



# Human Resources Report

## OCB Gathering 2023

**June 2nd**

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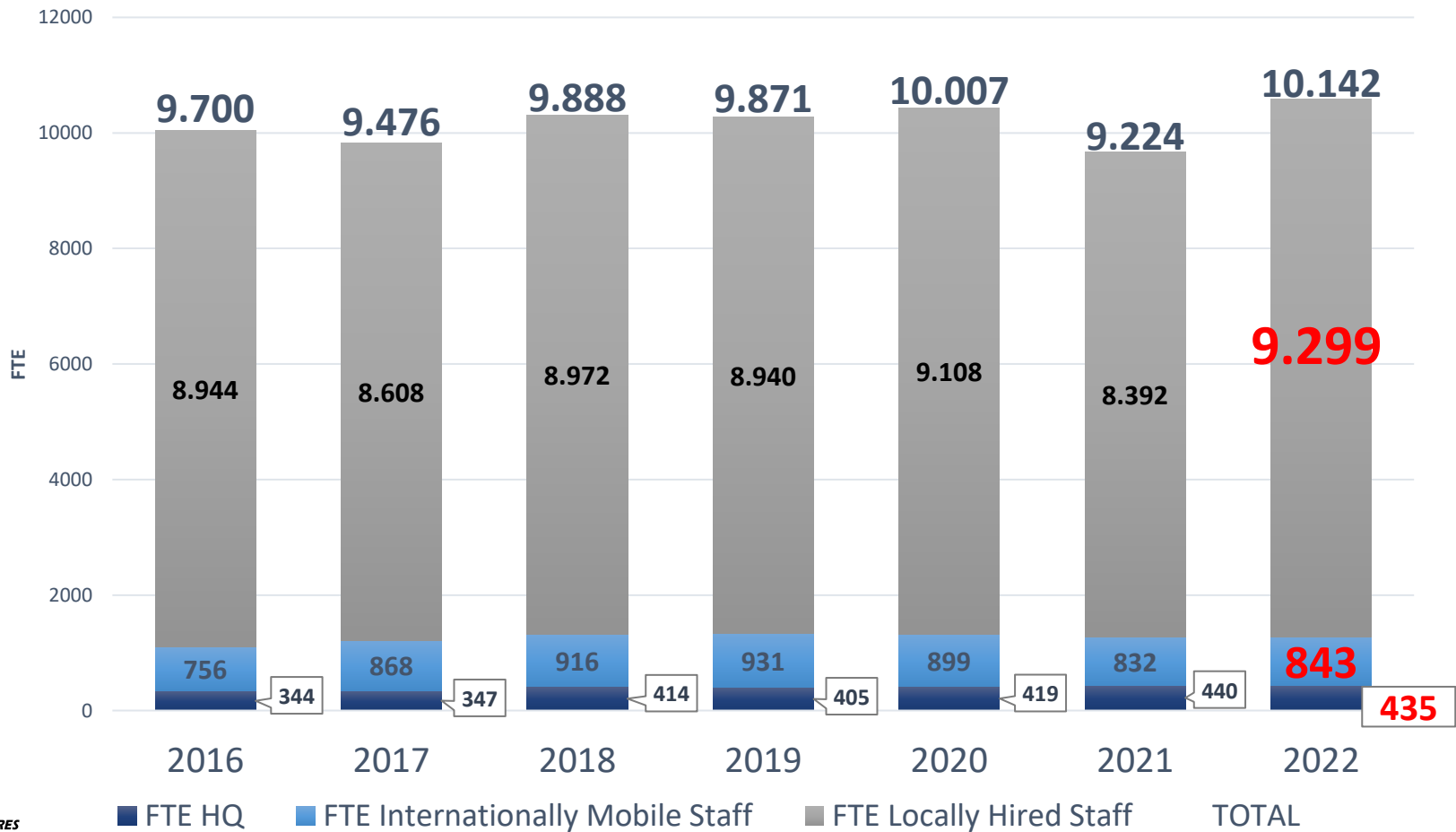
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- 1 **HR trends and indicators**
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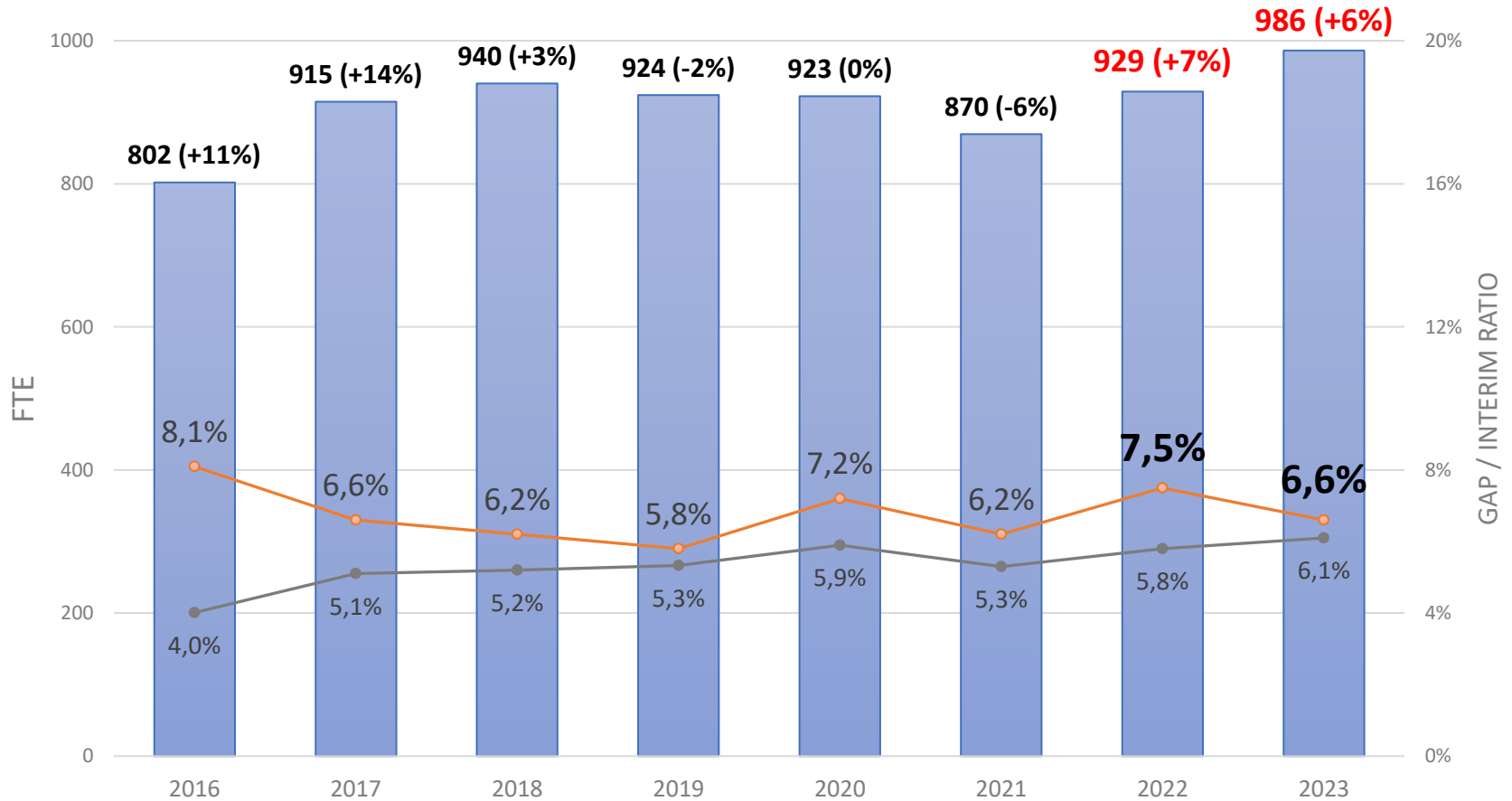
# OCB Global workforce

## Average annual FTE per staff category



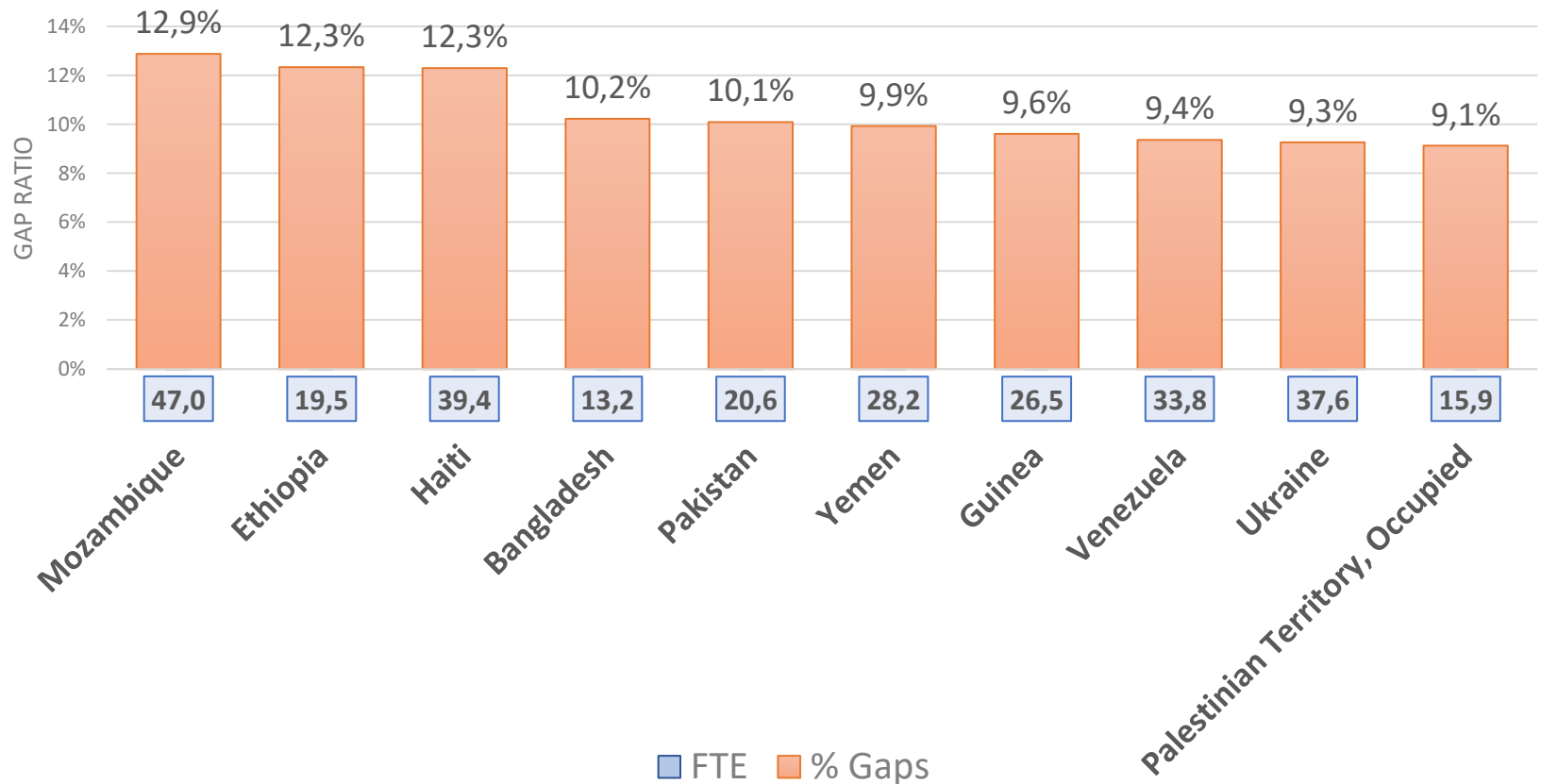


# Number of International positions and gap ratio





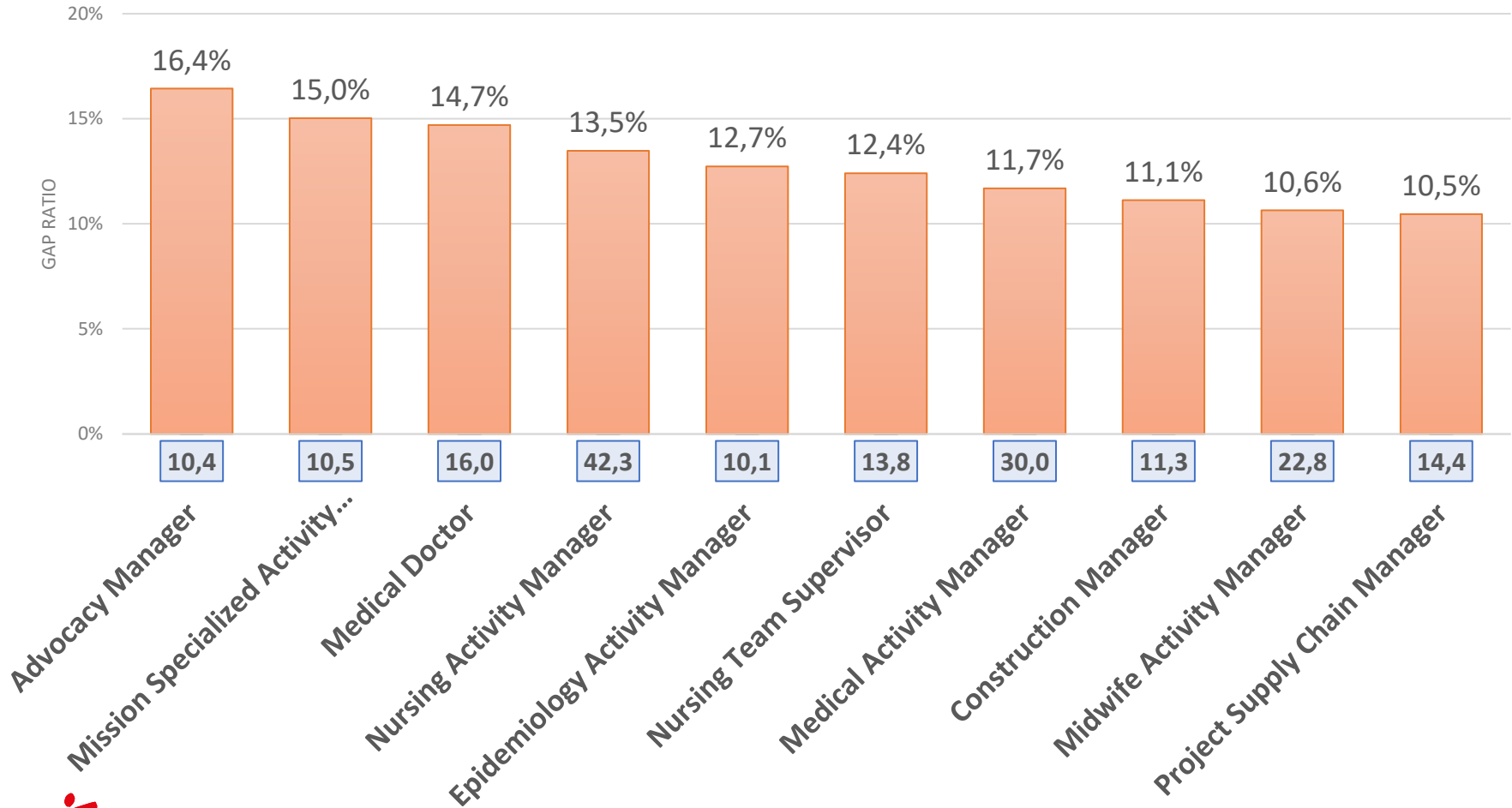
# Gap ratio per mission



■ FTE ■ % Gaps



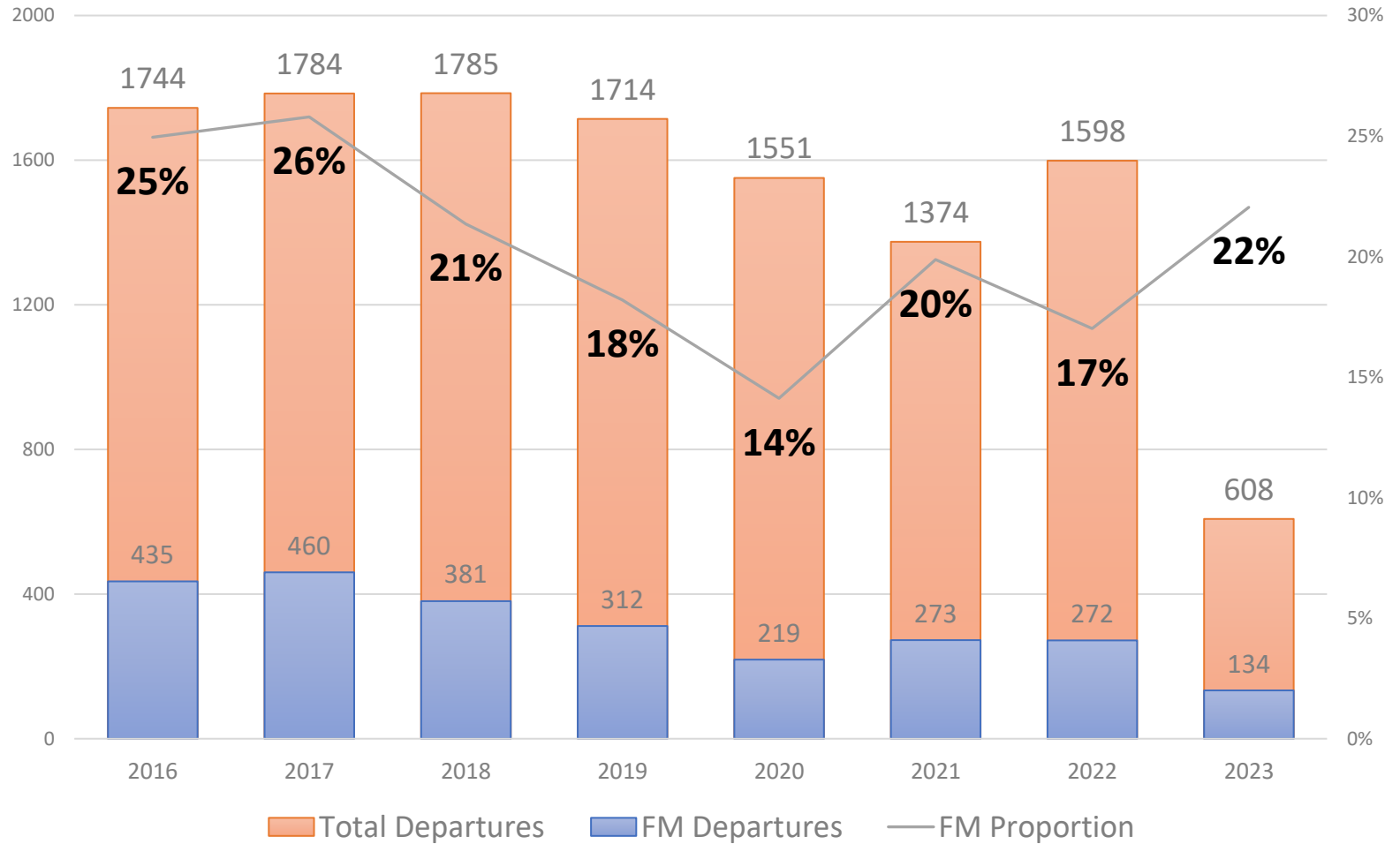
# Gap ratio per functional profile



■ FTE ■ % Gaps

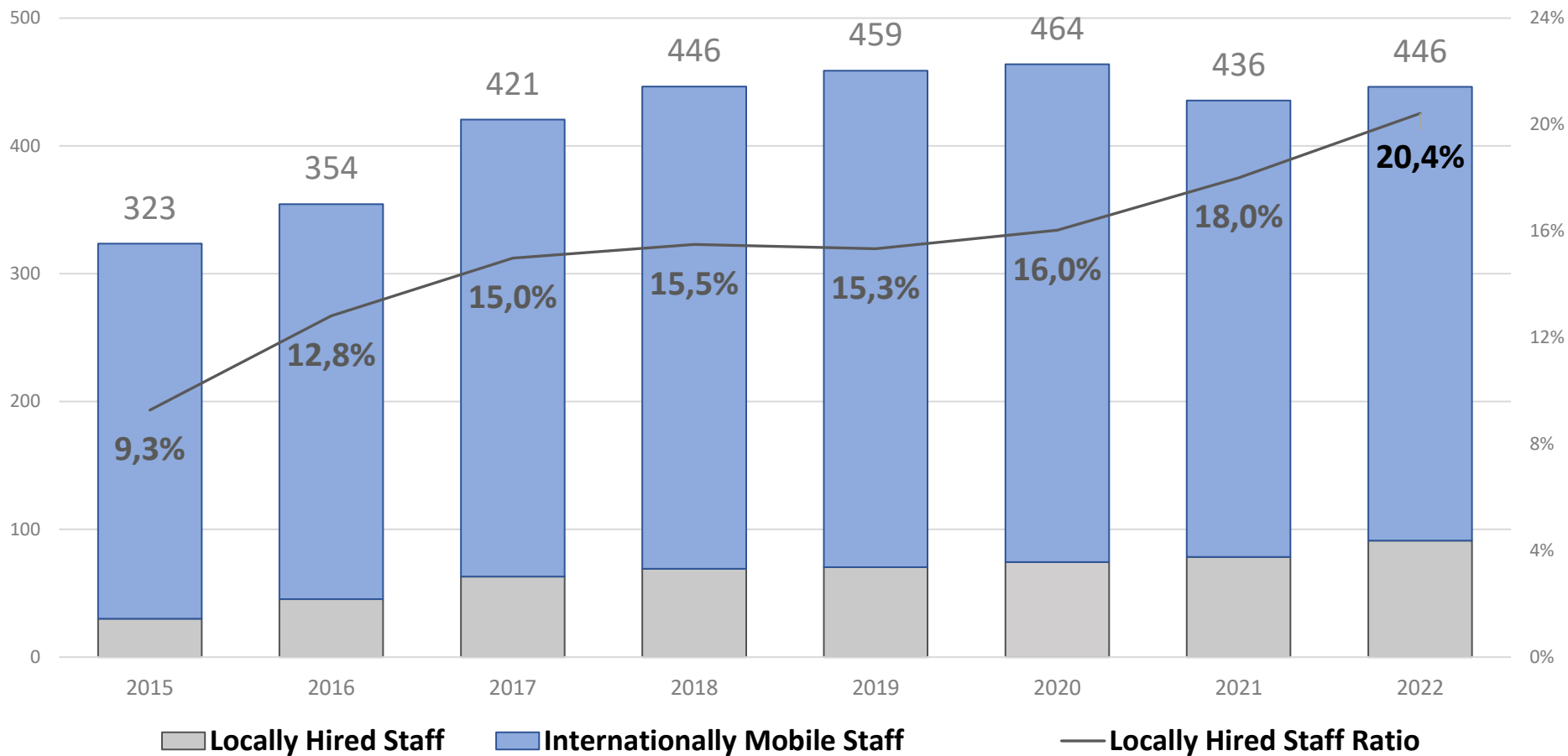


# First mission departures





# Locally hired staff in coordination position

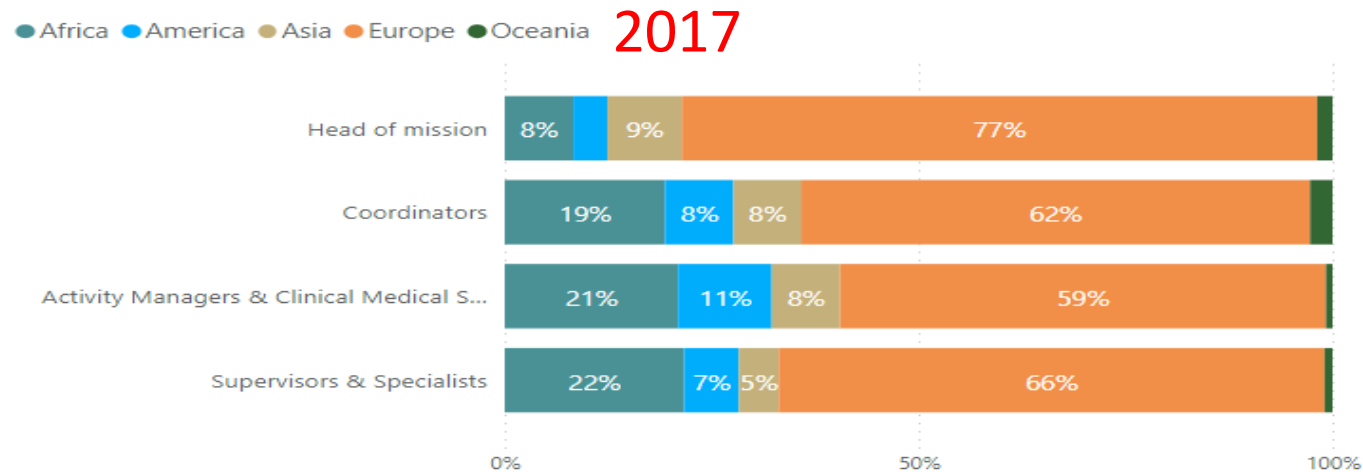




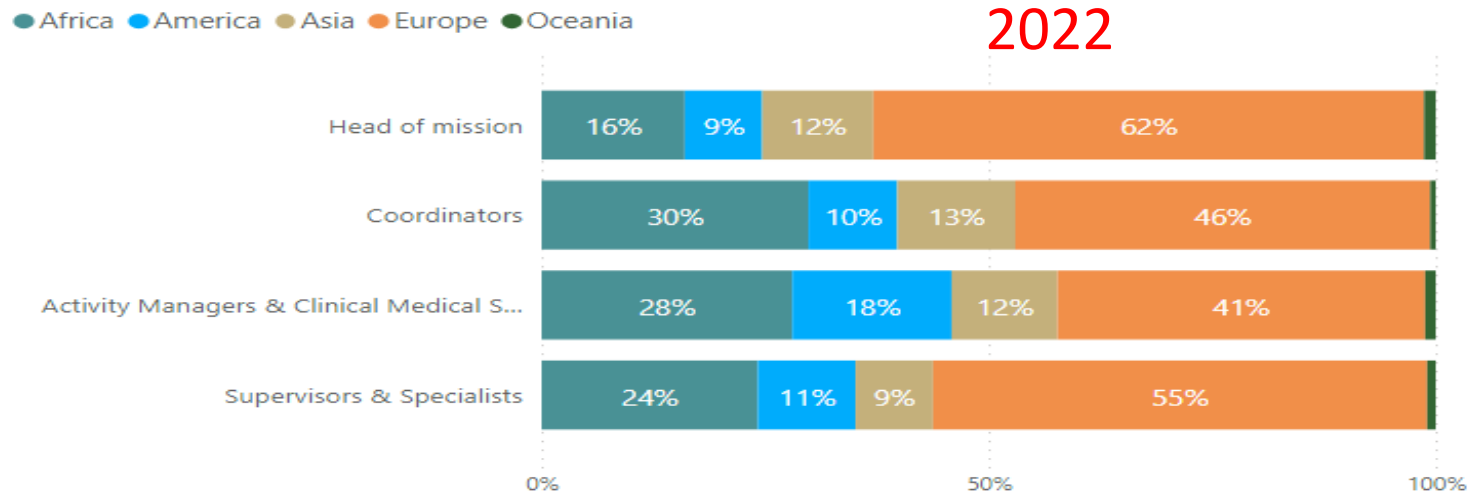


# Nationality per categories of IMS staff

Nationality Distribution

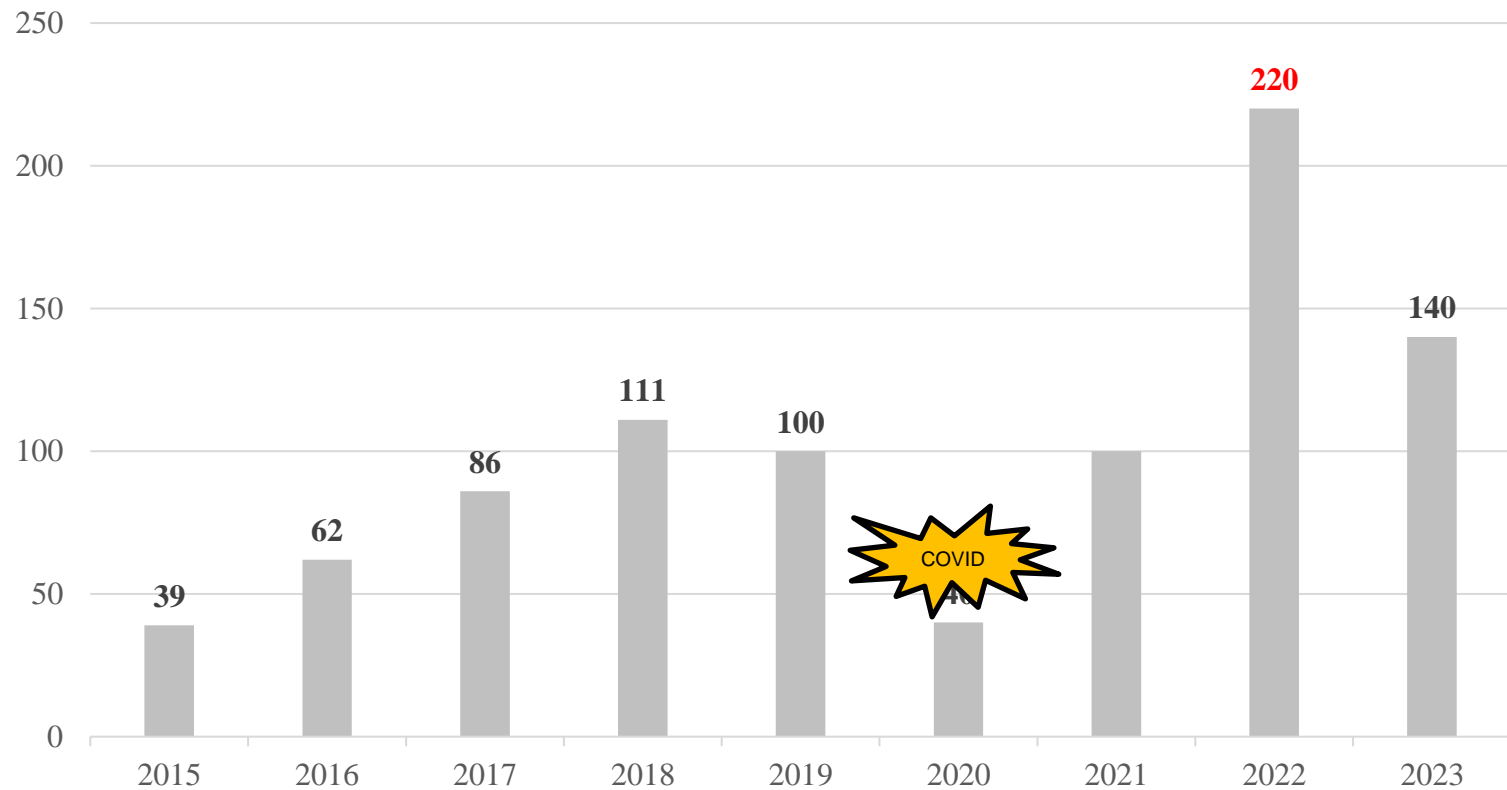


Nationality Distribution





# # of detachments over the years:



*Until April 2023*



# Staffing

## HR Ops Action Plan

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- To obtain more MSF experienced staff
- To develop our field workforce
- To keep our MSF experienced staff longer
- To keep HR & Ops aligned on common objectives

>> Indicators monitored during ARO and Quarterly Monitoring meeting

## Staffing process analysis

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### Main objective

Qualitative review to **identify the challenges**, the mis-opportunities and the barriers in that staffing-process (**phase 1**) & to **propose recommendations** to improve effectiveness of MSF staffing process (**phase 2**)



# Staffing Process in depth analysis (phase 1)

From an HR perspective:

1. **Simplification of the staffing process** including the validation process
2. Improve **planning and forecasting of HR** needs at field level (One third of our gaps are late openings due to late, wrong or bad planning)
3. Implementing **proper career development strategies/plans** support the growth of all our staff (IMS and LHS)
4. Increasing **access and analysis of data** to guarantee informed and transparent decision-making (knowing our staff)



# Staffing Process in depth analysis (phase 1)

From an OPS perspective:

1. Prioritization in our Operations portfolio : **stabilization and consolidation of our operational growth**
2. **Joint Strategic plan, co-owned Ops and HR** from the start to exit
3. **Quality of Operations management** = attractiveness and staff engagement (retention)
4. **Specialization in our Operations VS the institutional need to inject traditional polyvalent/generalist profiles** (our future coordinators) : How to find a balance?



## Staff development

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Development advise and **recruitment capacities delocalized in Kinshasa**

**M&C regional officer for West and Central Africa**, hosted by the intersection HR Unit in Dakar, Senegal

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**New expatriation policy** for locally hired staff

**New Induction and onboarding** trainings for our global workforce finalized

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Finalization of the **language learning strategy** to reinforce the languages skills of our global workforce. Deployment foreseen in 2023

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**New feedback process** for our global workforce focusing on the development on the staff through continuous feedback and feedforward





# My role as people manager



## I ENSURE

Team relations are based on trust & aligned with OCB values



I build relations based on **TRUST**



I foster physical, psychological & interpersonal **WELLBEING**



I demonstrate **EMOTIONAL & CULTURAL INTELLIGENCE**



I develop **A PURPOSE & DIRECTION** with the team & build a **GUIDING FRAMEWORK**

Observing —  
Reflecting —  
Adapting —



## I INVOLVE

The team owns its purpose, individuals have the capacity to act & contribute to objectives adapted to local realities



I foster **COLLECTIVE INTELLIGENCE** within the team



I encourage taking **INITIATIVES**



I aim at **PARTICIPATIVE** planning & decision making



I cultivate **INCLUSION**

## I DEVELOP

Continuous progress & improvement is taking place at individual (professional & personal), team & organizational level



I **EMPOWER TEAMS** through reflection on ways of working



I provide & welcome **CONTINUOUS FEEDBACK** & feedforward



I create a working environment conducive for **LEARNING & DEVELOPMENT OPPORTUNITIES**



I develop **AUTONOMY** of individual team members



# TEMBO

## Users Completing Courses\*

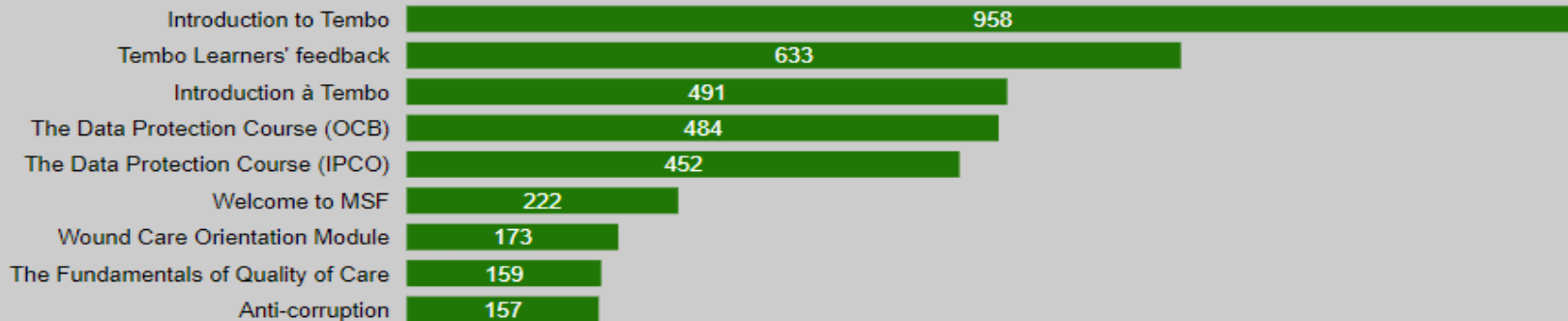
Learn how to use this tool:

[In English](#)

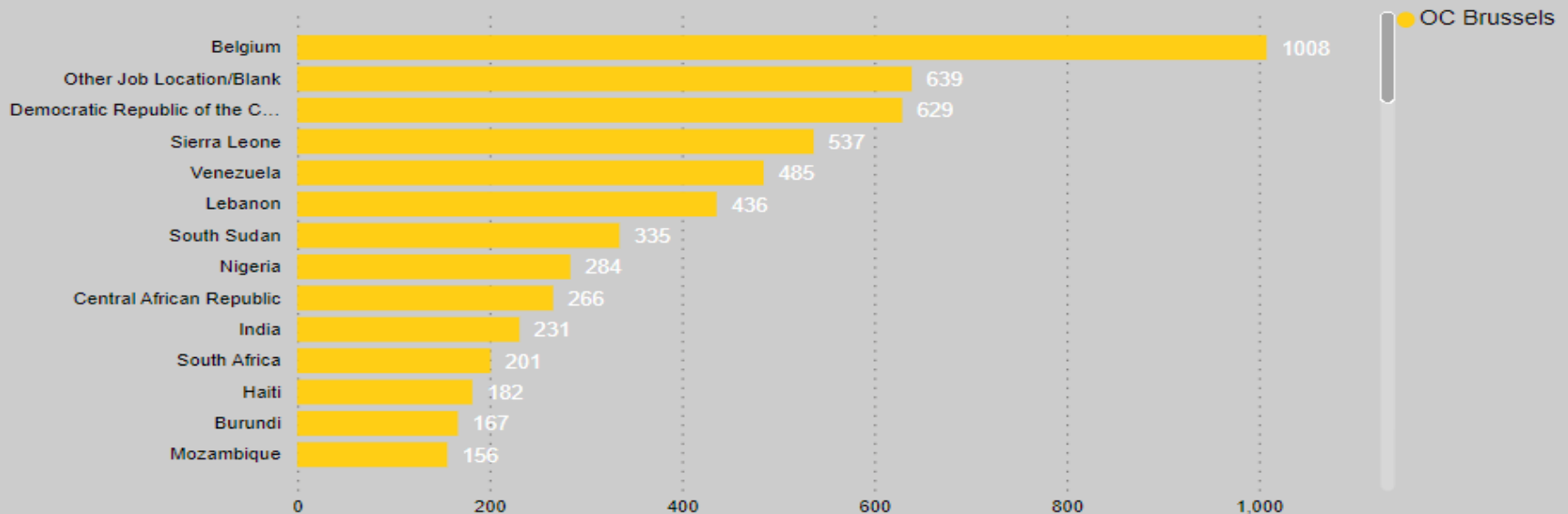
[En Français](#)



### Users Completing Courses



### Users Completing Courses per Job Location

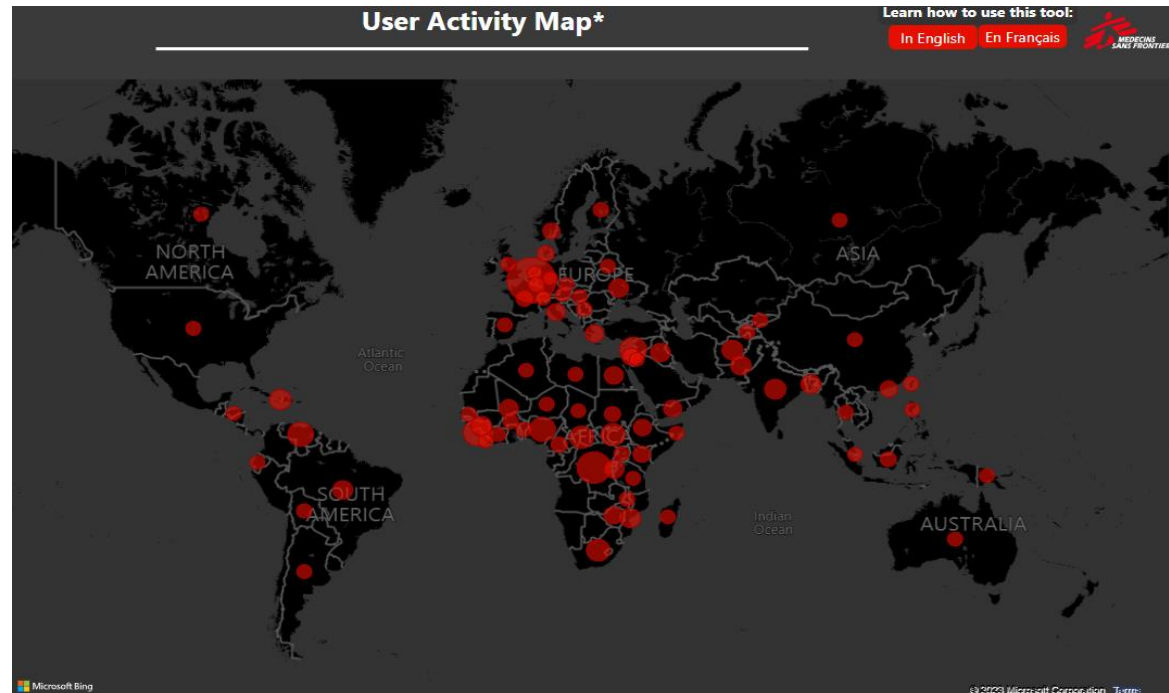






# Use of Tembo in the world

- 30,000 users, used Tembo in the last 12 months. More relevant is that **8.000 are connecting every month**.
- In terms of learning, **33.000 courses have been finalized during 2022**. This means users are reaching learning objectives, they are learning
- Tembo keep being used mainly **by Field Staff**, Field workers represented 61% of active users in 2020, 81% in 2021 and **85% in 2022**.





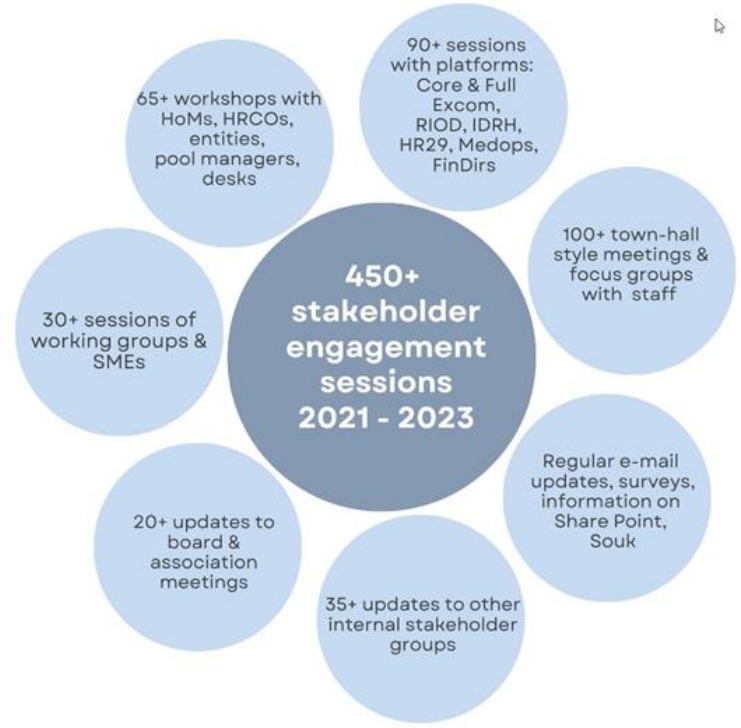
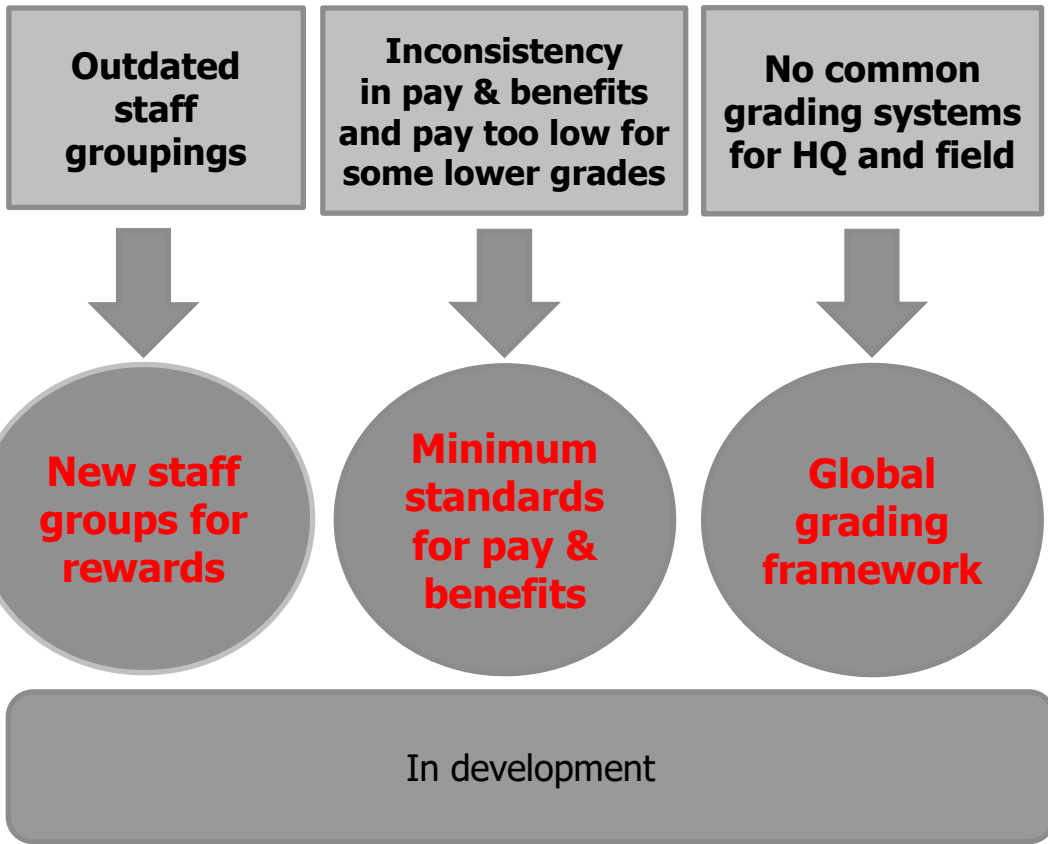
## Rewards

### High inflation in 2022 leads to a lot of salaries maintenance

- **Locally hired staff:**
  - Benchmark studies & salary grid revisions in **2022 – 19 countries**
  - Benchmark studies in 2022 for which the salary revision took place in **2023 – 5 countries**
- **International Mobile staff:** salary maintenance in July + 4,5 %
- **HQ staff :** legal salary indexations

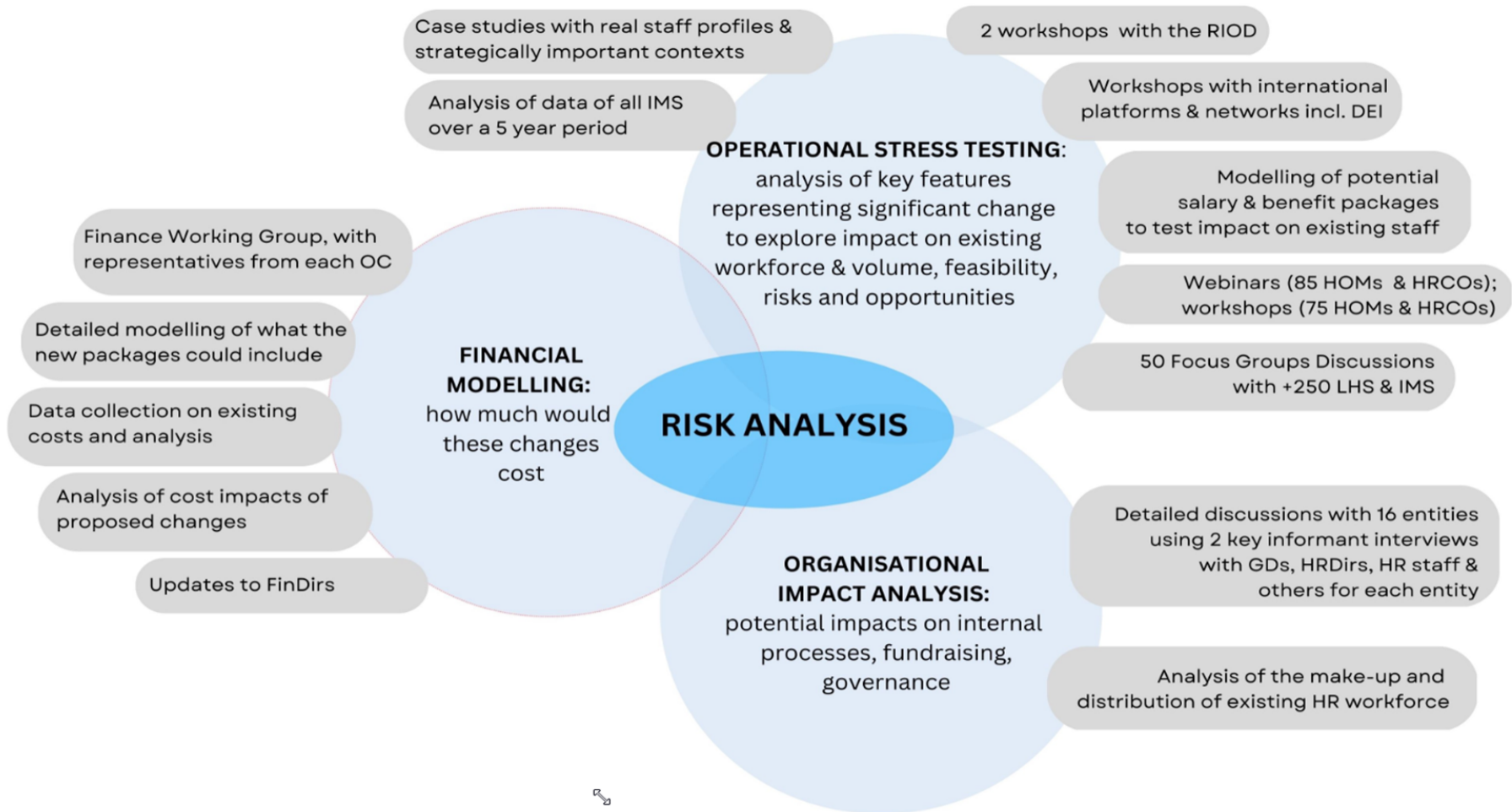
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## Rewards Review: problems and deliverables



# 4

## Risk analysis and stress test





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## Rewards Review : Full excom vote on May 31st

### Approved :

- **Minimum standard** (coherence in pay policy and benefits)
- **Global Grading framework** (common grading system)
- **Attractiveness and mandate** for senior local position
- **Relocated position on local salary grid** (with relocation allowance and contract in home country)
- **Housing contribution** for relocated Country-based
- **One single grid for mobile staff** with removal of per diem and no more top up

### Not passed:

- **Obligation of 2 years contracts for mobile staff**
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### Recommendations:

- phased / pilot implementation with decisional milestones
  - further analysis on financial impact and governance
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### Next steps:

- Continue to develop the model based on this vote and recommendations
- Implementation plan to be presented in Oct 2023 to the Full Excom



# Wedoo

## WHAT is WeDoo?



- ☑ **New HR System (Odoo)** to manage
  - All International Mobile Staff assigned on OCB missions
  - Belgian HQ contracts
  - Key Locally Hired Staff
  - Detached Locally Hired Staff
  - In a second phase: all MSF-OCB workforce
- ☑ **Available online & mobile**

## WHY this change?

- ☑ Current HR system **HR.Net not maintained anymore** by the vendor
- ☑ Opportunity to develop a **new state-of-the-art** HR Information System
- ☑ Software **easier to maintain & compatible** with modern Browsers



**WeDoo**  
13<sup>th</sup> June 2023



## HOW to be prepared?



- ☑ **Virtual & F2F learning sessions** according to your role
  - November 2022 till May 2023
- ☑ **Daily support sessions as from Go Live**
  - Guidelines available in WeDoo
  - Zendesk (ticketing system)

## WHERE will it happen?

- ☑ **All OCB Missions**
- ☑ **BXL HQ**
- ☑ **Partner Sections**  
[DA & Recruitment, PSY]



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THANK YOU !

