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Audit your HR systems

People In Aid is developing a self-service audit tool to help organisations evaluate the effectiveness of their HR systems, policies and practices.
Information: ben@peopleinaid.org

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HR business partners 'process not an event'

It is over a decade since management guru David Ulrich wrote his book *Human Resource Champions* and coined the term "HR business partner", suggesting HR should assume a more influential, strategic role to support an organisation's goals.

How has HR fared since then? Have we become HR business partners? Are we now strategic players and do our organisations understand our value? The short answer for many agencies is "no", but since the task was huge, the better answer is "not yet".

While transforming HR cannot be done overnight, many HR functions are working towards becoming leaner, more effective and far more engaged with their organisations.

Ulrich's advice was not necessarily wrong, but too many HR functions implemented it inflexibly. We are starting to learn that the model may have transformed HR more effectively if it had

been adapted to the needs of each organisation.

In the relief and development sector, the HR business partner model can work effectively if agencies:

- Recruit BPs with the right skills or allow enough time for the current team to develop the skills.
- Ensure line managers are able and ready to take on people processes delegated by HR.
- Communicate the purpose of the change in structure to everyone.
- Are clear about roles and responsibilities.
- Enable HR to work together as a team, helping specialists and generalists to align their work
- Don't overcomplicate the process.
- Don't promise impact overnight.

Contributed by organisation development consultant Charlotte Housden ch@charlottehousden.com.

Executive director Jonathan Potter writes...

Who are we? Judged by the terms used, fewer of us are working in development and relief.

At EPN Rome, Good Samaritan disappeared, redundant from increasing professionalism. At EPN Nairobi, cowboy made way for someone with enhanced powers of emotional intelligence. In Bangkok, multi-tasking Rambo was unwanted. Angels of mercy and do-gooders have been criticised, leaving the more conventional development worker, project worker, aid worker.

How do we ensure that those working for us are respected for their emotional intelligence, effectiveness, humanitarianism and, critically, how they work?

I was recently asked about the ideal emergency manager; ideal, it seemed, because they prioritised achievement over established systems, focussed on output not quality, saved lives but ruined their own, and were encouraged because their bosses, once cowboys, graduated to senior jobs.

Professionalism is the thread. Volunteers act professionally, and often are professionals. Many in our sector have professional qualifications - nurses, engineers, accountants - while upholding values that distinguish us from the public and private sectors.

Our sector has no definition of "professional"; until we do, we risk false accusations of amateurism. When People In Aid was first suggested, the sector was offered a choice: a code of practice or a professional body. The former has been our work for 10 years; we are ready to help with the latter. It is time.

People In Aid heads for Oz

People In Aid has established a presence in Australia with the appointment of Lucy Quarterman, an experienced international HR manager.

Based in Melbourne, Quarterman is working one day a week for People In Aid to build a strategic hub responding to local needs and, eventually, those across the East Asia-Pacific region. She will attend November's Members' Forum in the UK.

In internationalising People In Aid, Australia was among the regions selected where a presence could best serve existing members and the wider sector. Talks are underway on collaborative working with NGO groups in East Africa and Central America.

Quarterman said: "This is a fantastic opportunity for Australian-based NGOs to benefit from the great work that People In Aid has been pioneering around the world. With so much growth in the sector in Australia, many agencies are facing increasing HR pressures so this development really couldn't have come at a better time."

ACFID, Australia's independent national NGO network, backed the move: "ACFID welcomes the expansion of People In Aid's operations in Australia. Australian NGO managers see human resources management skills as critical to ensure success in their overseas work. People In Aid has well-recognised expertise to assist agencies in addressing these issues."

Initiatives move closer with vision of choices

People In Aid has been meeting other quality and accountability initiatives to discuss joint activities and ensure minimal overlap and maximum collaboration.

Since People In Aid was founded with its focus on human resources, other initiatives have been created with different remits, yet there has occasionally been confusion and a fear of "accountability overload", particularly from those working in the field.

The six initiatives - ALNAP, Coordination

Role for all sectors in crisis capacity 'for best response'

Collating national databases of disaster response skills in the public and private sectors as well as civil society and international agencies has been proposed at an African conference on emergencies.

The idea emerged from the Mobilising People In Emergencies conference in Nairobi involving more than 90 participants from 12 African countries.

Hosted by People In Aid and Africa Recruit, the Commonwealth-sponsored event attracted community leaders and company HR directors, government ministers and INGO recruiters, UN officials and disaster experts.

The conference aimed to identify how all sectors could apply people and skills to disaster preparedness and response.

A speaker from the UN's ISDR programme set out the challenge, urging the public sector, private sector and NGOs to sort out their roles in "training, equipping and achieving proficiency for effective response capacity for high-risk countries".

Examples of collaborations and potential tools were cited, from Ericsson's arrangement with a French NGO to establish post-disaster telecommunications and World Vision's new International Staffing Solutions centre of excellence.

Also highlighted was the Kenyan government advertising campaign for skilled people, such as retired nurses,

in local communities, and Unilever East Africa's suggestion that its procurement expertise or "efficiencies in decision-making" could be available to NGOs.

Lists of NGO and UN needs often matched offers from the private sector and others, such as finance skills and first aid, logistics, peace-building and more.

But companies needed to see a business benefit in collaboration with civil society or government and, Accenture Development Partnership stressed, the private sector should only be asked to employ existing strengths.

Two points were repeatedly raised. First, preparedness was essential for collaborative response to disaster. This should include: knowing other actors, building trust, preparedness plans, pre-existing databases of skills to match to need, clear roles and responsibilities, relevant training and simulation exercises.

Second, since local people respond quickest in a disaster, every sector can help build that local capacity to respond, and learn from the community's knowledge. So any national skills databases should include community capability.

Conference report available shortly from People In Aid; presentations can be found at: www.africadiaspora.com/2005/events/mobile/Papers.php.

initiatives to "collaborating, identifying possible synergies and clarifying any differences in order to offer a collective palette of choices to humanitarian organisations from which they can select those which best suit their needs and priorities".

Discussions between the six initiatives are ongoing about joint e-learning initiatives, modules on the initiatives for training courses, and a protocol for responding to emergencies. *Report: www.peopleinaid.org/about/quality.aspx.*

First EPN meeting in Asia prompts networking pledge

Following Nairobi and Rome, EPN headed for Bangkok to hold its first meeting in Asia, a continent strongly affected by disasters and poverty.

Led by a local steering group from Plan International, IFRC, Save the Children UK and CARE International, EPN Bangkok attracted 65 people from 31 agencies and 16 countries.

All those taking part gained perspective from hearing stories from the field, whether from Aceh, the Thai-Burmese border, or from a Malaysian volunteer agency about the challenges faced by NGOs generally and HR specifically.

Reminded that "lots of our job is just sitting, listening and helping where we can", the conference looked at trust and a model developed to help multi-cultural teams, and heard from IFRC about preparedness and law, including efforts

to harmonise national legal frameworks and smooth the path for international organisations.

Outputs from participants' collaborative work presented to the conference included a comprehensive grid of the training needed by emergency managers, an account of what they need to know about legal issues, particularly local labour law, and an insight into good practice in staff wellness.

Many agencies signed up to joint action to increase the pool of potential staff in a region where working for INGOs does not have the same attraction as elsewhere.

The conference concluded that HR needs to be consulted in disaster planning or, as one recruiter asked: "Should we shift our programmes in order to fill them with the people who are available?"

And participants committed themselves to continued networking in their own countries. One participant said: "The sharing of best practices and challenges and issues faced in the field is empowering. What we face is similar to other NGOs. Networking helps."

Or, as another added: "EPN has brought opportunity to Asia, and it's up to us to make of it what we will."

EPN Bangkok conference report: www.epn.peopleinaid.org/browse.aspx.

Español, Français, English?

At www.peopleinaid.org, the People In Aid web site is a vital tool, comprehensive yet easy to use, in English, French and Spanish – check it out today.

Moral professionalism goes beyond experience

Professionalism has been a key concern of EPN during its meetings in Europe and now Africa and Asia.

EPN Rome highlighted that demand has grown for a framework of quality systems and standards to increase professionalisation and accountability to people affected by disasters and conflict.

At EPN Rome, speaker Jeremy Franks of consultancy Aretai made the point that HR has to be seen to be professional before it can talk to others about professionalism.

Key characteristics of professionalism include the commitment to quality; dedication to clients; the wish to improve, the desire to help; pride in work; and passion.

Conditions for professionalism also need to exist, such as meaningful work, organisational culture, pre-deployment training and line management encouragement to

understand the "bigger picture".

The humanitarian sector tends to rely on field experiences as a professionalism indicator but it must go beyond this to include "moral professionalism", such as pride, commitment, correct attitudes and values.

Organisations can cultivate moral professionalism by running pre-departure and selection courses on teamwork, patience, respectfulness, listening capacity, and the ability to handle ambiguity and humanitarian values.

Perspectives of professionalism are very likely to vary between agencies and individuals from different cultures.

A number of elements facilitate professionalism, from competency frameworks, professional training and objective setting to accreditation processes, quality reviews and

development plans. While formal qualifications play a key role in professionalism, "qualification by experience" must also be taken into account.

Professionalism should face outwards as field staff have to trust beneficiaries, supporting and empowering them to make their own decisions. Senior management should do the same with field staff. NGO fieldwork depends on building strong relationships with beneficiaries, and field staff should be assessed for their values and attitudes as well as technical skill.

Professional people require professional management and HR has a role in equipping line managers with the necessary tools. Effective people management by line managers will enable HR to focus on strategic issues to enable improved organisational performance.

How to help or hinder HR business partners – the full checklist

Research in both the humanitarian and commercial fields suggests some consistent factors help or hinder success in building HR capacity and developing HR business partners (HRBPs) who can assume more strategic, influential roles to implement programmes that support and meet the goals of the organisation.

These issues were assessed in a range of organisations, including Abbey National, BG Group, Christian Aid, Farm Africa, Honeywell, Plan International, Save the Children UK, Standard Bank and Unilever.

'When efforts were successful, organisations fully involved HRBPs in decision-making'

When efforts were successful, the organisations:

- Ensured that the HRBP post was fully integrated into the organisation. This meant that the person appointed was part of the management team and fully involved in the decision-making processes.
- Had HRBPs who were highly skilled and trained with knowledge of the business, HR expertise, change and influencing skills and personal credibility with colleagues.
- Ran training needs analysis for HR and line managers to understand skills and spent significant time to address the gaps.
- Took time to prepare the business – some implementations took up to four years.
- Ensured that HR avoided the specialists vs. generalists battle.
- Ensured roles and responsibilities were clearly understood.

Outcomes were less successful when:

- HRBPs did not have sufficient consulting skills, business knowledge and were not good at change.
- HRBPs wanted to play in a more specialist space, sourcing suppliers, duplicating process, undermining the Preferred Supplier List and negotiating abilities.

- The BP post was set in the absence of the basics being in place – such as HR policies and procedures, systems for payroll, absence reporting etc.
- Only the role title was changed – from "HR Manager" to "Business Partner" without also changing the job description, role specification and ways of working. This is a paradigm shift not a repacking of HR practice.
- HRBPs got "dragged into the transactional stuff", according to a global organisation development director, because line managers could not manage the people issues.
- Another contact said "managers felt they got dumped on with no extra time to do the work".
- The model was seen as HR "inspecting its navel".

'Outcomes were less successful when the title changed, not the job description'

And a range of challenges remain:

- Finding skilled BPs, since many organisations use this model and the combination of skills is not that common.
- BPs can find themselves in a "post box" role and not allowed to be strategic.
- Attracting enough talent if BP roles are thought to be only transactional.
- Ensuring clarity of BP roles where the organisation is not uniform.
- And, according to Ulrich in an interview earlier this year, the BP title seems to have "broadened to the point where it describes a nearly impossible role ... they are expected to go through the whole process from soup to nuts and just don't have the bandwidth or time to do it".

Based on material provided by Maggie Pankhurst and Charlotte Housden.

Building HR Capacity workshop, 16 October, see page 8 – or visit www.peopleinaid.org/events

Making a positive difference with the Code and opportunities to deepen its impact

Recent research into the impact of the People In Aid Code has found clear evidence that it is making a positive difference.

Agencies that have implemented the Code, formally committed themselves to the implementation process, or engaged with it in some other way, all report on specific differences as a result. The impact has been felt at several levels: within the HR function, for individuals, and at an organisational level.

However, organisations also identified challenges facing them in further widening and deepening the impact of the Code. These challenges clearly present opportunities for People In Aid to continue to develop specific support for NGOs, for example with the development of HR metrics, with ways of embedding HR interventions within NGOs' monitoring and evaluation processes, and applying the Code in culturally relevant ways for national staff and partner NGOs.

Agencies generally believed that improvements they had made and were making to their HR systems and people management had enhanced their effectiveness. Some attributed the

improvements specifically to the Code and the implementation process. Others maintained that the "difference" was due to their commitment to good HR in general, evidence of which included their commitment to the Code.

'Impact is felt at several levels: within HR, for individuals, for organisations'

The main differences that NGOs perceive the Code to have made include:

- Clarity about what aspects of their people management were done well and where improvement was needed.
- Improvement in the performance of the organisation, since "quality people make quality programmes".
- Providing the foundation for a robust policy framework.

The evidence base for the improvement in people management was clear when defined in terms of policy, procedure, management practice, and training, particularly on matters relating to health, safety and security. The findings highlighted

a distinction between the impact of the Code per se, and the impact of good HR practice in general, with promotion of the latter being a key objective for People In Aid.

Some respondents had good HR practice prior to engaging with the Code and have wrapped the Code around what they were already doing, whereas the practice of others was less well developed, and the Code has provided a way to establish good HR practice.

The research found the Code and the implementation process to be of differing but equal value to agencies irrespective of size. Small NGOs typically found the Code to be invaluable in establishing an HR strategy and policy framework.

Larger NGOs typically found the implementation process provided evidence of what was already working well in their people management and what required further attention. Achieving the quality mark also rewarded their pre-existing commitment to good HR with an additional internal and external credibility.

But it would be useful to establish if the link between people, performance and organisational effectiveness is coincidental, correlational or causal. People

In Aid is committed to researching the link between people, performance and organisational effectiveness, but demonstrating causality, if indeed it can be demonstrated, is a complex task. There is research outside of the aid sector that points to causal links between people, performance and organisational effectiveness, but most agencies contributing to this research were unable to provide evidence of more than coincidental, or correlational links at best.

'Small NGOs typically found the Code invaluable establishing an HR strategy'

Organisations believed that engagement with the Code, through formal implementation or in some other way, had made a positive impact on the effectiveness of their people management, and therefore believed it was inevitable that there was at least some indirect impact on the effectiveness of the organisation.

For a full copy of the research, please visit the People In Aid website or email info@peopleinaid.org.

Key factors for effective and successful 'people stuff' focus on integration, endorsement and competency

"What three or four factors make the HR function effective and successful?" was the question posed to HR directors recently by Tearfund's Head of International HR Gary Colvin.

He put the query about what makes the "people stuff" go well to 14 HR directors from well-known commercial, public and aid organisations.

'Working collaboratively produced trust and boosted the credibility of HR'

Among many points raised in response, key factors included integrating HR into the business strategy, the chief executive and

senior management team making people management a priority, and HR's ability to listen and communicate its successes.

In terms of HR being integrated into business strategy, one point made to Colvin was the need to gain knowledge of the wider issues by attending non-HR business meetings and leading non-HR projects. Many spoke of "walking the floor", being seen and being available for those impromptu chats that would have an impact in shaping the future. Working collaboratively produced trust and boosted the credibility of HR in others' eyes.

"Business partnership with HR" was mentioned numerous times. Such a relationship would ensure that HR added value, being a voice for the organisation, the

conscience of the organisation and at the forefront of organisational change.

'Vibrant organisations put a growing emphasis on talent management'

There is an undoubted link between good people management by line managers and the success of the organisation. HR has a role in ensuring that the very best managers are recruited and that line managers see their role as being the first line of HR. The primary responsibility of managers is to manage and develop staff. Vibrant organisations put a lot of resource into leadership development and a growing

emphasis on talent management.

The bedrock is having a competent HR team and influential HR director, since HR must deliver and be customer focussed in responding quickly to queries.

The HR team needs to be good at relationship skills, change management, setting standards and working with managers to find creative solutions.

Colvin was told that HR should not be seen as bureaucratic and full of red tape but more like "a bespoke service on a production line".

To obtain a copy of the report contact Gary Colvin: gary.colvin@tearfund.org.

For another perspective on HR's success factors, see *The View From*, page 6.

THE VIEW FROM: Gearly Umayam, Plan International

Name, job title, agency, role: "Gearly Umayam, Regional HR Partner for Plan, the international humanitarian, child-centred development organisation that works in 63 countries, leading a team of 13 country HR managers across Asia.

How do you use the People In Aid Code: "The Code has been one of my major references in providing support and advice to my HR network across Asia."



Umayam: 'Never a dull moment'

Plan's biggest challenges: "Plan is currently in the process of transformation to become truly global. Major efforts are underway to improve: how Plan makes use of, accounts for and develops its resources; its organisational structure; how it works, to better balance local differentiation and global integration of core functions and services; Plan's capabilities in advocacy, disaster response, business development, ICT and more."

Next steps: "I have a number of priorities; two of them urgent and important: professional development of the 13 Plan HR managers across Asia, and embedding global HR policies and practices, bearing in mind the respective country context."

Most frustrating thing about working in HR: "Not a frustration really, but more of a challenge: there is never a dull moment.

It is a demanding job. You will never run out of people matters to deal with. Whatever organisational issues or problems there are – financial, material, structural etc – they always point, albeit at varying degrees, to people issues."

How HR can get management buy-in: "First, recognise and level with the managers that they are primarily accountable and responsible for the management and development of their people, and that HR is there to provide and develop tools, processes and systems to help them perform their roles well.

"Second, involve managers in developing these tools, processes and systems. They need to be consulted and engaged so that they own them.

"Lastly, use creativity and innovation, like a salesperson encouraging customers to appreciate a product. Try a 'what's in it for me' approach to show HR's benefits for managers, or 'what if' scenarios, so managers imagine what it would be like if they are not engaged in HR work."

Advice to those wanting to succeed in INGO HR: "The HR function is a broad area. It is difficult to be the 'jack of all trades'. Recognise this, discover what you are good at and identify which areas you need to improve on or let go and give it to somebody else.

"Although the humanitarian and development sector is unique, we have a lot to learn from the way the private sector treats their HR function. Tools and processes have already been developed and tested, and we can learn from them and use them.

"HR is a stressful and consuming job. However, it is equally a rewarding one."

Gearly Umayam - the CV: Before Plan, was involved with other agencies, such as JICA, UNHCR and AusAID, and has a degree in international studies, an advanced qualification in child development, and various certificates on HR management and development."



Fraser: 'Effective environments'

BOARD PROFILE: Ruth Fraser

People In Aid Board member Ruth Fraser is Tearfund human resources director and a member of the agency's executive team.

As well as 10 years at Tearfund, she has experience in both the corporate and charitable sectors, having spent 18 years with the Royal Bank of Scotland in both London and Scotland.

Committed to the aims of People In Aid, and to the issues of people and poverty, Fraser says she was keen to join the People In Aid board because of the opportunity to both learn from the network and be able to contribute to its inter-agency work.

She added: "I have been working for Tearfund for 10 years and, during that time, I have been committed to creating and maintaining effective working environments in order that we meet the aims of the organisation."

Having had experience of working to, and benefited greatly from a highly effective board, Fraser is "very conscious of the role of board governance", from the need to challenge and support the managers to the importance of relationships and responsibilities.

Describing herself as practical, interested in people and someone who enjoys a sense of achievement in getting workable solutions, she says she values relationships and working alongside like-minded people.

Member profiles

Send a Cow

Send a Cow is a Christian charity that enables poor families in rural Africa to become self sufficient by providing them with livestock, training in sustainable agricultural systems and low-cost veterinary services and advice.

The agency works with some of the most vulnerable groups in Sub-Saharan Africa, including children orphaned by war, families affected by AIDs and people living with disabilities.

All Send a Cow recipients receive preparatory training in animal care and



natural organic farming practices. They are helped to build a shelter that includes facilities to collect the animal's manure and urine, which are vital ingredients in sustainable farming. They receive regular visits from extension workers who monitor and advise on livestock health issues and organic farming.

The animal's manure is composted and used to restore exhausted, over-cultivated land. Farmers are also trained in conservation initiatives, such as water harvesting, the building of fuel-efficient stoves and the use of trees to decrease soil erosion and deforestation.

Using all these techniques, farmers can substantially increase their crop yields. In addition to an improved diet, there is much-needed income from selling surplus fruit, milk and vegetables, which pays for schooling, medicines and clothing.

Send a Cow works through local community groups with people of all faiths and none. Social development officers offer extra support to very vulnerable groups, such as orphan-headed

Find People In Aid online

At www.peopleinaid.org, the People In Aid web site is a vital tool, comprehensive yet easy to use - try it now, in French, in Spanish, in English.

households. Supplementary training topics include health, family planning, gender issues and record-keeping.

The agency says that African farmers often fight a losing battle with poverty. They have the will and the ability to build better lives for themselves, but lack the resources.

Send a Cow recipients discover, maybe for the first time, their own capabilities, intelligence and self-worth. The training provides an opportunity to make new friends and is frequently a force for social cohesion, as in Rwanda, where members of all ethnic groups learn together and help each other.

As well as providing practical, effective help directly to hundreds of impoverished households, Send a Cow reaches even more families indirectly through its "passing on the gift" system.

Every beneficiary pledges to pass on what they received. This could be their first female calf, a beehive or some apple tree seedlings. Whatever the gift, the family receiving will do the same in their turn.

In this way, Send a Cow says that the original gift can go on multiplying indefinitely and those who once could only receive can enjoy happiness in becoming givers.

The locally-recruited staff in Send a Cow's 10 country programmes are supported by 30 staff in Bath, UK.

Send a Cow says it welcomes the networking opportunities that being a member of People In Aid offers and appreciates the advice and support of HR specialists "who have already overcome some of the challenges currently facing Send a Cow's one-person HR department".

Information: www.sendacow.org.uk

Skills for Causes

"Skills for Causes" sources senior and middle management, technical specialists and key team posts for global and UK causes.

These could be humanitarian, development and not for profit organisations; charities and foundations or companies with a charitable mission, wherever they may be in the world.

Having been a long term supporter of People In Aid since its inception some

10 years ago, director Annie Macklow-Smith – formerly of Merlin and MSF – says "Skills for Causes" is proud to be an associate member of the network.

Macklow-Smith and fellow director, Susannah Wheeler, who previously worked on the UK's ITV Telethon and GMTV's "Get Up and Give" Appeal, are committed to "finding the best so that you can be the best".

They say that they put relationships at the heart of what they do and are well-placed to ensure the best possible match of person to job by listening,



having first hand knowledge of the need, and connecting with and understanding people.

This is never more important than in the aid environment where recruitment mistakes can be costly on many fronts.

Working with a broad range of agencies gives "Skills for Causes" the advantage of a cross sector perspective while membership of People In Aid ensures that this career management and recruitment specialist is kept aware of best practice and remains on top of current thinking and trends as well as other developments within the NGO community.

"Skills for Causes" says it is looking forward to a long and positive association with People In Aid, to connecting with other members and to being a reliable resource for the aid community.

Information: www.skillsforcauses.com

Members: Join us for the AGM and members' forum November 21st, Central London.

Network with your peers and fellow members and discuss 'An Agenda for HR': How can HR meet the needs of an increasingly challenging operational environment?

To attend: info@peopleinaid.org

Events and resources

Building HR capacity, London, 16 October

Facilitated by Maggie Pankhurst, this workshop will aim to help human resources staff at a senior and middle management level focus on how to develop the capacity of the HR function to meet changing organisational needs through a better understanding of the changing role of HR and line managers in INGOs.

Members £55; non-members £110.

The heart of humanitarian relief: managing and supporting people effectively in a challenging global context, Baltimore USA, 14 November

This symposium will showcase good practice and recent research relevant to managing people effectively in high-pressure situations, and facilitate learning, sharing and networking among the humanitarian aid community

For this initiative by People In Aid and the Headington Institute, keynote speakers will include Dr Peter Walker, director of Tufts University's Feinstein International Center,

and Ian Ridley, World Vision International's Associate Director, Global Rapid Response Team.

Members £75; non-members £85.
To book: jpaik@headington-institute.org

Managing people effectively at a distance, London, 5 December

This workshop will enable and encourage managers and HR professionals to be more pro-active in managing people effectively at a distance, and offer participants an action plan to take the learning back to their agency.

Its learning will include how to develop and maintain relationships, the challenges and opportunities of geographically dispersed teams, the role of the manager, and using technology more effectively.

Members £55; non-members £110.

Briefing, debriefing and supporting staff: good practice from beginning to end, London, 23-24 January 2008

Facilitated by Dr Debbie Lovell-Hawker and aimed at HR professionals and line

managers, this comprehensive two-day workshop will be an opportunity for participants to enhance their skills and confidence in providing effective briefing, debriefing and support through trauma or stressful situations.

The workshop will cover topics such as psychological screening, briefing and equipping staff, supporting staff in stressful situations locally and from a distance, and recognising trauma symptoms.

Members £110; non-members £220.

Building effective and responsive INGOs: the strategic role of HR, Geneva, 8 February 2008

As the scale and complexity of disasters and poverty grows, this international HR conference will examine how humanitarian and development agencies need to respond.

Building on the successful learning and networking of our 2007 event, People In Aid is bringing together leaders from international NGOs to consider what makes an INGO effective in its mission.

Members £130; non-members £275.

To book: www.peopleinaid.org/events

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 special interests 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.
- **Multilateral/International** organisations keen to contribute to the sector.

Quality marks: Two quality marks are now awarded by People In Aid in response to increasing calls for certification.

The first requires members to show evidence of their commitment to good practice: the criteria are explained on www.peopleinaid.org/code/implementation.aspx.

Members implementing the People In Aid Code, using the externally-assured social audit process, will be awarded a further quality mark to show stakeholders (staff, donors, beneficiaries and more) their commitment to improving the way in which they manage their people. Implementing agencies are asked to pay a contribution in addition to the membership fee.

Annual membership fees from 1st April 2007:

• Full Members	
High income countries* 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

All other countries with income: \$ (USD)	
Under 3,000,000	100
Over 3,000,000	150

Discount if paid by INGO partner 25% less

• Multilateral/International Organisations	2,000
• Associates	250

BENEFITS	Full/multilateral	Associate
Code implementation	Support provided	n/a
Quality marks	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

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