

# ACORD HR's Strategic Plan

## HR Mission Statement

**We believe that people \*, through their diversity, are the essence of our work. Through effective people management we aim to enable them to realise ACORD's mission and achieve their full potential.**

## HR Principles

- 1. We recognise that ACORD's values give us the framework for transparent people management in which staff are consulted.**
- 2. To enable people to achieve their full potential we will provide the framework for opportunities and space for development driven both by organisational and individual needs.**
- 3. Recognising that diversity is the key to our success we work proactively to ensure representation of all groups at all levels of the organisation.**
- 4. We aim to ensure each staff member has a fair and equitable salary, terms and conditions assessed on the same criteria across the organisation.**
- 5. Recognising that ACORD works in conflict areas we acknowledge the importance of security and well being of our staff and their families. ACORD is committed to safeguarding its staff and will provide the relevant information, briefing, and policies necessary to achieve this**

**These HR principles are the basic points of reference in our global strategy for HR practice and management. Building on these key principles, we articulate our policies and our strategy and define our overall objectives as follows:**

**To promote and strengthen the consultative and management structures within the working and programming areas. These structures have the capacity to plan, implement and evaluate all activities needed in terms of staff development and personnel management.**

**In order to ensure the sustainability of these structures there will be greater participation of staff at all levels and through fair, equitable practices at social, security and professional levels.**

**\* People refer to salaried and volunteer staff of ACORD**

# **The Role of the HR Function**

The role of the HR function is to provide the framework, tools, advice and information in order for ACORD to achieve the above goal. To this end the role of the HR function is to focus on providing the framework for best practice. The HR function aims to:-

- Develop best practice and clear policies
- Provide clear and comprehensive advice (insurance, policy issues)
- Audit HR processes and ensure Managers adhere to best practice
- Provide information and tools to carry this out
- Provide support as agreed with individual line managers

# **The HR Mandate for Managers in ACORD**

Managers in ACORD are responsible for implementing best practice, administering and maintaining HR processes. These will include responsibility for:-

- Being familiar with and implementing ACORD policies and best practice relating to HR
- Good recruitment practice
- Regular and thorough appraisals for staff
- Ensuring that all management practices and procedures adhere to equal opportunities policy
- Clear and cost effective staff training and development plans for the staff they manage

# **To advance these values, ACORD will carry out its work with integrity and courage**

## **HR Principle 1**

We recognise that ACORD's values give us the framework for transparent people management in which staff are consulted.

## **Strategic Objective**

ACORD will have clear and consistent people policies throughout the organisation and establish standards in management practice.

## **Activities**

1. Undertake a review of all programmes to ensure that each programme has all policies produced to date
  - Identify any policies which need review
  - Define policies that still need to be developed
  - Building on the consultation policy already developed and communication strategy to ensure compliance
2. Define a set of management standards which will apply to all those managing people/teams which are agreed across the organisation
  - Complete and maintain the skills audit
  - Identify management skills required by all managers
  - Identify management standards required of all managers
  - Identify and design training required for managers (see strategic objective 2)
  - Ensure monitoring process through the appraisal system which will ensure high management standards
  - ensure the organisation has adequate HR expertise to support managers
  - Build on the framework, develop and produce a code of conduct.

## **Indicators**

1. ACORD involves its staff in the development or review of the strategic plan and any major changes of direction in the organisation
2. ACORD has an effective communication strategy, which ensures clear communication throughout the organisation and clear guidelines on what is appropriate consultation.
3. ACORD consults staff when it develops or reviews human resource policies that affect them.
4. Managers and staff understand the scope of consultation and how to participate.
5. Staff may be represented in consultations by recognised trade unions or staff associations.
6. Results of policy reviews are recorded in writing and communicated to managers, staff and their representatives
7. Policies comply with best practice if field staff is, in practical terms, outside the scope of legal provision.
8. All staff has a debriefing or exit interview at the end of their assignment. Staff who move country or region receive a standard offer of a health check, personal counselling and career advice. Families are offered a health check and personal counselling.

# **We seek to achieve excellence in what we do**

## **HR Principle 2**

To enable people to achieve their full potential we will provide the framework for opportunities and space for development driven both by organisational and individual needs.

### **Strategic Objective**

ACORD will have a management and staff development plan and policy in all its locations, which will be monitored regularly.

### **Activities**

1. Build on staff development statement and produce staff development policy
2. Design and implement a management development programme around agreed standards which will include appraisal, drawing up development plans with individuals and follow up
3. Agree and plan for strategic training needs throughout ACORD
4. Put together a system (audit) which allows monitoring of progress on development plans and equal opportunities compliance
5. Agree a percentage of all budgets which will be designated to staff development

### **Indicators**

1. Where possible, ACORD links training and development to external qualifications.
2. ACORD monitors the effectiveness of its training and development support in meeting organisational and programme aims, staff expectations of fairness and transparency and equal opportunities targets.
3. Line managers and staff together know how to assess the staff member's training and development needs.
4. Project plan and budgets are explicit about training provision.
5. Staff and managers understand ACORD and individual responsibility for meeting training needs.
6. Induction period should include training in all essential areas relating to ACORD's work and individual post.

# **We work for social justice and equality, especially for the poor and marginalised**

## **HR Principle 3**

Recognising that diversity is the key to our success we work proactively to ensure representation of all groups at all levels of the organisation.

### **~~~~~ Strategic Objective**

ACORD will promote diversity in the organisation through a clear equal opportunities framework, through training, good practice and agreed targets

### **Activities**

1. Develop equal opportunities framework into clear and agreed policy
2. Provide training to staff in equal opportunities principles and their responsibility in ensuring the policy is adhered to
3. Set and agree targets which are monitored on a regular basis

### **Indicators**

1. ACORD after consultation with staff sets out in writing the policies that relate to staff employment.
2. ACORD has equal opportunities targets
3. ACORD meets its equal opportunities targets.

# **We work for social justice and equality, especially for the poor and marginalised**

## **HR Principle 4**

We aim to ensure each employee has a fair and equitable salary, terms and conditions assessed on the same criteria across the organisation.

### **Strategic Objective**

ACORD will have a clear framework and policy on salaries based on clear principles and criteria of equity.

### **Activities**

1. Develop a salaries (including all terms and conditions) policy which sets principles and guidelines
2. Given ACORD's policy produce guidelines for local area teams to review and make proposals about new salary scales in the light of changes in roles
3. Make proposal about 'phase out' of programmes in terms of provision for staff

### **Indicators**

1. ACORD monitors how well recruitment and people management meet organisational and programme aims, field staff expectations of fairness and transparency, equal opportunities targets.
2. ACORD takes practical steps (funds, salary retention, consultation rights) to ensure some responsibilities to the staff in the context of withdrawal.
3. Staff who move country or region have paid leave after or between assignments.
4. ACORD recognises the contribution of each staff member and will ensure that terms and conditions are based on clear principles and criteria of equity across ACORD.
5. The salary policy is in place and adhered to.

# **We will contribute to the resolution of conflicts affecting the communities with which we work, aware that social justice and equality are the basis of meaningful peace**

## **HR Principle 5**

Recognising that ACORD works in conflict areas we acknowledge the importance of security and well being of our staff and their families.

ACORD is committed to safeguarding its staff and will provide the relevant information, briefing, and policies necessary to achieve this

## **Strategic Objective**

ACORD will provide clear security guidelines, policies and training to safeguard its staff and will monitor this closely.

## **Activities**

1. Develop security guidelines and policy for areas, which include high and low impact conflict. The guidelines will include information about security briefings for staff and how these should be carried out
2. ACORD will provide appropriate health assessments for staff
3. Risk management assessment for ACORD's staff in difficult situations and in the light of ACORD's new direction such as advocacy and lobbying.
4. In light of above put in place appropriate procedures for protection
5. Review insurance cover for all staff

## **Indicators**

1. Programme plans include written assessment of security and health risks specific to country or region.
2. Before the assignments begins, field staff and families accompanying them receive oral and written briefing on country or regional security, emergency evacuation procedures and insurance arrangements
3. Policies and procedures of evacuation of staff in emergency must also apply to countries with lower level conflict.
4. ACORD maintains records of work-related injuries, accidents and fatalities, and uses these records to help assess and reduce future risk to field staff.
5. ACORD takes the necessary practical steps (lawyers, media and networks) to support staff legally in case of abuse, in line with ACORD's direction (advocacy).
6. All annual budgets must include a line on medical (social) security for staff - and for their training before and during the induction period.
7. All staff and their families moving country or region have a health check and specific health advice before their field assignment starts.
8. Staff will undertake medical assessment before taking up post.
9. Briefing before an assignment includes training in any areas essential for the safe, effective accomplishment of key tasks by field staff.

## ACTION PLAN AND MONITORING OF HR INITIATIVES RELATING TO ACORD'S HR STRATEGIC PLAN

Project Area	Work to Date	What Next ?	Who?	Date	Decision	Date
<ul style="list-style-type: none"> <li>▪ HR Mission Statement</li> <li>▪ Strategic Plan</li> <li>▪ Role of HR Function</li> <li>▪ Role of Managers in HR</li> </ul>	Draft produced at the PiA workshop	<ul style="list-style-type: none"> <li>○ Step 1</li> <li>○ Step 2</li> <li>○ Step 3</li> <li>○ Draft sent to Board for information / comment</li> </ul>	Anna	5th Feb 14th Feb 21st Feb 27th Feb	SMT to finalise after feedback	March 2001
Restructuring - Managing the transition	Draft principles produced at PiA workshop	Produce a proposal for managing process  <ul style="list-style-type: none"> <li>○ Step 1</li> <li>○ Step 2</li> <li>○ Step 3</li> </ul>	Destia to co-ordinate	14th Feb  21st Feb 28th Feb 5th March	SMT for final decision	End of March 2001
Development for Change Initiative	Draft plan and proposal at PiA workshop	Develop initiative into final proposal  <ul style="list-style-type: none"> <li>○ Step 1</li> <li>○ Step 2</li> <li>○ Step 3</li> </ul>	Debra to co-ordinate	14th Feb  21st Feb 28th Feb 5th March	SMT for final decision	End of March 2001
Salary and Benefits Policy in line with change process	Draft process and principles produced at PiA workshop	Produce final for process including approach to transition  <ul style="list-style-type: none"> <li>○ Step 1</li> <li>○ Step 2</li> <li>○ Step 3</li> <li>▪</li> </ul>	Anna to co-ordinate	14th Feb  21st Feb 28th Feb 5th March	SMT for final decision	End of March 2001

Project Area	Work to Date	What Next ?	Who?	Date	Decision	Date
Staff Development Policy	Statement already developed. Some initial principles and headings for policy	Further work with HR Groups to draw up draft policy <ul style="list-style-type: none"> <li>o Step 1</li> <li>o Step 2</li> <li>o Step 3</li> </ul>	Asfaw to co-ordinate	June 2001	SMT for final decision	Sept 2001
Equal Opportunities Policy	There is an existing framework in English only	Further work with HR Groups to draw up draft policy <ul style="list-style-type: none"> <li>o Step 1</li> <li>o Step 2</li> <li>o Step 3</li> </ul>	Amana/ Marie to co-ordinate	June 2001	SMT for final decision	Sept 2001
Staff Security Policy/ Guidelines	Some principles have been drafted at PIA workshop	Further work with HR Groups to draw up draft policy <ul style="list-style-type: none"> <li>o Step 1</li> <li>o Step 2</li> <li>o Step 3</li> </ul>	Anna to draw up over guidelines  Bonaventure to adapt locally	June 2001	SMT for final decision	Sept 2001
Code of Conduct	A process has been drafted by HR group in English/French	HR Group to produce final draft for consultation.	Mahamat to co-ordinate	June 2001		Sept 2001

### CONSULTATION PROCESS

### THE ROLE OF THE CO-ORDINATOR IS TO:

Step 1	SMT for comment		<ul style="list-style-type: none"> <li>▪ To initiate the project with support from Anna</li> </ul>
Step 2	Translations of document		<ul style="list-style-type: none"> <li>▪ Ensure the timeframe is adhered to</li> </ul>
Step 3	Send to CCs/PCs and London Office for consultation with staff (One person from HR Groups to be responsible for consultation in their region)		<ul style="list-style-type: none"> <li>▪ Follow up on the consultation process to decision-making stage</li> </ul>

