ICVA 2019-2021
ENABLING STRATEGY
HUMAN RESOURCES
1. INTRODUCTION

The Human Resource Strategy 2019-2021 aims at integrating ICVA’s culture, its staff and system by coordinating a set of actions to reach its goals (2019-2021 Strategic Plan). It must be aligned to ICVA’s mission, vision and goals.

The increase in staff at ICVA, the Strategic Plan 2019-2021 supported by the enabling Strategic Plans and the Regional Directions but more generally, the changes in the sector and in the labour market require ICVA to reconsider how it manages and optimizes performance. This, in a time when the very essence of how, when and where people work and the value they place on work are shifting. The new and emerging technologies, working from multi-locations, staff from different cultures.... require adaptation from ICVA as it transforms the way work gets done.

Stability and low turn-over is expected for the duration of the Strategic Plan 2019-2021 with an objective of 20-22 permanent staff, support from consultants and increase of engagement from the members.

2. SPECIFIC OBJECTIVES

Specific objective 1 – Values
By 2021, a culture of integrity with ethical decision making is valued by the ICVA Secretariat, by the ICVA Board, by the ICVA membership and by externals.

ER 1 - ICVA staff agree on actions/attitudes and monitor implementation (ie 2019 Communication agreement introduced in 2018 is used, monitored and developed).

ER 2 – Protection against Sexual Exploitation and Abuse and Sexual Harassment systems in place at the ICVA Secretariat follow a continuous quality improvement process as maintaining and developing an organization culture which reduces the risk of miss-conduct and manages concerns adequately.

ER 3 – The culture of the organization supported by systems minimizes the risk of fraud.

Specific objective 2 – Image
By 2021, ICVA’s strong and positive image is upheld and developed by ICVA Staff Secretariat.

ICVA Staff upholds and develops the ICVA image as per reference to the “2019-2021 Communication Strategy” and the “2019-2021 Membership Strategy”. The Membership Strategy is basis of ICVA’s legitimacy and calls on ICVA Secretariat’s key role in strengthening ICVA’s credibility. The Communication Strategy focuses on strengthening ICVA as a global NGO network for principled and effective humanitarian action by consolidating the communication approaches around our ways of working. It also focuses on outreach to new and evolving audiences and strategic partners, stakeholders and supporters. Lastly, the strategy aims at leveraging our membership for more collaborative engagement and cross-fertilization.

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1 See Membership Strategy 2019-2021
2 Integrity is the quality of being honest and having strong moral principles. The honesty and truthfulness or accuracy of one’s actions.
3 Ethical decision-making refers to the process of evaluating and choosing among alternatives in a manner consistent with ethical principles.

ICVA 2019-2021 Human Resources Strategy
Specific objective 3 – Staff engagement

By 2021, systems to optimize attraction, retention, engagement and performance of ICVA Secretariat staff are adapted, implemented and monitored.

ER 5 – Performance management system for staff enable to track and measure progress throughout the year. (In 2018-2019, review of job descriptions, reviewed assessment system, review and assessment systems in place).

ER 6 – Adequate systems and tools and spaces are offered for staff to speak openly about challenges, concerns, satisfactions and concerns. Management takes into consideration the staff inputs for continuous improvement.

ER 7 – The diversity of the team in particular in terms of cultures, gender and generations is developed.

Specific objective 4 - Legal Requirements

Ensure duty of care for its staff and legal requirements to protect ICVA are fulfilled

ER 8 – The implementation of the Staff Regulations and other Staff Policies are monitored yearly and updated when necessary.

ER 9 – Safety and security systems are in place and monitored.

ER 10 – All staff and consultants are offered contracts which comply with laws, ordinances, rules and regulations.

Approved by the ICVA Board
14 November 2018

4 Staff engagement at ICVA is understood as the emotional commitment staff have to ICVA and its goals.