

HUMAN RESOURCE POLICY



**HUMANITY
NEUTRALITY
INDEPENDENCE
IMPARTIALITY**



NORWEGIAN
REFUGEE COUNCIL

INTRODUCTION

NRC's HR Policy sets the scope for those human resource decisions and initiatives which will ensure that:

- **NRC has access to the right people**
- **NRC staff are working well**
- **NRC staff are effectively and ethically managed and led.**

NRC's staff are the source of its success. Staff may be required to work in situations of armed conflict, in dynamic, unpredictable and stressful environments. NRC recognises that the working conditions of its staff are often hard and challenging, both physically and psychologically.

This Human Resource (HR) Policy gives direction to:

- NRC line managers faced with strategic choices relating to staff management and development
- all NRC staff so they can reflect upon and improve actions, behaviours and attitudes at work.

The policy is informed by NRC's core competency framework which guides the behaviour expected of all NRC staff. The policy should be read in conjunction with other NRC governing documents and supporting policies, procedures and tools. These include, most importantly, the Code of Conduct. This policy draws from NRC's Policy Paper, the findings from internal reviews and from external research.

WHO DOES THE HR POLICY AFFECT?

All staff are covered by this policy – with the exception of individuals contracted through NRC's rosters.

NRC'S VALUES

NRC's core values – dedication, innovation, inclusivity and accountability – guide how all employees are expected to work. Whether recently in post or long-serving, all staff are expected to take responsibility for ensuring these values are at the heart of their own and NRC's approach.

DEDICATION

Being *dedicated* means identifying with, and being wholly committed to, NRC's vision, mission, strategies and values. It means being willing to put the target group first. By being dedicated, all staff collectively carry an obligation to develop NRC as a strong and successful organisation.

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INNOVATION

Being *innovative* means staying open to new directions and being pro-active in balancing opportunities and risks. NRC and its staff have to be alert and ready to respond to changing contexts whilst remaining accountable for their actions. We expect staff to stretch themselves and to take measured risks in order to increase the impact of our work. This requires staff to be open to new challenges and to advocate for effective solutions for the people we support.

INCLUSIVITY

Being *inclusive* means genuinely involving relevant actors and staff who may be affected by our decisions. It is the responsibility of line managers to engage staff so that plans are appropriately shared before important decisions are made. NRC is open in its processes and clear that expectations of staff must be based on the principle of mutual respect. As staff, we have a shared responsibility to get involved and work collaboratively, helping one another to do a good job.

ACCOUNTABILITY

Being *accountable* means adhering to what we have committed to do and being able to account for our actions. NRC's policies, strategies, guidelines and procedures are designed to assure the quality of our work through consistent and efficient working practices. Accountability requires staff to respect decisions and agreements for the benefit of the organisation as a whole and the development of a constructive working environment. All staff are expected to act with integrity in exercising their respective responsibilities and be ready to explain and justify their actions when held to account.

HUMAN RESOURCE THEMES

The NRC HR Policy informs and underpins all decisions relating to staff management. It seeks to support NRC to be a professional, agile, effective and cost efficient organisation. Achieving our HR goals requires:

1 Getting the structure and systems right

NRC's organisational structure aims to ensure that specialists who are not seeking managerial roles as well as those interested in taking on management positions can progress. Roles, responsibilities and authority are appropriately allocated and management lines clarified to ensure all decisions are both accountable and made as close as possible to the context in which they are to be implemented – rather than from the Head Office. All line managers are expected to promote and support capable national staff as managers.

The design of its internal processes will reflect NRC's commitment to accountability, transparency, oversight and internal controls. Accordingly, all staff will be held accountable for fulfilling their responsibilities. NRC will make every effort – through the design of its structures, processes and staff training – to eradicate corruption, discrimination and costly practices without unjustly restricting staff capacity to innovate.



2 Leading and managing people well

NRC line managers think with a global perspective and work strategically. They guide others to realise the organisation's full potential. NRC line managers are expected to consult in a timely and appropriate manner to ensure that staff can engage in any discussions that affect them while generating commitment to agreed decisions and achieving longer-term goals. This requires balancing any need for swift decision-making with a commitment to being inclusive.

Line managers are responsible for ensuring NRC policies and governing documents are followed and goals and results are communicated. They should be transparent and accountable, contributing to enhancing the reputation of NRC. Through supervision processes staff will be held to account in order to support delivery of quality work. Line managers are expected to build working relationships that best develop and utilise individual and team capabilities. Honest two-way feedback is expected between line managers and employees.

Line managers will use NRC's Performance Management system to establish results-based performance objectives and support staff to perform at their best. Poor performance will be dealt with sensitively and confidently. Unprofessional behaviour and corrupt practice will lead to disciplinary action.

Everyone should be assured that the same standards of professional and accountable behaviour apply to all NRC staff, regardless of their position or role, and that NRC will professionally manage all cases requiring disciplinary action.

3 Recruiting and retaining quality staff

NRC will plan strategically to forecast and fulfil workforce demands. Succession planning will be used to ensure that talented high performers with staff management ability and organisational experience are further developed for longer-term careers in NRC.

Thus, NRC will only recruit externally when appropriately competent internal talent is evidently unavailable or in order to strengthen staffing diversity in terms of age, gender, ethnicity, nationality and physical ability. Line managers will take actions to identify and overcome obstacles to equal employment opportunities so that all staff can compete fairly for positions. The need for fast recruitment is balanced with NRC's commitment to gender equity and providing national staff with opportunities in their country to aspire to managerial positions.

4 Investing in the development of staff

NRC is striving to be a learning organisation and expects all staff to share their good practice and lessons learnt. In this way, learning from what works, and what does not, will inform organisational policies and ways of working.

The organisation is committed to developing talented national staff as current and future line managers. NRC invests in people so as to strengthen our overall leadership capacity. NRC line managers are expected and equipped to build the capability of others to promote organisational culture and commitment and to ensure high quality programme delivery. They actively seek to identify and develop skills and expertise needed now and in the longer term. They prioritise investment in staff development for organisational gain so that limited resources are wisely spent.

Unrestricted access to training and development opportunities should not be seen as a right. Decisions are based on current and potential performance, organisational need, relevance and cost effectiveness.

Staff are valued for their specific expertise and are expected to continue their professional development within the organisation. Induction and mentoring are central to ensuring new staff quickly understand the organisation and learn how NRC applies its policies in the light of the context faced. NRC conferences, coaching, trainee schemes, staff exchanges, internal secondments and networking, as well as field-based work and evaluations, are all seen as valid ways to inform and enhance competence and knowledge.

These methods supplement on-the-job instruction and formal training programmes. Staff are expected to apply learning from all development opportunities they have accessed.

5 Creating and sustaining constructive working environments

NRC aspires to build a culture of trust that provides all staff with sufficient space to be innovative, insofar as contextual constraints permit. Trust is built through adherence to policies and systems designed to support consistency and best practice. Adherence to policies and systems is non-negotiable.

NRC strives for open, consistent and transparent management processes and expects staff to accept different ideas and opinions as constructive opportunities to learn. NRC encourages working relationships characterised by cooperation and collaboration where support comes not just through line management but also through colleagues, teams and networks. NRC's whistle-blowing procedure provides a safe route for raising serious, unresolved concerns. Colleagues are treated with respect and dignity; unprofessional, discriminatory and corrupt behaviour is never tolerated.

6 Taking staff well-being and safety seriously

NRC is committed to providing secure working environments for national and international staff members in the field. Security policies must be followed. NRC strives to provide the right managerial, welfare and psychological support to ensure that all staff can perform well. When recruiting and preparing people for field deployment, NRC takes reasonable steps to minimise chronic stressors and strengthen social support networks. Stress levels for some staff will be high but we expect line managers, colleagues and staff to themselves proactively do whatever is reasonable to reduce them.

7 Compensation for quality work

NRC offers fair and transparent salary structures and packages and aims to provide rewarding and satisfying careers. NRC aims to be competitive but not leading in terms of salaries and allowances. NRC will differentiate salary structures and packages according to national labour markets. When there are options around pay and packages, NRC aims to ensure decisions about remuneration and staff development balance fairness with value for money and longer term affordability. Staff mobility across teams and countries will be enabled through appropriately determined packages and support. NRC always respects national labour laws.





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