

MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD منظمة أطباء العالم LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD منظمة أطباء العالم LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER WELT दुनिया के डॉक्टर MÉDECINS DU MONDE 世界医生组织 DOCTORS OF THE WORLD منظمة أطباء العالم LÄKARE I VÄRLDEN MEDICI DEL MONDO ΓΙΑΤΡΟΙ ΤΟΥ ΚΟΣΜΟΥ DOKTERS VAN DE WERELD MÉDICOS DO MUNDO MÉDICOS DEL MUNDO 世界の医療団 ÄRZTE DER



Occupations classification of national staff on ___ international missions

Occupations Grid & Occupations sheets Closure of the project

Friday News #6 – 10/09/2021

Introduction – reminder of project objectives



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» The main objective of this project is to implement the HR **Human Project** by:

- Providing a **management framework** for international missions.
- **Harmonising** HR management between international missions but also with the French HR framework.
- Integrating into the Information Systems Master Plan objectives with the implementation of **Homère**.

» To that end, 4 **livrables** were produced :

- A salary policy (presented in Friday News on July 9, 2021)
- A weighting tool (presented in Friday News on January 8, 2021)

All Friday News video are available on the HRD intranet

- Sheets describing occupations
- An occupations grid

Introduction – objectives of the Friday News



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- » **Presentation of the 2 last remaining deliverables**
 - The occupations sheets
 - The occupations Grid

- » **Closure of the classification project**

Working methodology



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» Occupations sheets :

- Phase 1 – 123 interviews with 191 job holders over 22 countries
- Phase 2 – 54 written sheets + 16 sheets taken from “France” classification
- Phase 3 – 16 proofreading workshops with 20 domain experts from HQ (logistics, finance, security, 4 health advisors, 4 HR advisors, 3 desk managers, and 5 thematic referents (MHPSS, monitoring, pharmacy, advocacy, SRH)
- At the beginning of the project, it has been identified more than 400 different job titles. They are now grouped under 70 occupations

» Grid constitution

- Weighting tool application
- Presentation and discussion with the working group (2 gencos + 1 desk + 1 HR advisor)

- ## » The occupation sheets and the grid were validated by the project steering committee on June 15, 2021 and by the executive committee on July 8, 2021

Occupations sheet



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 Argentina | Belgium | Canada | France | Germany | Greece | Japan | Luxembourg | Netherlands | Portugal | Spain | Sweden |
 Switzerland | Turkey | United Kingdom | United States of America



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» Structure of the Occupations sheets:

- 2 pages maximum
- 2 to 3 lines for main mission
- About ten bullet points for main activities and skills (each)
- As educational system is different from a country to another, a table expressed in levels should ensure a global understanding of what is expected

OCCUPATION DESCRIPTION

OCCUPATION TITLE:

Main mission:

Main activities:

Main skills:

Training– Previous professional experience required:

Explanatory note: This is not intended to express a requirement for a qualification, but to indicate a level of knowledge required, whether this is acquired through initial or continuing training or professional practice. The level of knowledge required to perform the job is therefore assessed both through training and through the experiential knowledge acquired

Level	Training	Professional experiences
VI	None beyond compulsory schooling (age 16)	None
V	Vocational qualification, school leaving certificate	1–2 years
IV	Baccalaureat level or equivalent	2–4 years
III	Two years of higher education	4–6 years
II	Three or four years of higher education (undergraduate degree, Masters 1, etc.)	7–9 years
I	Five years of higher education (Masters 2, doctorate, etc.)	More than 10 years

Different titles used for the posts:

.....



Focus and reminder on the semantic principles that lead the wording of occupations sheets

- » One person is assigned to a position that is connected to an occupation - What expectations are there around the position and the main role?
Team management versus **expertise** on a theme
- » The answer to this question should lead to the choice of the generic term



Terms emphasising hierarchy:

- Coordinator
- Manager
- Supervisor

Terms emphasising expertise:

- Advisor
- Officer
- Agent/Technician/staff

An occupational title based on expertise does not mean that there is no management role and vice versa.

Challenges



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- » The semantic HR is not a strict rule, it helped to objectively choose the occupation wording. But the project faced challenges as the context/organigram/size/complexity of MdM missions is very heterogeneous.
- » The diversity of MdM missions leads to many different HR structures. The lineage of one professional family is not always present and the concrete consequences is to overlap responsibilities to be sure all activities and competences are covered at mission level.
- ➔ The compromise found corresponds to the actual photography of our missions. With this project as first step we can expect an harmonization of HR set-up.

Anyway, the classification should be assessed after some times and adapted if necessary



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Occupations Nomenclature

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Professional Family	Occupations	
General Administration	Liaison officer	MI
	Translator	F
Communication	Communication officer	F
Finance and Human Resources	Bookkeeper/Cashier	F
	Accounting officer	MI
	Administrative assistant	MI
	Administrative coordinator	F
	Administrative officer	MI
	Administrator (<i>administrative advisor</i>)	F
	Financial advisor	MI
	Financial coordinator	F
	Human resources advisor	MI
Human resources coordinator	F	
IT	Data entry clerk	MI
Logistics and General services	Cleaning staff	MI
	Cook	MI
	Driver	MI
	General services technician	F
	Guard	MI
	Incinerator operator	MI
	Logistician (<i>logistics advisor</i>)	F
	Logistics assistant	MI
	Logistics coordinator	F
	Logistics officer	MI
	Radio operator	MI
	Storekeeper	MI
Program Management and Steering	Coordination assistant	MI
	Field MEAL advisor	MI
	Field MEAL officer	MI
	Field security and Access advisor	MI
	General coordinator	F
	Program coordinator	F
	Program deputy coordinator	F
	Program manager	MI
	Program officer	MI
	Security and Access officer	MI

Professional Family	Occupations	
Advocacy and Research	Field advocacy advisor	MI
	Field advocacy officer	MI
Health and Social	Activity manager	MI
	Case manager	MI
	Community awareness-raising officer	MI
	Community awareness-raising staff	MI
	Community development advisor	MI
	Community mobilisation officer	MI
	Community mobilisation staff	MI
	Drug dispenser	MI
	Field harm reduction advisor	MI
	Field MHPSS advisor	MI
	Field SRH advisor	MI
	GBV officer	MI
	GBV advisor	MI
	Harm reduction officer	MI
	Laboratory advisor	MI
	Laboratory technician	MI
	Medical advisor	MI
	Medical coordinator	F
	Medical doctor	MI
	Medical team supervisor	MI
	MHPSS officer	MI
	Midwife	MI
	Nurse	MI
	Nursing assistant	MI
	Nutritional advisor	MI
	Nutritional screener	MI
	Pharmacy advisor	MI
Pharmacy officer	MI	
Pharmacy technician	MI	
Psychologist	F	
Referral officer	MI	
SRH officer	MI	

Discussions and bias (not exhaustive)



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- » Administrative and logistics officers are generic occupations that include different configuration possibilities
- » The designation “Assistant” refers to administrative, organizational and secretarial support
- » No deputy occupations but a placement in the grid on the category directly below the concerned occupation
- » Dissociation between community awareness and mobilization.
- » Drug dispenser dedicated to drugs distribution activity that is not provided by a pharmacist
- » Case manager to cover both social work and counselling activities as long as the latter is not occupied by a psychologist.
- » Recognition that belonging to the targeted population is a competence → Inclusiveness of the peers

Occupations Grid



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Professional Family	Occupations	Category
Logistics and General Services	Cleaning staff	1
	Cook	
	Guard	
	Incinerator operator	
Finance and Human Ressources	Bookkeeper/Cashier	2
	Driver	
	General services technician	
Finance and Human Ressources	Administrative assistant	3
	General administration	
Health and Social	Translator	
	Case manager	
	Community awareness-raising staff	
	Community mobilisation staff	
	Nursing assistant	
	Nutritional screener	
IT	Data entry clerk	
Logistics and General Services	Logistics assistant	
	Radio operator	
Communication	Communication officer	
Finance and Human Ressources	Accounting officer	
General administration	Liaison officer	
Health and Social	Community awareness-raising officer	
	Community mobilisation officer	
	Drug dispenser	
	Harm reduction officer	
	Laboratory technician	
	Pharmacy technician	
	Referral officer	
GBV officer		
Program Management and Steering	Coordination assistant	
Advocacy	Field advocacy officer	5
Finance and Human Ressources	Administrative officer	
Health and Social	MHPSS officer	
	Midwife	
	Nurse	
	Pharmacy officer	
	Psychologist	
	SRH officer	
Logistics and General Services	Logistics officer	
Program Management and Steering	Field MEAL officer	
	Security and Access officer	

Professional Family	Occupations	Category	
Finance and Human Ressources	Financial advisor	6	
Finance and Human Ressources	Human resources advisor		
Health and Social	Laboratory advisor		
	Medical doctor		
	Medical team supervisor		
Program Management and Steering	Nutritional advisor		
Program Management and Steering	Program officer	7	
Finance and Human Ressources	Administrator (<i>administrative advisor</i>)		
Health and Social	Activity manager		
	Community development advisor		
	GBV advisor		
Logistics and General Services	Pharmacy advisor		
Logistics and General Services	Logistician (<i>logistics advisor</i>)		
Program Management and Steering	Field security and Access advisor		8
Advocacy	Field advocacy advisor		
Finance and Human Ressources	Administrative coordinator		
	Human resources coordinator		
	Financial coordinator		
Health and Social	Field harm reduction advisor		
	Field MHPSS advisor		
	Field SRH advisor		
	Medical advisor		
Logistics and General Services	Logistics coordinator		
Program Management and Steering	Field MEAL advisor	9	
Program Management and Steering	Program manager		
Health and Social	Medical coordinator		
	Program deputy coordinator		
Program Management and Steering	Program coordinator		
Program Management and Steering	General/Field coordinator (one site)		
Program Management and Steering	General coordinator (multi sites)	10	



Duration

340 man-day full time equivalent
from 3rd Jan. 2019 up to 31st Aug. 2021



Deliverables

70 occupations sheets,
1 occupation grid,
1 weighting tool
1 revised salary policy



Communication

6 "Fridays news"
28 ppt presentations
40 minutes of meetings
3 field visits reports



Methodology

123 interviews
26 workshops



Budget

45k€ (excluding salaries)



Validation process

8 steering committees
6 executive committees
2 consultations of Board HR referents



Representativeness

24 countries involved + HQ
191 persons stakeholders from field
42 persons stakeholders from HQ
*(spread over HR, Financial, Health & Advocacy
and International Operations Directorates)*

PROJECT INFOGRAPHY



2 nervous breakdown, several dozen giggles and a multitude of friendly and constructive sharing times

And now ?



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- » **Deployment phase** → No “one shot” implementation → the last quarter of 2021 should be dedicated _____ to defining the action plan and preparing for implementation
- » **Following this Friday News** → **Delivery of the “classif package”** (deliverables, ie occupations grid & sheets, revised salary policy...) + the position/occupation assignment hypotheses that will be communicated to you by your HR advisors.
- » **From September up to December** → **Appropriation by fields with the support of HR advisors at headquarters.** Priority actions to be carried out :
 - Finalize the assignment of position/occupation and refine the positioning of employees in the grid, based on annuel appraisal, to define their level in the position held
 - Study of the conformity with the local legislation and COE and/or IR adjustments
 - Calculation of the possible financial impact and integration in the budget and in future proposals
 - Establish a communication plan for national employee teams
- » **Starting from January 2022** → **Effective and progressive implementation according an action plan specific to each mission**



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Thank you!