

The Red Cross Montenegro
The Governing Board

Human Resources Policy

June 2010, Podgorica

INTRODUCTION

This document contains general guidelines and information which may be useful to the managing and governing structures and to the employees within the organisation, while also presenting instructions for the election of the members of the Governing Board, as well as the procedure for approval for the appointment of the secretary of the local Red Cross branches (LRCB) / The Red Cross of the Capital (RCC) / The Red Cross of the Capital of Cetinje (RCCC). The procedure further relates to the election and monitoring of the activities the local Red Cross branches with the purpose of attaining strategic aims of the Red Cross.

The Red Cross Montenegro has been devoted to the employment and engagement of the best personnel at all levels (the Governing Board, Secretariat, LRCB/RCC/RCCC), who contribute to achieving the Mission and goals of the organisation by their very motivation, knowledge, experience and dedication.

THE RED CROSS MISSION AND ETHICS

The Red Cross Montenegro has its own mission and principles to be esteemed, appreciated and encouraged in the following way:

“In accordance with its mission and basic principles of the organisation, The Red Cross Montenegro directs its mission towards preventing and alleviating human suffering wherever it might be, protects life and health, particularly at the time of warfare and other emergency, engages in preventing illnesses and improving health as well as social protection, encourages voluntary work and solidarity among its members so that they could help all who need help, raises consciousness on humanitarian needs and works on the protection of dignity and the improvement of life for the deprived. Developing its resources and building partner relationships with other organisations in the country and abroad, it provides a humanitarian response to every kind of deprivation in regular circumstances and in emergency.”

HUMANITY

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

IMPARTIALITY

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

NEUTRALITY

In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

INDEPENDENCE

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

VOLUNTARY SERVICE

It is a voluntary relief movement not prompted in any manner by desire for gain.

UNITY

There can be only one Red Cross or one Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

UNIVERSALITY

The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

The Red Cross members and its employees accept, respect and esteem the mission and principles of the Red Cross, regarding them as the organisation's fundamental standards.

PROCESS OF ENGAGEMENT/EMPLOYMENT

Conditions relating to members of the the Governing Board

While electing the members of the the Governing Board, it is recommended that the following conditions be fulfilled along with the mandatory ones established by the Statute:

- diligence and dedication to the Red Cross Mission, accepting its principles and statutes;
- non-engagement in political parties and their positions;
- insight into the structure and foundations of the mission of the International Red Cross and Red Crescent Movement (involving structures and missions of the International Federation of the Red Cross and Red Crescent Societies as well as of the International Committee of the Red Cross);
- acquaintance with the content of the basic principles of the Red Cross and Red Crescent together with the fundamentals of the International Humanitarian Law, as well as familiarity with the history of the Red Cross in Montenegro.

The members of the Governing Board accept the following responsibilities along with the statutory duties:

- they contribute to the fulfilment of the mission and role of the Red Cross by means of providing guidelines and clear tasks;
- they monitor the actions of LRCB/RCC/RCCC actively and continuously;
- they actively participate in the process of election of a governing structure at a local level;
- they monitor and evaluate activities of the organisations at a local level, particularly in terms of the achievement of the organisation's mission and in terms of the implementation of unique programmes and activities;
- they are continuously educated on the activities of the International Red Cross and Red Crescent Movement, of the International Federation of the Red Cross and Red Crescent Societies and of the International Committee of the Red Cross.

Procedure for the appointment of the secretary of LRCB/RCC/RCCC

The secretaries of the local Red Cross branches being the key representatives of the Red Cross Montenegro, careful attention is to be paid to the selection which must be thorough and based on the beforehand established criteria that properly reflect the mission and vision of the Red Cross Montenegro.

While appointing the Secretary of the local Red Cross branches, the following characteristics of a candidate ought to be especially evaluated and examined:

- their acceptance of the Mission, principles and Statute of the Red Cross Montenegro;
- non-engagement in political parties and their positions;
- insight into the structure and foundations of the mission of the International Red Cross and Red Crescent Movement (involving structures and missions of the International Federation of the Red Cross and Red Crescent Societies as well as of the International Committee of the Red Cross);
- acquaintance with the content of the basic principles of the Red Cross and Red Crescent together with the fundamentals of the International Humanitarian Law;
- familiarity with the history of the Red Cross in Montenegro.

Furthermore, it is necessary to examine a candidate's competence and readiness to perform what follows:

MANAGEMENT

The candidate actively participates in creating and transferring the vision, motivates and rewards their volunteers and employees while applying the strategy through an entrepreneurial stance and self-initiative. The candidate helps others to perceive a link between the aims of their own organisational unit and the strategy of the organisation, carrying this out by converting the strategy into concrete goals.

ENCOURAGING DILIGENCE

The candidate actively transfers the vision and strategy of their organisational unit to volunteers and employees, seeks and gives feedback. The candidate is a role model to others by means of an

open communication and a positive attitude among organisational units, takes time for others, shows that they are approachable and truthful while communicating with their superiors, inferiors and colleagues.

TEAM BUILDING AND LEADERSHIP

The candidate praises individual and team success with the purpose of urging a team cooperation, advises members and provides guidelines for a better labour productivity and career development, discerns personal interests and strong points when they plan the capabilities of development for the volunteers and employees in their charge. The candidate displays a kind of open communication and good cooperation with colleagues. They develop management skills in others by defining precise roles and duties, by attaining challenging goals and by encouraging taking risks.

HANDLING PRODUCTIVITY AND RESULTS

The candidate establishes high standards for goal achieving, sets up challenges, provides examples, prompts their volunteers and employees into taking responsibility. They establish and maintain efficient communication within their own organisation in terms of improving labour productivity and achieving the best possible results. They manage labour productivity by setting up clear goals monitoring their implementation and they take responsibility for their employees' work.

In case of re-election of the candidate to the post of the secretary of LRCB/RCC/RCCC, the decision is delivered on the basis of the Report and evaluation of the work and realization of the programme aims and tasks for the period preceding the approval for the reappointment of the secretary of LRCB/RCC/RCCC.

The Report mentioned in the previous paragraph is submitted by the Governing Board of the organisation where the re-election is being performed to the Governing Board of the Red Cross Montenegro.

The procedure of the appointment, i.e. the re-election of the secretary of LRCB/RCC/RCCC is carried out by the committee composed of:

- a representative of the Governing Board of a local Red Cross branch
- a representative of the Governing Board of the national society
- the President of the Assembly of the local Red Cross branch; the President may crucially contribute to the election of a candidate by means of his/her up-to-date experience

The Secretary of LRCB/RCC/RCCC is obliged to regularly inform the Governing Board on the results of activities compared with the guidelines and tasks established by the Assembly of the local Red Cross branch and the Assembly of the Red Cross Montenegro, while the Governing Board is obliged to regularly supervise activities and take responsibility for the attained results together with the Secretary.

Withdrawal of approval for the appointment of the secretary of LRCB/RCC/RCCC

In case of labour productivity not being satisfying and if the plan of activities whose goal is actualizing the Mission and the tasks of the Red Cross is not being implemented, the Governing Board of the Red Cross Montenegro may withdraw the approval for the appointment of the secretary as well as initiate the procedure of his/her dismissal.

In order to enable regular monitoring of the plan realisation it is necessary to evaluate labour productivity at least annually in the manner defined by this document (hereinafter).

Employment procedure

The employment procedure, which is to ensure that the best candidate is employed in a transparent process, is hereinafter described.

Justifying the need for employment

In accordance with the strategy of the Red Cross Montenegro, the managers of the services and other managing staff will identify the needs for engaging new employees, while the same is to be carried out by the Governing Board of the local branch within the scope of the local Red Cross branches, performing this in concord with the Secretary of the local Red Cross branches.

Planning the number of employees is performed annually within the realization of the annual budget.

It is also necessary to define the Employment Committee.

The Committee must be objective and must face all who submit job applications with no prejudice. It must also be capable of posing adequate questions.

The Employment Committee is composed of three members.

Internal Recruitment

The Red Cross Montenegro policy is to try to find a candidate within the organisation before giving a public job advertisement, which is why they first regularly give an internal advertisement.

In this way we provide a possibility for our employees to change their position, test themselves in new posts and get satisfaction of being given an opportunity for improvement within the organisation.

All employees of the Red Cross Montenegro are entitled to apply for an internal recruitment advertisement.

The internal recruitment advertisement is announced on the bulletin board.

The conditions to be fulfilled by the candidate are defined by a job description which is also a public document and is to be found in the scope of the Handbook on Organisational Structure. Employees may apply for the advertised position in the manner and within the deadline stipulated by the advertisement.

If an internal candidate does not fulfil the conditions of the advertisement, the persons responsible for employment may decide not to invite the candidate to an interview.

External Recruitment

If an appropriate person is not employed by the internal advertisement, the procedure of external recruitment is initiated.

The public advertisement may be announced without previously announcing the internal recruitment advertisement if there is an objective need for public employment (if there is no adequate staff among the employed).

Selection procedure

The two common methods of selection are an interview and testing which are usually taken together.

Collecting data on interested candidates

Selection

Biographies of interested candidates are collected by the legal department or the secretary of a local Red Cross branch when the process is carried out at the municipal level in the manner defined by the advertisement. Biographies are then evidenced and the first selection of the candidates to be interviewed and/or tested is carried out.

The first selection is performed on the basis of the following criteria:

- fulfilment of the conditions from the advertisement
- education
- previous work experience
- general impression based on the submitted biography
- employees' recommendations

Testing

If there are tests to be taken for a specific position, the candidates who have been selected will be tested. After that, in accordance with the results of testing a narrower circle of candidates to be interviewed is distinguished. If the testing has not been performed then an interview is carried out immediately after the first selection.

Interview

Candidates are interviewed in the premises of the Red Cross. The interview is conducted by the Employment Committee.

After the interview the second session of interviews may be organized.

The Employment Committee should take notes on the interview with each candidate, which could be the basis on which they will later compare their impressions with the impressions of other members of the Committee.

The decision on the employment is made by means of evaluating:

- qualifications and displayed competence of a candidate as seen from the perspective of the requirements of the position;
- possibilities of improvement of a candidate and future needs of the Red Cross;
- eligibility of a candidate in relation to the mission and standards of the Red Cross;

- ability of a candidate to meet the requirements of employment defined by a job description for that position as well as the Red Cross acts;
- personal judgement of the Employment Committee. This judgement is based on the evaluators'-Committee members' experience and knowledge.

After the interviews have been completed the Employment Committee members exchange opinions and the candidate with the highest grades is elected.

When making a final decision every Board's member's judgement is equally valued.

The minutes of the completed interviews with candidates are taken and signed by all Committee members.

Introduction to employment

The purpose of the introduction to employment is to help the newly employed become efficient in as short a period of time as possible. The manner and duration of the introduction to employment may vary according to the individual needs of the new employee.

The manager in charge is obliged to ensure that all new employees are introduced to employment within the designated period of time.

The process of the introduction to employment includes four phases:

- **Phase one:** the administration phase, in which a person fulfils the formalities arising from his or her employment in the Red Cross and acquires key policies and procedures of the Red Cross.

The documents that the employee should be provided with:

- Human resources policy
- Organisational structure
- The Red Cross history and structure (CD)

Phase one of the introduction to employment lasts up to 7 days.

- **Phase two:** business focus, in which a person learns about his or her new job position, service or the Red Cross business strategy.

The documents that the employee should be provided with:

- The Red Cross strategic documents
- The report on the activities for the previous year
- Current initiatives and the Red Cross projects

Phase two of the introduction to employment lasts up to 30 days.

- **Phase three:** Responsibilities in a job position and rewards; expectations clarified from the very beginning. New employees should be directed towards their responsibilities in their positions. It is necessary to present them with the system of assessment and a copy of an evaluation form, as well as to illustrate a good business that has been valued, assessed and rewarded as such. It is desirable to take an example of a predecessor's career in order to illustrate opportunities and potentials of the position.

The documents that the employee should be provided with:

- The work programme
- The Statute

- Financial procedures
- Normative acts within the scope of responsibilities and rewards

Phase three of the introduction to employment lasts up to 60 days.

- **Phase four:** to clearly define work aims, to define business standards and, after the trial period had ended, to evaluate productivity in relation to the established goals.

The documents that the employee should be provided with:

- The report on the work trial
- The work plan for the employee for the future period
- The vision of the organisation's further development in the field of the employee's engagement

Phase four of the introduction to employment lasts up to 90 days.

EMPLOYMENT CONDITIONS

Policy

The Red Cross aims at providing employment conditions in accordance with the capacities as well as the work environment which will bring to maximum results.

All work conditions of the Red Cross Montenegro employees are defined by the Labour Law, the General Collective Agreement and by other internal normative acts.

EDUCATION

Policy

The Red Cross policy is to encourage the continual education of its employees at all levels.

Education is compulsory and necessary at all levels.

We strive to ensure that all employees are capable of performing current tasks along with being ready to take on future tasks.

The Red Cross also encourages the culture of learning and the personal development of its employees.

Principles

All employees are entitled and obliged to professionally improve, regardless of a job position.

Education programmes must be in accordance with the Red Cross strategic goals.

Employees must take responsibility for their own education and personal development including active participation, giving opinions on education programmes as well as the application of the acquired knowledge.

Education programmes may be internal and external.

External education is that whose programmes are open and have not been devised by the Red Cross organisations.

Internal education is that whose programmes are have been devised and performed by the employees.

Educational plan

Education is performed in accordance with the annual plan and programme of education. The educational plan for the managers of the services is designed by the General Secretary and the secretary of a local Red Cross branch. The educational plan for their own organisational units is designed by the heads of services, while it is approved by the General Secretary and the secretary of a local Red Cross branch.

Content of the plan of education

- The title of the educational programme
- The goal of education – what is to be achieved, improved, what is the benefit for the Red Cross, and what is the benefit for the employee
- What positions is education aimed at
- The names of persons attending education
- The number of attendees
- The term of education taking place
- The price
- Other costs (accommodation, daily wages, transportation)

Roles and responsibilities while planning education

Steps	Responsibility	Report	Approval
The needs for education analysis			
Making a plan			
Budgeting			
The plan implementation			
Evaluation of the quality of education conducted			
Report on investments in education – costs			

Budgeting

The budget for education should be defined annually within the scope of planning for each basic organisational unit individually.

The educational programmes not covered by the plan must have a special approval by the Governing Board should a need for them arise.

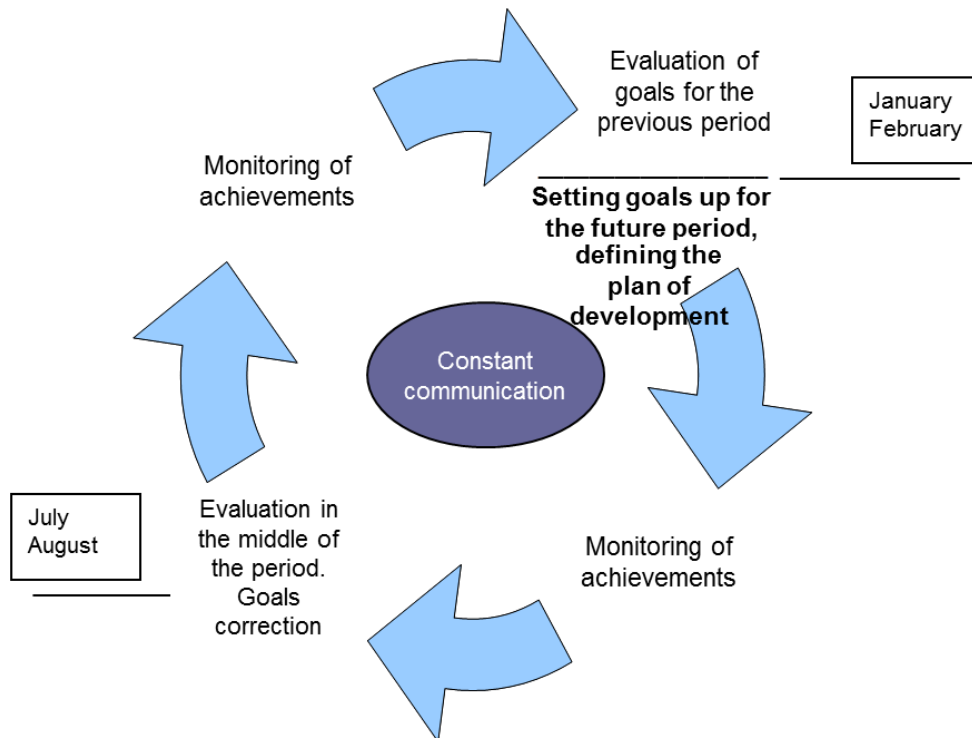
PRODUCTIVITY EVALUATION

Procedures and policies of evaluation

The basis for productivity evaluation represents **a discussion by which goals are established and an employee's or a volunteer's development plan is defined**. The discussion, which takes place at least twice in a year, is conducted between a superior manager and the employees in his charge. During the discussion on productivity the following is defined:

- the goals which are to be achieved within the period planned, as well as the measures – the standards for measuring the success of achieving each particular goal. The manager defines each goal thus determining its importance and priority, by which approach he/she directs and **manages the employees' productivity and transfers the strategy of the organisation into actual actions**;
- the employees' development plan within the period planned. The development plan is to be directed towards the needs for professional improvement, along with the development of the employees' potentials, especially in the field where the employed hasn't been rated as successful;
- the Form for labour productivity evaluation is filled in.

Process



Roles in the process of labour productivity evaluation

Finally, let us summarize roles and responsibilities in the productivity management system by means of goals.

	Roles	Responsibilities
The Governing Board	Responsible for the process of labour productivity evaluation	Strategically directing the whole process, establishing goals for the Secretaries of the local Red Cross branches, revising organisational goals during the year if needed
Secretaries of the local Red Cross branches	Users of labour productivity evaluation	A discussion with the employees and volunteers under their immediate charge twice a year; establishing and evaluating the established goals; ensuring conditions and resources for the achievement of goals. Responsibility for the documentation of discussions by fulfilling the Form for labour productivity evaluation and as well as for the designing of development plans.
Employees	Users of labour productivity evaluation	Actively participating in the establishing of goals, in the discussion on productivity, observing one's own productivity and taking responsibility for personal development. They have the responsibility for fulfilling forms for productivity evaluation.
The Legal Department of the Secretariat	Supervising labour productivity evaluation	Supervises the whole process and is responsible for the archives – documentation of the process, i.e. forms for productivity evaluation

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The Human Resources Policy document was adopted at the session of the Governing Board of the Red Cross Assembly which took place on 30th of June 2010.

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