

Appendix 2

Human resources and emergencies

RECRUITMENT

Principles

We recognise that the work of ActionAid sometimes places great demands on our staff in conditions of complexity and risk. ActionAid will take all reasonable steps to ensure the security and wellbeing of staff and their families.

In Emergency

With respect to emergency situations and location of an individual staff, distinctions could be made in terms of local and national (i.e. local staff working in their home base, national in a location outside of their home base). This is applicable in relation to evacuation procedures.

PROCEDURES

The ability of candidates to cope with possible emergencies and the stresses associated with them should form part of the criteria for selection.

Advertisement

The recruitment process should take into consideration the technical skills and character qualities required in an emergency situation.

If a staff is being recruited for an emergency task in which speed is important, the normal procedures may be waived. However the principles of transparencies and equal opportunities will be maintained.

Minimum standards

1. Personal Specifications: all candidates should have the capacity to cope with emergency related stresses and have the technical skills and character qualities required working in emergency situations.
2. JDs: all JDs should include key result areas in working in emergency situations.

INDUCTION

Principles

Induction will include oral and written briefings on country or regional security, Country Specific

Emergency Procedures (CSEP's) and insurance arrangement.

Minimum standards

Induction: all staff must be fully briefed in terms of actual or potential emergency situations and ActionAid cases.

STAFF SECURITY, WELFARE & BENEFITS

Remuneration

Minimum standards

1. Hours spent on work and travel over & above normal working hours should be repaid as time in lieu.
2. Country Director and Senior Management Team should agree to pay a COLA to staff affected by local emergency induced inflation of over 25%. The cola will stop when the situation normalises.
3. It may be in the interest of AA for staff to work extra hours for several months and therefore there should be no time restriction on when time in lieu is taken. Arrangements should be made with the line manager.
4. If recruitment of suitably qualified staff fails at normal salary grades, it is an in AA interest to increase the advertised salary in order to attract a suitable candidate rather than employing unqualified staff in emergency situations.

Insurance

AA staff should be adequately insured at all times.

Compensation for personal effects lost in a state of emergency.

Minimum standards

1. Life assurance and personal accident schemes should protect all staff
2. All such insurance policies are upgraded for cover in conflict areas for all staff working in such areas (both home CP and when working in other countries).

3. Where staff have taken own insurance policies and are then expected to work in conflict areas, AA will pay the additional costs to keep the policies valid.
4. AA staffs who are sick or injured as a result of working in emergencies should have all the resulting medical costs reimbursed.
5. Evacuation for medical reasons: AA should take all the possible means to evacuate staff injured or sick in emergencies to get adequate medical attention.

Country Specific Emergency Procedures (CSEP)

Principle

All AA CP's are prone to emergencies and therefore should be prepared.

Minimum Standard

1. All CP's will have live operational country specific emergency procedures covering security guidelines, evacuation & contingency plans, and communication processes. All AA countries should ensure that the CSEP's are in full compliance with the country's legal requirement.
2. Copies of the CSEP's will be kept at the regional offices and at CP in the HR offices. They will be accessible to all staff, and will make references to alert levels.

Evacuation policy

Principles

1. ActionAid has responsibility to evacuate all staff, and their recognised dependants, from a risk area if they are at risk directly because of their job with ActionAid.
2. Where ActionAid has deployed staff in a risk zone who have their home base in another area or country, ActionAid has a legal responsibility towards them, because they would not otherwise be there.
3. Local staffs live in the risk zone regardless of whether ActionAid employs them. It is their home base and therefore ActionAid does not have a legal responsibility for their evacuation.
4. If staff refuse the offer of evacuation then they may lose their right to claim protection and support.

Minimum Standards

1. All CPs will have well developed security procedures and contingency plans in place (these make up the CSEP's) which include detailed evacuation procedures and clear decision making responsibilities.
2. All staff members will declare their dependants for purpose of evacuation (defined here as those who are totally dependent of the staff member and living in the same house), which will be verified and recorded by HR management.

Note: Staff assisted by ActionAid to cross international borders can lose their right to refugee status, which would add to the responsibilities of ActionAid to those staff. This should therefore, be taken into account before a decision is made to take staff to another country.

Support to displaced staff

Principle

ActionAid will endeavour to provide support for limited period for staff and their recognised dependants, who have been displaced. This is on the understanding that staff will return to their normal station when the situation allows.

Minimum Standard

ActionAid will provide full salary for three months to staff displaced or evacuated from their workstation. If staffs are not able or willing to return to their normal workstation after this period, then their contracts may be terminated. In certain circumstances, it may be in ActionAid's interest to retain staff for longer than this minimum period.

Kidnap and Abduction

Principle

AA does not pay a ransom to kidnappers, but makes every effort to secure the release of its staff.

Minimum standards

Staff members who are abducted as a consequence of their association with AA will receive full pay throughout the period of their captivity, and support will be provided for their dependants.