts. A strong network has been created involving a number of CARE offices in the South, to which it provides recruitment and contracting services.

Of around 25 assignments a year, most are donor-funded short missions

by experts, recruited mainly from CARE Nederland's existing database. In June 2006, it is launching a new recruitment system and vacancy web site, enabling candidates to apply online and send open applications for the experts' roster, allowing CARE Nederland to process vacancies faster and more.

CARE Nederland joined People In Aid because membership offers the opportunity to share experiences with other HR professionals worldwide and keep up to date with HR policies and procedures as offered by People In Aid.

## WOMANKIND Worldwide

**WOMANKIND Worldwide is an international women's rights organisation dedicated to improving women's lives and promoting their rights in developing countries.**

Many women in developing countries have been silenced and isolated by harmful traditions, violence, or the sheer exhaustion of surviving in poverty. WOMANKIND gives practical support to help these women have a say, often for the first time, in what goes on in their family, community and country.

WOMANKIND's vision is of a just, equitable and peaceful world in which women are equal partners with men in determining the values, direction and governance of their societies for the benefit of all. The ways WOMANKIND works with women in Africa, Asia, Central & South America and Europe include:

- WOMANKIND has given many girls and women in Ethiopia the support and protection they needed to challenge harmful traditions. In 2005, the government was persuaded to pass a new law banning female genital mutilation and "marriage by abduction", in which men kidnap and rape a girl knowing that she will be forced to marry them.
- Most Afghan women were illiterate after years of Taliban rule, which banned them from school. For the first elections, WOMANKIND held

meetings to let women know how to use a ballot paper and set up separate polling stations to increase the chances of women being "allowed" to vote by male relatives.

- Helping women in Bolivia play their part in shaping a new Constitution, by funding a national radio campaign to get women talking.

## Catholic Relief Services

**Catholic Relief Services (CRS) was founded in 1943 by the US Conference of Catholic Bishops to assist the poor and disadvantaged overseas.**

CRS is one of the world's largest private voluntary organisations, supporting relief and development work in 99 countries and territories. As the official overseas relief and development agency of the US Catholic community, CRS saves lives, reduces suffering and promotes just and peaceful societies, regardless of race, creed or nationality. CRS programmes are developed in coordination with, and implemented by, local partners, including religious and non-sectarian organisations, community groups, and host country governments.

The work of CRS has expanded and changed over the years, including relief in the aftermath of disasters, whether natural or man-made, and human development. In agriculture, education, health, HIV/AIDS, small business development for women, and peace building, CRS is helping people overseas recognise their inherent dignity while helping communities become self-sufficient.

In the United States, CRS works with Catholics and others of goodwill to connect them to the poor overseas through programmes that reach into schools, churches and communities and help Americans to recognise how their choices as citizens and consumers can affect the lives of the poor around the world.



The decision to join People In Aid was based primarily on the strong affinity CRS as

an agency has with the Code of Good Practice and its natural link to the main principles of Catholic Social Thought that guide the daily work of CRS.



**WOMANKIND: promoting women's rights**

# Upcoming events

## Coaching – Skills for You and Your Managers, London, 10<sup>th</sup> May

People In Aid is offering a one-day workshop to introduce managers to a coaching style of management so that they can experience the benefits for themselves.

The workshop is aimed at line managers in programme departments and in supporting functions such as human resources and finance.

A coaching style of management is one of the most effective ways of stimulating learning to promote good practice and improve performance. It is an empowering style of management that help people find the answers themselves.

Facilitators Margie Buchanan-Smith and Isobel McConnan are qualified and practising coaches who have long experience working with international

aid organisations, including at senior management level.  
Cost: members £55, non-members £110.

## EPN 8 Sharing Success, Working Together Archamps, France, 14-16<sup>th</sup> June

The eighth international Emergency Personnel Network conference will centre around the core approaches of coordination, collaboration and cooperation.

Aimed at professionals in HR, training and development, EPN 8 has the theme “Sharing Success, Working Together”.

Building on ENP 7’s 2005 success in the Netherlands, this year’s event will provide an opportunity for agencies to learn from HR specialists and practitioners in humanitarian emergency operations and the corporate or public sectors.

Participants will hear from agencies

that have collaborated successfully in HR to improve their internal efficiency and operational effectiveness, and explore key issues in developing mutually-rewarding inter-agency relationships, including fruitful areas of collaboration.  
Cost: £350 including room and meals.

## International symposium on employee wellbeing London, 19<sup>th</sup> October

Following its successful “Managing people under pressure” symposium with InterHealth, People In Aid is promoting a one-day event on the employer’s duty of care for staff physical and psychosocial wellbeing.

With speakers from INGOs as well as the public and private sectors, the aim is to facilitate networking, information sharing and mutual support among INGOs; consider recent research and developments, including useful case studies and tools; and share and develop practical responses to the challenges agencies face in staff management.

Save the date; cost and details follow.

## Join People In Aid!

Joining People In Aid – the global network of relief and development agencies committed to good practice in the support and management of their staff – offers many benefits, including:

- Information: we try to find answers to questions about policy, practice, training, recruitment or anything linked to HR management.
- Data exchange: we help members share information, e.g. policies.
- Website members’ area: this holds exclusive and valuable material.
- Discounts: members save on all workshop fees and publications.
- Networking: potential to become involved in working groups and network at affinity groups, workshops, conferences and other events.
- Support: we’ll help you implement 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 are taking an increasing interest in matters of quality and accountability.

We are sure you will benefit from membership, whatever your organisation’s size, structure or location. There are three categories of membership:

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

**Kitemarks:** Full members implementing the Code will be awarded kitemarks to show stakeholders (staff, donors, beneficiaries and more) their commitment to improving their human resources management. The first kitemark is awarded at the beginning of the

process, the second after an external social audit. Implementing agencies are asked for a contribution in addition to the membership fee.

Annual membership fees from 1<sup>st</sup> April 2006:

• Full Members	
Agencies based in the UK/Ireland with income: £ (GBP)	
Under 500,000 .....	150
Between 500,000 – 1,000,000 .....	300
Between 1,000,000 – 5,000,000 .....	450
Between 5,000,000 – 25,000,000 .....	650
Greater than 25,000,000 .....	700
High income countries* with income: £ (GBP)	
Under 500,000 .....	125
Between 500,000 – 1,000,000 .....	250
Between 1,000,000 – 5,000,000 .....	300
Between 5,000,000 – 25,000,000 .....	425
Greater than 25,000,000 .....	500
All other countries with income: \$ (USD)	
Under 3,000,000 .....	100
Over 3,000,000 .....	150
Discount if paid by INGO partner 25% less	

• <b>Multilateral/International Organisations</b> .....		1,500
• <b>Associates</b> .....		250

\* as defined by the World Bank. Source: [www.worldbank.org/data/countryclass/classgroups.htm](http://www.worldbank.org/data/countryclass/classgroups.htm)

BENEFITS	Full/Multinational	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:

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