Preparing Staff Reps for Crisis

FICSA
Federation of International Civil Servants' Associations

SIMON FERRAR
TRAINING AND ORGANISATIONAL DEVELOPMENT

Preparing Staff Reps for Crisis

Webinar outline

Crisis response model
- Basic elements

Working with the Administration
- Information
- Rules & Regulations
- Timetable
- Processes
- Support

Working with Staff
- Communication
- Support

Working with FICSA
- Asking for help
- Provide information

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Crisis response model

- Basic elements

Assess → Plan → Act

How?
Big/Bad
Long/Quick
Who?
Involved
Affected (now! Later?)
Why?

What?
Now
Soon
Later
Who?
Assess (change?)

Do
Now
Soon
Later
Who?
Assess (change?)

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Transparency & fairness
SA Involvement
Staff Involvement
UN behaviours, culture and values
Supported transition

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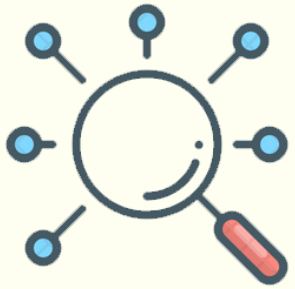
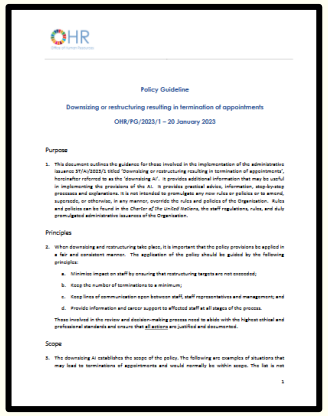
Working with the Administration



Information – fact finding



Rules & Regulations

As much info as you can:

- Why is it a crisis? How urgent?
- Financial – deficit, impact
- Pay roll
- Personnel Statistics – detailed breakdown
- Where & Who (initial view)
- Initial number of jobs affected
- How often will info change?

- System wide
- Organisation level
- Administrative Instructions
- Flexibility within? Shall or can/may?
- Role of SA?

- Will Administration honour these?
- Desire to consult on new ones?

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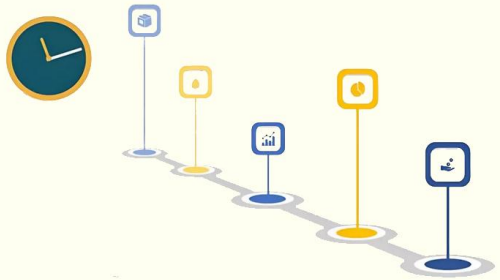
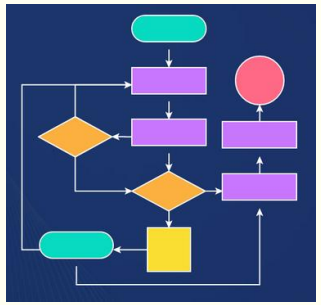


Timetable

- Deadlines
- Consultation period
- Timescale for identification of at-risk jobs
- Individual decision-making duration
- With/Without Notice terminations?
- Staged or all at once?



Processes

- Consultation methodology
- Identification of solutions
  - Alternatives to job losses?
  - Mitigation
  - Impact assessments
- Selection criteria?
  - Fair and transparent
- Options
  - Redeployment/retraining
- Voluntary/Non-Voluntary separation
- Individual meetings (1-2-1s)?

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Working with the Administration

Advice & Guidance
Entitlements
Access to experts e.g., financial/pensions

UN Values
Pregnancy
Long-term ill health
Nearing retirement age

Communication
Honest & Transparent
Empathetic

SUPPORT

Staff Association
Time release
Training
Psychological impact

Service Delivery
Missions
Workload

Staff
Psychological impact
Going
Staying

HR & Managers
Training
Psychological impact

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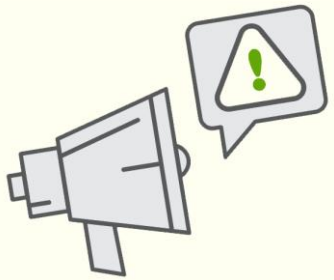
Working with Staff



Communication

- Be honest – Bad news & good news & no news
- Be direct – don't be vague
- Don't scaremonger
- Quash rumours quickly
- Be empathetic & understanding
- Do it frequently
- Brief **all** Reps – message and **tone**
- FAQs & "stupid question of the day"

- Listen and listen some more
- Acknowledge fears, concerns, frustrations
- Actively seek views on alternatives
- Identify distinct issues/concerns
- Represent and support during individual meetings?
- Signpost to other sources of advice and guidance
- Support each other – this stuff is horrible!

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Working with FICSA

- Asking for help
  - Reach out for help, advice and training
  - Latest developments systemwide

- Provide information
  - Alternatives
  - Successes
  - Agreements (however good or not…)
  - Data (where possible)

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