

Effectiveness (n.) Accomplishing a desired result in a successful manner

HR's contribution?

Organisational effectiveness continues to be a very important issue for many managers, and there are clearly many contributing factors – be they internal (such as organisational structure, resources, culture, pay systems) or external (such socio-economic, geo-political, environmental factors). Indeed, People In Aid's own vision is of 'a world in which organisations work effectively to eradicate poverty', and we recognise that it is people [i.e. staff and volunteers] who are central to effectiveness and to the successful achievement of the mission [People In Aid Code, Guiding Principle]. But how can the HR function contribute to organisational effectiveness?

For starters, we suggest a 'baseline' is a pre-requisite for meaningful and sustained improvements to organisational effectiveness. From HR's perspective, the 'baseline' includes a clear picture of organisational capacity as it stands, (for example headcount, competencies / skills, availability / mobility, performance), and the challenges and opportunities faced in delivering the organisation's mission. This, together with a shared vision (and aligned goals or objectives), provides the context for any activity, and without it, organisations might wander aimlessly or fail to make progress towards stated goals.

But practically speaking, how can HR establish a 'baseline'?



Practically speaking, how can HR establish a 'baseline'?

The best way of establishing a 'baseline' is to get out there, gather the facts, and understand the issues – in other words do a 'diagnosis'. Whether that is done through an HR audit, a comprehensive employee survey, salary benchmarking, a combination of the above, or some other process/es, a 'diagnostic' enables an organisation to accurately pinpoint its current position and identify steps to be taken in order to deliver on stated organisational objectives.

Employee surveys can be invaluable as part of the 'diagnostic exercise', and as the example of CAFOD in this newsletter shows, an employee survey undertaken properly with full commitment from leaders and managers can result in huge strides being taken towards making an organisation a 'great place to work'.

By the same measure, comparative data from peer organisations can also be a great help, and as the 60 INGO subscribers to People In Aid and ORC Worldwide's international salary survey will testify, robust salary data (based on what people are actually paid) provides an accurate 'baseline' and enables sensible decisions to be taken on levels of compensation and benefits.

As we stride into 2010, the new year presents a valuable opportunity for HR practitioners to review performance against their 'baseline', and of course to celebrate improvements. And if those baselines need updating, then it's well worth reflecting on how you can address that this year, to ensure that your people's contribution to effectiveness is understood, and enhanced.

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Engaging
with staff



Dear HR
Australian Council
for International
Development (ACFID)



**News
and Info**

Potterbox

Are you working too hard? Looking back at 2010 I suspect this will have been a major concern for us all, leaders, managers and HR professionals. Fewer colleagues, less funding, no lessening of the need for our work or of our commitment to assist where we can. In December 2005 the national geographic magazine wrote a major article on our sector: the writer's main source concluded 'You know, sometimes all you can do is change one life at a time'.

Can such a solution be reconciled with your and your colleagues' individual motivations and your organisation's mission, (including its likely new 2010 focus on 'return on investment' and 'strategic impact')? Can you follow the example of one senior humanitarian

director who told me he had thrown away his Blackberry? Can you follow the precept of a faith-based organisation where I saw a poster on the wall: 'Pause. Pray. Prioritise.'? Do your current organisational priorities allow you to focus on transformational HR (preparing for the future, with initiatives on coaching, talent, leadership) rather than revert to transactional HR? To do this, of course, you need your leadership to support you, so here's an example from the corporate sector from one of our recent events. The Head of Global Learning obtained total backing for the company-wide staff care programme on the basis of a few metrics but mostly stories: 'specific instances of people who nearly went under'. Now the company's EAP (employee assistance provider) provides them with the necessary sickness



Jonathan Potter
Executive Director, People In Aid

data and more, but the overriding consideration is that "if your best people are keeling over its going to affect your performance". What will you put in place now in your own working practices, and where can you influence others', to minimise the risk of stress, burn-out, reduced performance and effectiveness?

Soapbox

Effective retention - a different perspective

Few envy HR's job in an aid agency – recruiting rare skills sets at short notice while dealing with the challenges of foreign postings, the difficulties of career planning in smaller organisations and the menace of bad hires.

But coping with day-to-day demands means little attention is paid to addressing this churn; in particular, holes in aid agencies' staffing pyramids caused when experienced workers in their 30s and 40s leave for better family life.

Aid agencies may want to take a leaf from the book of consulting firms like Accenture and McKinsey that also struggle keeping professionals with young families because of travel demands of their businesses. Below is their recipe for a revolving door.

Firstly, when good people leave, plan to get them back. Adopt this as an HR policy. Make sure leavers know to stay in touch, how to find vacancies, and that you will treat theirs as an internal application. Secondly, invest in managing your alumni. Alumni are potential supporters. Better, they advocate for the agency in high places as the move up in the world. Best, they come back with new skills, experiences and connections that advance the cause. Finally, consider strategic alliances with private or public sector organisations that would want your people, offer the change your professionals are seeking, and return individuals better equipped than when they left.

Implementing this kind of revolving door requires investment over years. However, aid agencies should find it increases their supply of experienced professionals at times of need.



Robin Schofield is a principal at Linksbridge, a business consultancy. Prior to leaving field work in his 30s to start a family, Robin worked for Save the Children UK and UN-OCHA in the Balkans and West Africa.

International Strategic HR Conference

Friday 26th
March 2010
London, UK



Book online now under the
'Events' section of our website

Engaging with staff

As an organisation expands, measures have to be taken to ensure that efficiency is maintained amidst the uncertainty of restructure and expansion.

CAFOD (Catholic Agency for Overseas Development) have expanded rapidly over the last five years. They established offices in various African countries as well as one in Latin America, employing a mixture of expat and national staff. They also dispersed their supporter-based offices within the UK. The addition of staff with different employee backgrounds coupled with the geographically spread offices presented CAFOD with a number of complicated management and infrastructure issues which needed to be tackled.

They decided to look systematically at all of their HR policies and procedures globally. One of the bigger decisions involved in this was to delegate management and recruitment issues as far as possible. Within this context, there were clear boundaries and support through training programmes.

They increased and improved their management capacity through development programmes focusing on not just making good managers, but ensuring they were managing in a way that was in keeping with CAFOD's culture and values.

After the policies were reviewed, the handbook re-written, the new communications streams in place and the new staff settled, CAFOD were ready to face up to scrutiny.

Having been People In Aid members since 2004, CAFOD had often made use of the various events and resources available as well as being keen contributors to the Humanitarian HR Network. They decided to work towards becoming certified Verified Compliant to the People In Aid Code of Good Practice. Following their internal review of policies and practices, mentioned above, CAFOD chose to use their own implementation tools and engaged current staff with an employment survey.

The survey was HR-led, with a cross-organisational steering group, and it engaged all staff in a planned communications campaign. CAFOD used the information from the survey along with the Principles from the People In Aid Code of Good Practice to identify four areas in their

summary report to focus on for continuous improvement:

- Management and leadership
- Reward and progression
- Working together
- Health and wellbeing.



An external audit was commissioned and undertaken by ethics etc. The auditor's report commented that CAFOD's response rate to the survey was "exceptional". CAFOD were also "highly commended" for "informing all employees of the results of the survey just over 5 weeks after the survey closed and for initiating extensive open consultations with staff only five days after the briefing". It was this staff engagement that was key to the survey and the follow-up being so successful. A logo was designed (above right) which informs staff in internal communications when the organisation is acting on something as a direct result of the employee survey.

This commitment to including staff every step of the way was also commended by our Executive Director, Jonathan Potter, when talking at CAFOD's recent certificate presentation. "When presenting the award last week, it was inspiring to see, in the hundred or so CAFOD colleagues in front of me, evidence of the enthusiasm and engagement which led to such an astonishingly high return in their staff survey, and clear commitment to continuously improve good practice within their organisation."



CAFOD's [People In Aid] Steering Group with their certificate

Making employee surveys a success

Step 1 – Planning and Design

Be clear about objectives and involve all staff. Keep the questionnaire short and mix questions up to maintain interest. Make sure you choose the correct medium for distribution (web, email, paper or mix) and decide early on what benchmarking opportunities might be relevant.

Step 2 – Managing the Survey Itself

Distribute the questionnaire with a letter from the CEO and give recipients 2–4 weeks to respond. Monitor responses and send reminders where necessary. Make sure you have a definite closing date.

Step 3 – Reporting, Communicating and Action Planning

After analysing results, report to senior management first and then to all employees. Decide what the priorities are and develop an action plan.

Step 4 – Implementing and Embedding Change

Clarify responsibility and build action into annual plans. Ensure changes are made and that the impact is monitored.

With thanks to Roger Parry from Agenda Consulting (www.agendaconsulting.co.uk)

People In Aid HR Audit

The HR Audit toolkit helps organisations develop a baseline of their human resources, and subsequently guides the development of a plan for improvement.

Member price £75

Non-members: £150

Buy online now under the 'Resources' section of our website

Dear HR:

Marc Purcell

Executive Director, Australian Council for International Development (ACFID)



Biggest operational challenge your organisation faces:

The Australian Council for International Development (ACFID) is the 'peak' body for 72 Australian aid and development organisations. Entering into its 43rd year and middle age, it needs to continue to regularly redefine its relevance to a diverse membership of INGOs, some who are multimillion-dollar enterprises and parts of large confederations, while others are small domestic volunteer-run agencies and have very different needs.

“An ability to motivate and energise working groups is key to the future success of ACFID”

How HR helps: Beyond services like training and regular information bulletins, ACFID has an extensive system of thematically-based working groups and committees where staff

from our members come together to work on issues of common concern. For ACFID staff, good facilitation skills and an ability to nurture ideas and capture energy within these volunteer-based working groups is vital. An ability to motivate and energise working groups is key to the future success of ACFID and provides a tangible way in which staff in member agencies can experience the value of their agency belonging to ACFID.

ACFID's HR Task Group: One working group focuses on HR, and it has identified that leadership training for managers and senior staff in the not-for-profit sector is a neglected area in Australia, and it will work on this area in 2010. Managers often come into management roles in not-for-profits with little preparation, and are dealing in complex environments of overseas development and with cross-cultural communication and cultural differences which can be challenging. Having great systems of support and sharing learning, as well as training for managers entering and undertaking such roles is a priority, and HR can help a lot.

One thing you would change about HR if you could:

Old-fashioned ratings and bonus payment systems applied to not-for-profits.

My HR success story: I have had success working with teams to develop purpose statements which bring clarity to their roles and ways of working together.

Bio: Marc Purcell commenced as Executive Director of the Australian Council for International Development (ACFID) in June 2009. Marc started his career in the community sector 20 years ago, working with disabled people in independent living programmes. Before joining ACFID, Marc held the role of Advocacy Manager with Oxfam Australia from 2004.

Becoming a more effective HR practitioner...

In their endeavours to create a high performing HR function, many organisations, NGO's included, continue to adopt a hybrid version of Dave Ulrich's HR business partner model (www.daveulrich.com) for their human resource management. Recent research by the UK's Chartered Institute of Personnel and Development (CIPD) underlines the key enablers of successful business partnering, and highlights four key competencies HR professionals should be developing in order to become more effective practitioners.

Key enablers:

- **Clear objectives and expected outcomes for the HR transformation**
- **Assessing and preparing the ground for change**
- **Clear reporting lines and accountabilities**
- **Ensuring efficient and effective administrative systems**
- **Partnering with other HR teams and functional areas**
- **Building the people management skills of managers**
- **Measuring the outcomes of this significant cultural transformation**
- **Building the capabilities of the HR function**

Four key competencies to develop, as highlighted by the CIPD:

- **Curiosity and willingness to understand the business**
Leading to a full appreciation of the issues and opportunities the organisation is facing
- **Outside-in thinker**
Thinking about the external 'customer', what they expect from the organisation, and how to deliver that
- **Expert networker**
Being well connected inside and outside the organisation
- **Leadership**
 - Personal leadership
 - Ability to lead and manage the function.

You can download the full CIPD research report on <http://cli.gs/CIPD-research>.

“HR needs to be a consultant and an advisor for the leaders; it's not a function that just fulfils errands, it's a highly motivated and diverse workforce of skilled and committed people.”

Tenagne Lemma, National Director of World Vision Ethiopia, at a recent People In Aid Conference

Events

People Management for Line Managers

Monday 8th March – Tuesday 9th March 2010 – Bangkok, Thailand

Price: Members: AU\$200 Non-members: AU\$400

Successful Distance Management

Thursday 11th March 2010 – Bangkok, Thailand

Price: Members: AU\$100 Non-members: AU\$200

Developing Human Resource Capacity

Friday 12th March 2010 – Bangkok, Thailand

Price: Members: AU\$100 Non-members: AU\$200

Building Resilience: Self Care, Management and Communication Skills for Managers.

Wednesday 17th March – Thursday 18th March 2010 – Jakarta, Indonesia

Buy one get one free - Every paid registrant can bring a national colleague for free (worth \$295).

Price: Members US\$295 Non Members US\$295

International Strategic HR Conference

Friday 26th March 2010 – London, UK

Price: Members GBP£175 Non Members GBP£350

Successful Distance Management – Teleseminar

Wednesday 13h April & Wednesday 27th April 2010 – Teleseminar, Global

Price: Members GBP£75 Non Members GBP£150

Humanitarian HR (formerly EPN) Conference 2010: Talent Management

Wednesday 19th May – Friday 21st May 2010 – Paris, France

Price: Early bird discount: GBP£345 if booked by 31st January; GBP£395 from February

Successful Distance Management – Workshop

Wednesday 23rd June 2010 – London, UK

Price: Members GBP£75 Non Members GBP£150

AGM and Members' Forum 2010 (for members only)

Wednesday 24th November 2010 – London, UK

Price: Free for members

To book any of the above events, please use the Events section of our website, or alternatively contact us on 020 3095 3950 or at info@peopleinaid.org for more information.

Join People In Aid

People In Aid improves organisational effectiveness within the humanitarian and development sector worldwide by advocating, supporting and recognising good practice in the management of people. We support our member agencies through the provision of information, support and networking opportunities. We award Quality Marks to recognise members who achieve excellence by implementing the People In Aid Code of Good Practice.

Key benefits of membership include:

- Access to a full suite of materials, publications and tools related to improving human resources management in relation to the People In Aid Code;
- Experienced support to human resources staff, such as policy, practice, training, recruitment and more;
- Priority attendance and discounted registration fees for workshops and conferences;
- Support and guidance on how to implement the People In Aid Code;
- A members' email circular, received every six weeks, which highlights recent information made available, news from other members and information on current issues arising in the sector;
- Certification, in the form of Quality Marks awarded to member organisations, indicating their commitment to and/or compliance with the Code of Good Practice.

We have membership categories to suit any NGO, whether large or small, humanitarian or development (or both), international or local:

- full members – operational NGOs in the humanitarian or development sector
- partner members – local NGOs working with our full members
- network members – networks of NGOs
- associate members – other organisations (including non-operational NGOs) that are supportive of our work.

For further information and to download an application form please visit the Membership section of our website. Alternatively please complete and return the slip below to receive an application pack via post.

Name
Address
Postcode
Email
Telephone
Membership application type:
Full <input type="checkbox"/> Partner <input type="checkbox"/> Network <input type="checkbox"/> Associate <input type="checkbox"/>
Other information (Please specify)

Return to: **People In Aid**, The Resource Centre, 356 Holloway Road, London N7 6PA UK

News and info

New members

Full members

Joint Aid Management
Oxfam Novib

Partner members

Afram Plains Development Organisation
Akuapem Community Development Programme
Binaba Area Community Health Project
New Energy
Oboomma Rural Action Programme
Professional Network Association
ProNet North
Red Cross – Liberia
Red Cross – Sierra Leone
Red Cross – Uganda
Rural Aid Ghana

Network members

Nigeria Network of NGOs

Certifications Awarded

Congratulations are due to the following member organisations who have achieved either Quality Mark 1 or 2 as part of the People In Aid certification process.

Committed (Quality Mark 1):

Sightsavers
TEAR Australia



Verified (Quality Mark 2):

CAFOD
World Vision UK



Audit reports for all verified members can be found under the 'Membership' section of our website. Organisations achieving the verified status can be seen as leaders in HR within the humanitarian and development sector. For more information on certification, please contact christine@peopleinaid.org.



2009 AGM and Members' Forum

Our 2009 Members' Forum and Annual General Meeting was held in London on 25th November 2009. Based around technology and distance management, the day was deemed a success by all participants, with 100% of participants saying that the event will have an impact on their team or organisation. People In Aid members can now access an audio recording of Mike Culligan's morning session on Transforming people management through technology, as well as reports and photos from the day, under the 'Past events' section of our website.



Jonathan Potter, Executive Director presenting World Vision UK with their Verified Compliant certificate.

2010 International and Local Salary Surveys

To register for the People In Aid & ORC Worldwide 2010 international salary survey, or to find out more, please email Ben Emmens on ben@peopleinaid.org. For up-to-date information on local salary surveys for the NGO community, including how to sign up, please visit www.lingosurvey.com or email info@lingosurvey.com.

Looking back over 2009

Have you been making use of some of the most popular resources on our website?

1. Motivating Staff and Volunteers Working in NGOs in the South

This report brings together case studies from 28 agencies and offers insights into a range of practical experiences and constructive guidance where appropriate.

2. People In Aid Code of Good Practice

The Code was developed to create and recognise a high standard for human resources management in the humanitarian and development sector.

3. Performance Management Policy Guide

This resource offers guidelines to those responsible for developing a performance management policy.

4. Turnover and Retention

Identifying key issues in retaining staff, this document mixes concerns from the humanitarian sector together with practice from the corporate sector.

5. Training Development Sources Resource Sheet

Amongst our popular Resource Sheet section, this sheet highlights the wide range of publications and support material on offer to those responsible for planning and delivering learning, training, and development.

6. International Recruitment Resource Sheet

This Resource Sheet highlights the variety of useful places to advertise international vacancies for those responsible for resourcing international programmes.

All of the above are available to download from the 'Publications' section of our website under the 'Resources' tab.

2009 Members' Survey

Once a year we survey our member organisations. We were pleased to see that results showed that this year more respondents believe that 'membership is good value' and more respondents 'would recommend People In Aid' than in 2008 (a 7% increase in both). A more detailed analysis of results can be viewed along with our Executive Director Jonathan Potter's response to the survey under the 'How we work' section of our website.

Humanitarian HR (formerly EPN) Conference announced for Paris 2010

As you can see from the events section, the next HHR conference will take place in Paris on 19th – 21st May 2010. The conference topic will be Talent Management: Effective strategies for managing and developing your workforce. Book your place online now – the early bird discount ends on 31st January!