

# Humanitarian HR Europe 2015



**Antwerp, Belgium**  
June 3-6 2015  
Conference Report

## Contents

<b>Content</b>	<b>Page number</b>
<b>Conference theme and objectives</b>	3
<b>List of conference speakers</b>	3
<b>Day One – Wednesday 3 June 2015</b>	4
• Welcome	4
• Opening speakers	4
○ Willem van Eekelen	4
○ Ian Ridley	5
○ Cathy Fitzgibbon	6
• Learning groups	7
• Resources	7
<b>Day Two – Thursday 4 June 2015</b>	8
• Overview	8
• Presentations	8
• Resources	18
<b>Day Three – Friday 5 June 2015</b>	19
<b>Additional Resources</b>	20
<b>People In Aid update</b>	20

# Conference Theme and Objectives

## Theme and Objectives

### Theme:

Innovative resourcing: The talent challenge in a shifting humanitarian landscape

### Objectives:

- Explore innovation and creativity in humanitarian resourcing;
- Explore and engage with the implications, opportunities and practical solutions for humanitarian HR professionals;
- Share current good practices, live learning, case studies and stories from within the humanitarian sector, and other sectors;
- Network with other HR and humanitarian specialists;
- Share experience, challenge assumptions and inspire fresh thinking.

## List of conference speakers

### Day 1

- Maduri Moutou, HHR Steering Group Chair & Head of HR Services, People In Aid
- Willem van Eekelen, Independent Consultant and People In Aid Chair
- Ian Ridley, Senior Director, Humanitarian Operations, World Vision International
- Cathy Fitzgibbon, Head of International HR, British Red Cross

### Day 2

- Sayeda Tahya Hossain, Chief People Officer, BRAC
- Kate Muhwezi, People and Performance Director, Restless Development
- Annie Macklow-Smith, Clinical & WASH Resourcing Manager, and Ann-Marie Daly, Humanitarian HR Officer, Save the Children International
- Catherine Kenyon, International Project Manager, Transforming Surge Capacity Project, ActionAid International
- Bijal Shah, Senior HR Business Partner, ActionAid International
- Veerinder Puri, Head of International People Management, WaterAid
- Kate Morton, Global HR Manager, Greenpeace International
- Silvina Campanini, Head of HR Management and Development, ACF-Spain
- Gemma Boada, HR Director, ACF-Spain
- Curtis Grund, Senior Consultant, Birches Group
- Tracey King, Reward Practice Consultant, Birches Group
- Ann Start, Independent Learning & Development Consultant, Start Development

### Day 3

- Sue Cox, Independent Learning Consultant, Ballroom2Boardroom

Thank you to the following organisations for their support:

#### Global Partners

#### Platinum Partner



## Day One – Wednesday 3 June 2014

### Welcome

Maduri Moutou, HHR Steering Group Chair and Head of HR Services, People In Aid and Katy Murray, Conference Facilitator, welcomed participants from 13 countries to the 19<sup>th</sup> HHR Europe conference. Participants were reminded of the theme and objectives of the conference and were asked to think about their organisational resourcing challenges as well as personal goals and expectations for the conference.

### Opening Speakers

Each of our three opening speakers shared their different perspectives on the conference theme of Innovative Resourcing: The talent challenge in a shifting humanitarian landscape. They looked at the changing humanitarian landscape, developments in the sector, and emerging themes for innovative resourcing in HR.

#### Willem van Eekelen, Independent Consultant and People In Aid Chair

*“People affected by disasters have an increased voice. They want to know what the money for them is spent on.”*

Willem began with an explanation of the Core Humanitarian Standard on Quality and Accountability (CHS) and the merger of HAP International and People In Aid into the [CHS Alliance](#). He highlighted that the number of existing humanitarian standards is confusing for humanitarian actors. The CHS replaces the HAP Standard, People In Aid Code of Good Practice and the Core Standards section of the Sphere Handbook. This reversal of the trend of the past 20 years gave rise to the merger of HAP and People In Aid into one organisation that will establish the CHS as a common reference framework for all humanitarian and development actors who provide assistance to crisis-affected and vulnerable people.

Willem then the changing operational context for NGOs by outlining key developments and implications for the sector, followed by key themes in innovative resourcing. He highlighted the importance of learning from other sectors and organisations. He noted that what is standard practice for one organisation may be innovative for another.

Key developments	Implications for the sector
<ol style="list-style-type: none"> <li>1. Growing size, number and complexity of NGOs. Over the past 20 years many established NGOs grew, the wider public increased donations to NGOs and range of NGOs grew.</li> <li>2. Increasing prominence of accountability issues.</li> <li>3. Changing nature of NGO engagement. NGOs have gone from working on their own in affected areas to the ‘3 Cs’:               <ul style="list-style-type: none"> <li>• Competition - everyone taps into the same pool of funds from</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Resourcing needs are vastly more complex so there is a need for specialised skills.</li> <li>2. Resourcing options are vastly more diverse because working conditions are more flexible including options like part-time work, working remotely, and reporting to managers based in another country.</li> <li>3. Conditionalities for benefits, such as gender diversity, are more complex, and this creates a</li> </ol>



<p>institutional donors;</p> <ul style="list-style-type: none"> <li>• Coordination - organisations work together to coordinate activities;</li> <li>• Cooperation - contracts are now often awarded to consortiums not individual organisations.</li> </ul> <p>4. Changing views on disaster affected people.</p>	<p>complex resourcing process.</p> <ol style="list-style-type: none"> <li>4. Southern NGOs are gaining in importance.</li> <li>5. Career paths have changed.</li> <li>6. The world has become increasingly transparent – for example, CEO salaries are shared in organisations’ reports and on their websites.</li> </ol>
---	---

### Innovative Resourcing - key themes

1. Work force analytics and horizon scanning
2. Internal talent development
3. Talent mobility
4. Social media
5. Branding
6. Inherent bias. We need strategies to address unconscious bias in the workplace
7. Institutionalised discrimination
8. Participatory recruitment
9. Recruitment process outsourcing (RPO)
10. External support utilisation

### **Ian Ridley, Senior Director, Humanitarian Operations, World Vision International**

*“The one thing I would say to HR practitioners is to take more risks and encourage your managers to take more risk both in recruitment and in promoting people.”*

### Key developments

Ian highlighted five developments the humanitarian sector is undergoing:

1. **Professionalising** – it is important to note that our sector is not less professional than the for-profit and it is rapidly learning from other sectors.
2. **Localising** – The sector has largely focused on international staff even though the majority of staff are local. This is changing, and organisations are localising.
3. **Modernising** – “From food aid to digital aid”. The role of humanitarian organisations is changing. In the past food aid was delivered directly to communities by humanitarian organisations. Now they often have an intermediary role, for example, delivering food via local distribution centres or shops.
4. **Diversifying** – Humanitarian organisations are not the only actors in the field. For example, after Hurricane Katrina, for-profit companies such as Walmart effectively delivered aid to communities.
5. **Complexifying** – The landscape humanitarian organisations work in is more complex and constantly transforming. In many programme countries there are political issues to deal with because a government wants to deliver aid to some places not others.

### Innovative Resourcing - key themes and recommendations for the sector

#### **1. Develop staff within the sector**

Ian discussed the paradoxes we face when it comes to recruitment and retention. He noted that our sector needs to take more risks when it comes to recruiting external staff and promoting staff within the sector.

## **2. Understand the changing role of internationals**

The importance of local staff is increasing and international staff will increasingly become the interface between local staff and the donor system.

## **3. HR needs to be flexible**

HR is often rule bound and inflexible. It is important to listen to managers and to adapt the rules when necessary.

## **4. Understand the role of millennials**

A challenge facing the sector is dealing with unrealistic expectations of millennials.

## **5. Understand the new challenges of urbanisation**

Our programmes were traditionally in rural areas but we are now facing global urbanisation and increasingly vulnerable urban populations.

## **6. Ensure faith literacy for staff**

Many of the geographies we work in will continue to have a strong religious presence so we need to ensure all staff are faith literate.

### **Cathy Fitzgibbon, Head of International HR, British Red Cross (BRC)**

Cathy examined what has changed in humanitarian responses since the Rwanda crisis in 1994, by comparing it to the recent Ebola crisis.

Recommendations following the response to the Rwandan crisis led to the formation of People In Aid to address a perceived weakness in the sector's people management. Cathy suggested that some of the recommendations from the Room for Improvement report are still relevant today but there have also been positive moves forward in the sector.

#### **Developments in the sector**

Staff briefing and training are now done well, there is a more holistic approach to staff care (e.g. pre-and post-assignment briefings, psychological support), better management and development of staff than twenty years ago. There are now mechanisms within BRC that enable the organisation to operate very quickly. For example, the BRC always has pre-trained, pre-briefed staff who are ready to deploy at 24 hours notice anywhere around the world. The organisation has well-established systems that allow them to maintain these mechanisms.

#### **Innovative Resourcing - key solutions**

1. Global tools surge mechanism – ERUs (Emergency Response Units); RDRTs (Regional Disaster Response Teams); RDM (Rapid Data Management system)
2. Flexible surge leadership – global surge, HEOps (Head of Emergency Operations), SERO (Senior Emergency Response Officer)
3. Leadership development – HEOps
4. Staff development - SERO/ERO (Emergency Response Officer); CoP (Chief of Party); talent management; L&D
5. Staff Care - critical incident management; briefing; debriefing; resilience

The areas that still need improvement include difficulties in recruitment process, lack of coordination, training – although training was done well, it was shorter than necessary.

## Group discussions and closing sessions

At the end of the day, participants discussed what they had learned during the day before taking part in a kinesiology session (courtesy of our partner Cigna) where they learned tools and exercises to help energise them in their daily work.

## Day 1 Resources

- [Blog post – Welcome to HHR Europe 2015 from Maduri Moutou](#)
- [Blog post – Day 1 opening speakers](#)
- [Cathy Fitzgibbon presentation](#)
- [Willem van Eekelen's presentation](#)

## Day 2 – Thursday 4 June 2015

### Overview

Day 2 saw participants sharing case studies on innovative HR practices from their own organisations. There were lively discussions on HR challenges, successes and areas for improvement.

### Case study 1: Raising the game in BRAC: Adopting a new HR model (Sayeda Tahya Hossain, Chief People Officer, BRAC)

*“The main challenge for HR is to change the mindset. You need to make the leaders understand the benefits. It starts from top to bottom.”*

### Background

BRAC is a development organisation based in Bangladesh, with a workforce of almost 115,000 people. In 2012, the senior leadership team, along with board support, decided to implement a new strategic HR model to make the organisation more effective and sustainable.

BRAC formed an Organisational Cultural Change (OCC) committee to work on making the organisation more effective and sustainable

### Five areas for improvement

- HR was operational not strategic
- Management capability
- BRAC employee designation
- Retention of talent challenge
- Organisational structure

### Steps taken to address issues

- Created Chief People Officer (CPO) - international HR team reporting to CPO
- HR business partners in place for programmes and countries
- HR Help Desk set up
- Reviewed HR department structure and processes
- Similar Units brought together
- BRAC Learning division brought under HR
- New performance management system
- Improved its branding as an employer – this included redesigning the career website of BRAC, attending country-wide job fairs, using social media
- Improved the leadership development programme
- Used new ways to identify talents (local and international), e.g. headhunting and networking
- Reviewed and refined organisational structures
- Competency framework
- Implemented market competitive salary structure
- Reviewed staff benefits

### Results

- HR department is involved at strategic level, part of EMC (Executive Management committee)



- Mobility process defined to ensure the technical support to other countries and solve long term staff scarcity issues
- Ensured a performance driven culture to recognise the performers and talents by setting clear expectations and assessing them on performance and values
- Competency framework will ensure:
  - Competency based recruitment ensures right people in right position
  - Leadership development in different level with business understanding will ensure the sustainability of the new model of BRAC
  - Development of potential staff to ensure the career progression
  - Compensation and grades are based on the role and performance of the employee to reward the internal staff and have leverage to recruit better candidates from outside
- HR involvement in manpower planning, grading and costing for new project resulted in overall alignment
- BRAC now has enough tools to retain the potential staff and create space for career progression

BRAC plan to conduct a staff satisfaction survey at the end of 2015 to gather feedback and continue to measure the impact of the changes.

### **Case study 2: From 200 to 2,000: Fighting Ebola by being young and being already there (Kate Muhwezi, People and Performance Director, Restless Development)**

*"We're investing in the skills of young people to address the problems of their communities within the private sector, government and also humanitarian response."*

Kate gave an overview of Restless Development's experience fighting Ebola in Sierra Leone. For Restless Development, social mobilisation was a large aspect of the medical response, what they call a community-led Ebola action model (CLEAM) that places communities at the centre of the response.

#### **Background**

Restless Development focused on community-led prevention mechanisms. They started with 120 volunteers and retrained them within two weeks to promote Ebola safe behaviour in communities. They also engaged with former volunteers who had lengthy experience. The number of staff and volunteers grew quickly from 120 to nearly 2,000 community mobilisers with 50% recruited from alumni, all of whom underwent additional training.

*"Within 24 hours of putting out a call to our alumni base we had 350 respondents saying they would take part in the Ebola response."*

Restless Development is rooted in the communities it works in and went from actively working in 60 communities to 6924 within two months. It had a community champion in each community, someone who monitored the effectiveness of the community Ebola response.

#### **Results**

- Safe burials increased from 85% to 98%
- 80% of suspected cases referred to medical centres

- Four Ebola free districts

### Success factors

- A large untapped pool of human resources, resulting from the investment of training, supporting and mentoring young Sierra Leoneans over a decade
- Organisational culture that promotes ownership and values – volunteers become staff
- An established, yet flexible, community-led programme
- A strong national reputation and position within national governance structures
- Decentralised management to country programme level, allowing for innovation and fast mobilisation
- A multi-faceted consortium structure working with partners with similar developmental objectives.

### **Case study 3: Reflections on Save the Children's response to the Ebola epidemic in West Africa (Annie Macklow-Smith, Clinical and WASH Resourcing Manager, and Ann-Marie Daly, Humanitarian HR Officer, Save the Children International)**

Annie and Ann-Marie discussed the challenges of recruiting and deploying international staff to ensure the Ebola treatment centres were fully operational.

### Background

Save the Children had a tight deadline and a big ambition for its Ebola response. It needed to recruit a large number of staff in a short period of time. It worked with UK-Med who sourced National Health Service (NHS) staff from hospitals across the UK. Volunteers were given five days training by RedR and then distributed across agencies. As well as this the Ministry of Health (MOH) in Sierra Leone provided national health staff.

Save the Children had to adhere to a strict regulatory environment – Public Health England regulations, country-specific regulations for citizens travelling to Ebola affected countries and returning home. In some cases, returning staff from countries that did not have the capacity to test for Ebola were sent to the UK for a 21-day incubation period before they could travel to their home countries.

### Results

- Strong partnerships – for example with the Ministry of Health in Kenya, NHS and other humanitarian organisations.
- A strong buy-in from the senior management team and there was an which could inform recruitment.

### **Case Study 4: How can we transform surge capacity to deliver more efficient, collaborative and localised emergency response? (Catherine Kenyon, International Project Manager, ActionAid International and Maduri Moutou, Head of HR Services, People In Aid)**

Catherine Kenyon gave an overview of the [Start Network Transforming Surge Capacity Project](#) which aims to provide tested models and evidence of what works where and can be taken to scale focusing on the following four areas:

1. More collaborative civil society surge

2. Strengthened surge at national and regional levels to complement international surge
3. Better integration and learning on surge from outside the sector
4. Models for more sustainable surge.

The project is structured around four platforms (international, Asia regional, Pakistan and Philippines), each led by a different organisation in the Start consortium.

### Project Aims

1. Start agencies' policies and practices on surge capacity are better reflecting sector wide good practice
2. Start agencies and partners working more collaboratively to ensure the right people get to the right place leading to more efficient and collective emergency responses
3. A pool of trained surge personnel at national and regional platform levels available for deployment
4. Recommendations are made on approaches to build national and regional surge capacity based on evidence collated through pilots
5. Tested models created on engagement with the UN, private sector, public sector, academic institutions and partners on surge and learning from each of the pilots on these areas of engagement have been shared
6. Evidence of more sustainable models for the future of surge.

Maduri then gave an overview of People In Aid's involvement in the surge capacity project. People In Aid is leading on an active learning piece which will result in a research report to be published in 2018. Through this research, the project will identify a baseline for current surge practice, showing how organisations' surge practices have changed, set out current organisational shortcomings and good practice as well as identify the role of women in surge and how more women can be recruited onto rosters.

### **Case Study 5: Turning around resourcing in our country programmes (Veerinder Puri, Head of International People Management, WaterAid)**

*"Creating a culture of trusting one another and being willing to take risks to be innovative is very important."*

Veerinder shared WaterAid's case study focusing on resourcing challenges the organisation has addressed.

### Background

WaterAid conducted a data exercise in 2014 and found that 3% of posts were vacant, and one year later 21% were vacant. These vacancies were leading to delivery challenges in country programmes as well as work-life balance issues for staff who were overburdened.

The main challenges were competition for staff – there was a limited labour pool; the organisation was reactive rather than proactive in its workforce planning; and used traditional resourcing methods.

### Steps taken to address the situation

WaterAid set a target, aiming to reduce the vacancy rate to 10% within one year through a range of activities:

- New country HR managers
- Recruitment toolkit for HR
- Middle management programme - ensured HR was part of that
- Social media and alumni network
- Global recruitment system
- Competency framework

### Results

As a result of implementing these changes, WaterAid has achieved its target of reducing the vacancy rate to 10%. This in turn has had a positive impact on the delivery of programmes.

### Reflections

- Data - accurate and one version
- Resourcing not just HR responsibility
- Keep focus on quality of people - “need to make sure its the right people”
- Important to think about future as well as current needs - “what might I need in a few years”
- Changing mindsets - recruited from different sectors and different types of roles
- Importance of strong HR staff
- Strong induction – one in four staff new
- Once recruited, need to retain them

### **Case Study 6: ActionAid’s internationalisation journey (Bijal Shah, Senior HR Business Partner, ActionAid International)**

*“It wasn’t just a case of moving the offices but a shift in politics and power. We wanted our leaders to champion the case of this internationalisation journey.”*

In 2000, ActionAid International (AAI) began its move from a London-based organisation with country programmes as owned subsidiaries, to a global federation of equal members with its headquarters in Johannesburg. The goal was “building and governing a democratic organisation”.

### Background

- Power devolution. Move from top-down leadership from London-based trustees to shared leadership across all countries in the federation. This required building leadership in each country.
- Moved HQ from London to Johannesburg to create a presence in the global south.
- Shared international governance ownership. AAI is owned and governed by an Assembly made-up of association and affiliate members.
- Diversified income streams.
- Expansion into new countries.
- Capacity building in countries supported by HR and L&D as part of membership development process. Working closely with in-country teams to go from associate to affiliate member in AAI.

### HR input

- Developing global toolkits and HR handbooks to support minimum global HR standards that each member must meet.

- Talent management framework in pilot to address challenge of recruiting talent from outside the organisation and retaining talent. Currently focusing on country senior leadership teams then working down to various staff grades.
- Each office supports at least two secondments in and out.
- Internal HR audits to identify weak spots and determine how to support members that are struggling in the federation.
- The majority of country directors are now locals or nationals.
- Global online induction.

### Lessons learned and on-going challenges

- Capacity building is critical and continuous. Investing in skills and talent is key for members to be better equipped to take operations further when direction isn't coming top-down. There's still more work to be done to build from a local national pool.
- Change management. Identify leadership gaps and address them to ensure leaders are equipped to deal with organisational change.
- Maintain a talent pipeline. Issues around work permits and challenges recruiting fundraising staff mean good talent can't always be redeployed.
- Ensure connectivity between senior leadership teams based across countries. Provide tools for managers on "how to manage virtual teams".

### **Case Study 7: Solving mobility issues in a distributed model (Kate Morton, Global HR Manager, Greenpeace)**

*"We need to ensure our staff and resources are where we need them most so we are moving to a distributed campaigning model."*

Greenpeace International is currently decentralising and HR is addressing the resulting mobility issues. The challenges are finding people with the right skill-sets and experience locally, and finding experienced staff willing to relocate and accept local terms and conditions. Greenpeace's solutions include a Global Staff Mobility policy, that primarily seconding staff for a fixed time period to focus on their own development (six months) or build local capacity (up to three years).

### Background

- Restrictions on ability to operate in difficult environments of Russia, India and China.
- Restructure causing higher staff turnover rates and lower volume of staff available to move due to different conditions, including pay, in another country.
- Better resourced competitors, particularly affecting availability of fundraising staff.
- Navigating international taxation laws.
- Making innovation and regulation work together.
- Need to assess the new skills and development of people who return from secondment in order to benefit as an organisation.

### HR Solutions

- Global Compensation and Benefits Standards makes it easier to move people around in benchmarked equal circumstances and reduce cherry picking between offices. Greenpeace is also in the process of ensuring all staff are entitled to basic healthcare insurance.

- All potential secondments must be publicly advertised as secondment opportunities.
- Not all Greenpeace offices use the [Hay system](#) so HR tries to encourage them to buy-in.
- An international tax consultant is currently developing guidelines.
- Establish clear lines of reporting for those on secondments.
- Ensure relevant policies are in place, for example, Greenpeace does not cover the costs of moving an employee's pet.

### Lessons learned

- Secondments can be a very effective way of bridging capacity and skills gaps and provide learning opportunities and new experiences to those involved.
- Staff mobility is costly and must be well managed, before, during and after an assignment.
- No one size fits all solution – exceptions become the rule.
- Policy needs regular review in order to remain relevant.

### **Case Study 8: Planning HR is possible! (Silvina Campanini, Head of HR Management and Development, and Gemma Boada, HR Director, ACF Spain)**

Silvia and Gemma shared a case study on HR planning from ACF Spain, starting with outlining the initial situation and challenges they faced, then explaining the actions they took and the results this led to for the organisation.

#### Initial situation and challenges

- No anticipation of HR needs - no forward planning
- No clear vision of what was needed in terms of staff profiles
- No clear strong recruitment strategy

#### Steps taken to address the situation

- **Data collection and analysis:** ACF looked at overall organisational data such as the organisation's growth rate, as well as HR data such as staff turnover rates, country and regional needs, so they had a better picture of needs.
- **Staff profiles:** Classified profiles in terms of levels of responsibility – without this, it is difficult to plan
- **Anticipation of staff needs:** With the data they collected, they made a forecast of upcoming staff needs – the number of staff, the type of profiles, the locations
- **Innovative recruitment strategies:** They developed targeted recruitment strategies. For example, they found that there was a need (current and future) for French speaking staff in a number of missions, so they launched a recruitment campaign in French speaking countries.
- **Potential within existing team:** They developed a strategy to identify potential for staff development within existing teams, as well as looking externally.

#### Results

- HR is more strategic and prepared and less reactive
- Reduced gap in field positions from 5% to 2%
- Improvement of training and induction programmes



## Case Study 9: When Bread-and-Butter is Innovation: The Impact of Evidence-Based Reward Practice (Curtis Grund, Senior Consultant, and Tracey King, Reward Practice Consultant, Birches Group)

*“Unmanaged data can sometimes create problems. Manage salary data well for productivity and fruitfulness.”*

Birches Group has been partnering with People In Aid to offer annual NGO Global Pay and NGO Local Pay surveys to the sector for five years. Using this market data enables HR to make competitive salary offers and undertake innovative reward practice. Some of the challenges for organisations have been around how to effectively use a resource that didn't previously exist.

### How to use the data well

1. Plan ahead and figure out how to channel market data.
2. Identify decision points and put gates in. Think about who has access to the data and why, and talk to those on both sides of the gate.
3. Identify rules and responsibilities for overseeing the data and how it is used.
4. Identify and engage stakeholders and beneficiaries.
5. Have a vision about what the organisation and HR wants to accomplish with the data.

### Specific survey outcomes

- Saved time and efficiency. HR has time to do things other than manage a market survey.
- Perceived independence and credibility of the survey because of the breadth of participation reduced potential for conflict in situations when staff or union are involved.
- Ability to offer competitive and attractive reward packages.
- Facilitated global strategy to nationalisation by creating a known range of parameters for making national offers and an ability to recruit national leaders.
- Evidence added to decision-making on benefits.
- Market validation of values-driven policies such as equal gender pay.
- Established HR as credible business partner.
- Gave HQ transparency into local salary and benefits practice.
- Contextualised unique roles and difficult markets.
- Established an impartial source for pay rewards and salary reviews.
- Created framework for standardisation and alignment of global reward practices and tools to create a globally integrated HR system.
- Informed strategy for location and entity-type decisions.
- Reduced chaos around expectations, cost of living, impressions, and “polls”.
- Differentiated pay budget decisions by country and market.

## Case Study 10: Hearing the voice of street children: Beneficiary participation in senior management recruitment (Ann Start, Independent Learning and Development Consultant, Start Development)

*“Make sure all of your policies, processes and practices are driven by what affected communities require.”*

### Background

Since the 1970s there has been a lot written about participatory approaches in development and humanitarian work, and that letting participants express their views in positive way impacts their lives and future. Retrak is an organisation working with street children in Kenya, Uganda and Ethiopia. Retrak has a child rights-based approach, keeping child protection at the centre of what they do.

This approach of keeping beneficiaries at the centre reflects the [Core Humanitarian Standard \(CHS\) Commitment 4](#): Communities and people affected by crisis participate in decisions that affect them. It also highlights good practice identified by [CHS Commitment 8](#): Communities and people affected by crisis receive the assistance they require from competent and well-managed staff and volunteers.

As part of its strategy, an active decision was made to involve children from Retrak's programmes in Uganda and Ethiopia in the short-listing interview for the Country Director recruitment process, in the form of a group activity.

### HR considerations for implementing a similar process

- Most of the children have to go back to the street at night, so you need to make sure they can get to the interviews
- Make sure the children are well-fed and rested
- Ensure the children know the process
- Ensure the interview schedule is practical – so the children can still go to school
- Establish clear boundaries (e.g. levels of feedback, scoring system)
- Look at how the candidate engages with children

### Results and benefits

Through this process, Retrak found that there are positive benefits for children and candidates involved in this kind of recruitment process as well as for the organisation.

- **Benefits for the children:** They feel empowered and that their voices are heard, builds skills and responsibility, builds trust, gives children access to people they would not otherwise have access to, which builds a foundation for future relationships.
- **Benefits for candidates:** Including children in the process demonstrates the approach taken with the children, develops relationship skills.
- **Benefits for the organisation:** As a child-centred organisation, keeping children at the centre of its work is key, and this process ensures they are involved at every stage of process, builds trust, demonstrates its approach to external stakeholders.

## Day 2 Resources

- [Blog post – Day 2: Sharing Case Studies](#)
- [Raising the game in BRAC: Adopting a new HR model](#) - Sayeda Tahya Hossain, Chief People Officer, BRAC
- [200 to 2,000: Fighting Ebola by being young and being already there](#) - Kate Muhwezi, People and Performance Director, Restless Development
- [Turning around resourcing in country programmes](#) - Veerinder Puri, Head of International People Management, WaterAid
- [ActionAid's internationalisation journey](#) - Bijal Shah, Senior HR Business Partner, ActionAid International
- [Solving mobility issues in a distributed model](#) - Kate Morton, Global HR Manager, Greenpeace International
- [Planning in HR is possible](#) - Silvina Campanini, Head of HR Management and Development, and Gemma Boada, HR Director, ACF Spain
- [When bread and butter is innovation: the impact evidence reward practice](#) - Curtis Grund, Senior Consultant, and Tracey King, Reward Practice Consultant, Birches Group
- [Hearing the voice of street children - beneficiary participation in senior management recruitment](#) - Ann Start, Independent Learning and Development Consultant, Start Development
- [How can we transform surge capacity to deliver more efficient, collaborative and localised emergency response?](#) Catherine Kenyon, International Project Manager for the Transforming Surge Capacity Project, ActionAid International, and Maduri Moutou, People In Aid

## Day 3

### Leadership through tango

Day 3 started with something completely different – a leadership/followership through tango workshop led by Sue Cox, Independent Learning Consultant at Ballroom2Boardroom.

The workshop highlighted the skills needed to successfully lead and follow in both tango and the workplace.

*“What I realised was when I deepened my practice of tango. I was learning far more in my dance about leading and following which was insightful in my learning and development.”*

#### Strategies to successfully lead and follow:

1. Inhabit your own body.
2. Engage your core.
3. Use the ground and own the ground you stand.
4. Connect - bring your whole self and be in constant dialogue with your partner.
5. Project intention.
6. Express the music.

### Open space – sharing ideas and experiences

This was followed by an open space session where participants shared innovative ideas that had successfully been put into practice in their agencies:

#### Themes discussed:

- Career toolkits;
- Using social media networks to find people and how to keep people on a database engaged;
- Why and what of beneficiary recruitment;
- People being replaced by robots in recruitment;
- Traineeship programme especially for millennials;
- Commando campaigns to recruit vacancies worldwide.

The conference closed with participants sharing the ideas they found innovative over the three days and those they will put into practice in their workplaces.

### Day 3 Resources

[Blog post: HHR Europe Day 3 – lessons learned](#)

## Additional Resources

- Conference presentations, blog posts, photos and videos can be found at the following link: <http://www.peopleinaid.org/hhreurope2015>.
- You can also visit our Facebook and YouTube channels to see additional videos and photos
  - [Facebook](#)
  - [YouTube](#)

### People In Aid update

Since HHR Africa 2015 People In Aid has merged with HAP International to form the CHS Alliance. We are currently transitioning our brand and activities and have developed a new website. The People In Aid website will remain live with current resources until end of 2015, after which all resources will be found on our new website. For more information on the CHS Alliance visit [www.chsalliance.org](http://www.chsalliance.org).

