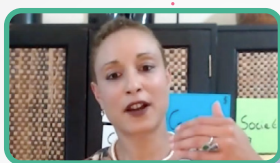
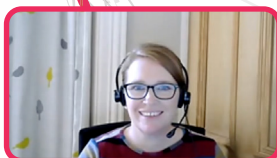
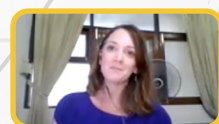
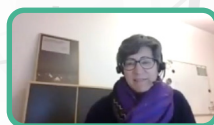


# HHR2020 ONLINE

3-6 November 2020



## CONFERENCE REPORT



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# INTRODUCTION

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## EVENT SUMMARY

On 3-6 November 2020, CHS Alliance held its first ever virtual Humanitarian Human Resources conference - HHR2020 Online. This four half days event consisted of daily motivational and thought-provoking keynote speeches, inspiring panel discussions, insightful workshops, networking, exhibitor booths, as well as relaxing and energising activities.

While the coronavirus pandemic led us to take the usually in-person HHR conference online, we felt it was important to provide our participants with a way to gather during an otherwise isolating time, both professionally and personally. As a result of this change, we were also able to welcome many first-time participants, including the most international roster of attendees ever at HHR.

This has been a tumultuous year. Not only because of the virus, but also because of the international uprising against systemic racism and police brutality against people of colour. With everything feeling so urgent, HHR2020 offered much-needed time to step back and reflect together on the main lessons learnt from Covid-19 and together reimagine the future of aid.

We are still elated from a fun and successful HHR2020! The shift to virtual wasn't easy or even expected, but the community came together to share knowledge, learn about new projects, take part in the HHR2020 quiz, compete in the scavenger hunt and even have a parting dance together.

The HHR2020 report provides insight into the event's objectives and attendees, it provides learning takeaways, actions and resources for each session and finally reflects on participant feedback for the future.

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# OBJECTIVES AND SCOPE

## THE AIM OF THE HHR2020 ONLINE CONFERENCE WAS TO:

- Assess the short, medium, and long-term impact of the pandemic on people management in different country and organisational contexts.
- Share good practices from session presenters and between attendees about how they have responded to the pandemic. For example, how organisations have provided HR services in no-tech, low-tech and high-tech scenarios, and how leaders, managers and employees have been supported through these unprecedented times.
- Gain insights from private sector, employee, and employer stakeholders about the impact of the pandemic on their areas, and the changes they foresee in job profiles and skill needs.
- Learn from attendees and contributors about their hopes and fears as well as the opportunities in people management that they see moving forward.
- Reflect and contribute to the collective knowledge base on how to respond to the short and medium-term impact of the pandemic, while also keeping in mind longer lasting challenges.

Each day of the conference allotted regular breaks including four hours between morning and afternoon sessions to allow participants to network, stretch and grab lunch. Time was allocated at the end of each day for a group reflection on the day's discussions.

## HHR2020 IN NUMBERS

This year's event took place across 34 sessions. Truly international in nature, HHR2020 welcomed 165 attendees based in 33 countries from Africa, Asia, the Middle East, Australia, Europe and North America.

With regard to attendee representation, the largest group (69%) came from CHS Alliance member organisations, followed by private sector organisations (20%), independents (10%) and NGOs who are not members of the Alliance (1%).



# DAY ONE

## OPENING WORDS

### PLENARY SPEAKER

Tanya Wood, Executive Director, CHS Alliance

### TAKEAWAYS

- The grand challenges of today are diverse, involving a range of complex issues such as climate change, severe economic downturns, and political instability.
- This year has put HR managers at the frontline in responding to the pandemic situation and having to quickly venture into the “unknown unknowns” as they strive to help their workforce adapt to and cope with radical changes occurring in the work and social environment.
- We’ve got a responsibility to take this crisis and turn it into something new: an opportunity this crisis fosters for more productive and more caring and compassionate ways of working.



### ACTIONS

- CHS Alliance’s mission and mandate is to put the people we’re working with at the centre of our work, and COVID is making us rethink how we do it. We need to be forward thinking.
- We’ve got to build on the assumption that this huge challenge is not going to be a singular event, but it does constitute a new reality and brings new opportunities.
- HHRs always bring strong and committed community together and could think collectively about how to make aid work better for the people that have been affected by crisis.

### RESOURCES

- [CHS Alliance website](#)
- [People Management webpage](#)
- [People Management Community of Practice](#)
- [HHR2020 Online platform](#)

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# AGILE HR IN PRACTICE: WHAT IT MEANS FOR EMPLOYEE WELL-BEING

## KEYNOTE SPEAKER

Andrea Vogel, Former International Head of HR, British Red Cross

## TAKEAWAYS

- Employee well-being is based on much more than physical and mental health.
- HR is the catalyst for employee well-being. Everything that we did or didn't do this year, had an impact on employee well-being. 2020 is the year of people profession!
- Agile methodology is all about lots and lots of mini sprints or mini projects to actually have a lot of output, which allow continuous tweaks without the big project falling apart.

## ACTIONS

- Make HR more agile by being less prescriptive, simplify things (less layers of approvals), delegated decision making. Do an audit of policies and think about layers of sign-off you don't need.
- Plan for the unknown by being agile, put structure in the messiness (holacracy) to be able to move quickly in the future.
- Be transparent, open minded and welcome new ideas. Practice active listening and put the decision making where it really matters.



## RESOURCES

- [Keynote: Agile HR in Practice: What it Means for Employee Well-being \(including summary of ToR for well-being champions\)](#)
- [Establishing a well-being programme in your organisation LinkedIn learning](#)
- ["Working Well?" mapping on aid worker well-being](#)

## PANEL DISCUSSION: “HOW COVID-19 WILL IMPACT EMPLOYEE WELL-BEING IN THE LONG TERM”

Moderated by Aimee Wielechowski, Head of HR International Operations, Danish Refugee Council, and HHR2020 Steering Group representative, the opening panel discussion brought three experts from diverse fields to the virtual stage. Speakers addressed topics ranging from the pandemic’s effect on mental health on humanitarian workers to the importance of psychosocial safety climate and benefits of global well-being programmes to help attendees draw out some of the challenges and opportunities to consider.

### PANELIST

**Inge Schrever**, Medical Senior Manager, Cigna Europe

### TAKEAWAYS

- COVID-19 has contributed to an increase of depression, feelings of loneliness and stress.
- Facing a new reality with the current epidemic will continue to be a challenge.
- Survey results show a greater risk of employees developing long-term mental illness as a result of the restrictions and frustration brought by the current situation.

### ACTIONS

- Consider responding to COVID-19 from a whole health perspective, instead of solely focusing on mental health.
- Focus on two key areas: how we work and how we connect.
- Leaders need to “walk the talk” by demonstrating sensitivity, empathy and vulnerability and most importantly taking action.

### RESOURCES

- [The Cigna Check-In: How to check on your staff with Dr. Mills and Dr. Schrever](#)
- [Health care solutions for NGOs](#)
- [Health Plans and Benefits](#)
- [Create a check-in culture resources](#)
- [Follow Cigna on LinkedIn](#)



## PANELIST

**Liza Jachens**, Researcher and professor in the Psychology department of Webster University with a specialisation in Occupational Health Psychology

## TAKEAWAYS

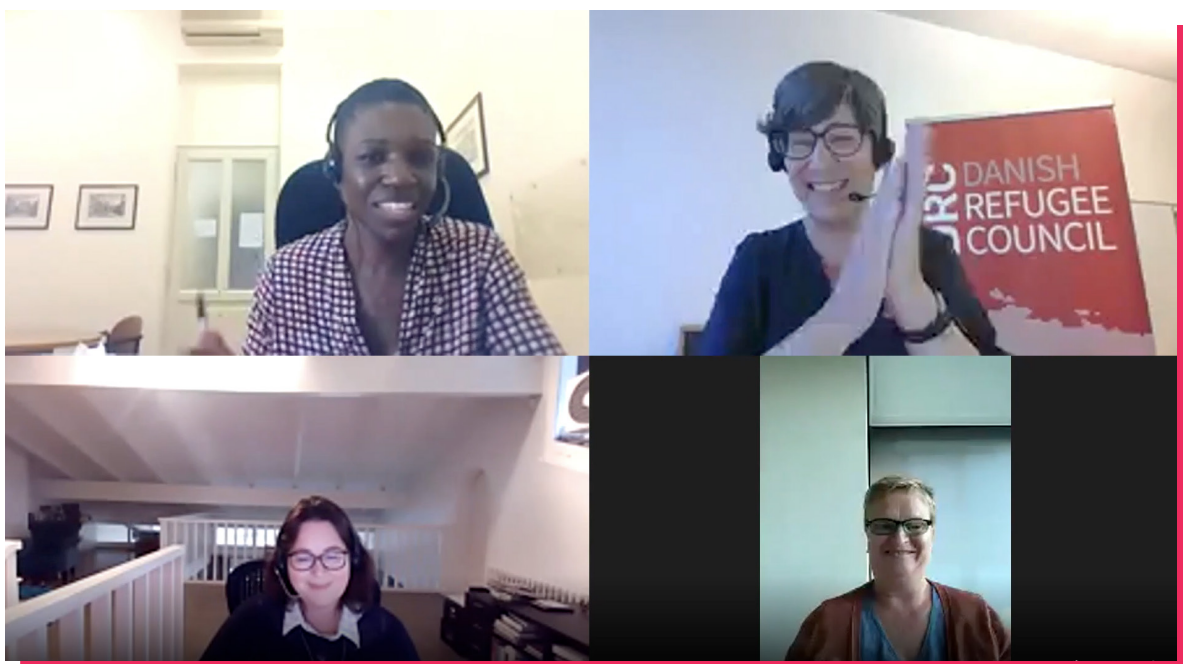
- Mental health issues are elevated for humanitarian workers compared to the general population statistics.
- COVID is increasing anxiety, depression, stress, fear, frustration, with very high risks of burnout and exhaustion.
- The amount of uptake for mental health services is really low.

## ACTIONS

- We need to work hard on mental health issues and support in the workplace is a critical way to tackle these challenges.
- Developing a psychosocial safety climate and trust along with two-way communication are key to allow employees feel safe to express their needs for help (free of stigma and fear of repercussion)
- Employers should adopt a flexible/tailored approach (job crafting for example) and maybe provide different resources for different groups of staff.

## RESOURCES

- [Mental Health First Aid course](#)
- [Liza Jachens research on google scholar](#)





## PANELIST

**Melly Preira**, International Human Resources Director, Jesuit Refugee Service

## TAKEAWAYS

- Engaging with employees can produce a lot of qualitative and quantitative data that could be used as a baseline for an employee well-being programme.
- The context is fundamental for employee well-being and HR should be mindful of that.
- Offering the right policy and right support to our staff helped the JRS reduce the turnover and improve organisational performance.

## ACTIONS

- Believing in the employee well-being concept means taking it seriously and embracing the complexity of it.
- Securing the buy-in of leadership, training of HR, managers and leaders are critical to the success of the programme.
- Invest in enhancing employee understanding of the relationship between poor support and poor performance and also the link to financial loss for the organisation.

## RESOURCES

- [Melly Preira interview for the CHS Alliance's "Embodying Change" podcast](#)



# CONCURRENT WORKSHOP SESSIONS

## HEALTH INSURANCE HERE AND NOW: COVID-19

### WORKSHOP SPEAKERS

- **Angela Rooney**, NGO Director, CIGNA
- **Inge Schrever**, Medical Senior Manager, Cigna Europe
- **Hellen Kiburi**, Regional Local Representative, Cigna

### TAKEAWAYS

- Monitoring staff health (both office and field staff) is important.
- As there COVID will be around for a long time, we need to come up with creative ideas for precaution measures.
- Structure management processes from management to team: equal roles and responsibilities should be assigned as per capability.

### ACTIONS

- Supervisors should evaluate field areas (availability of health care facilities, etc) before sending staff to the field or provide a COVID safety kit.
- Encourage staff to work from home by introducing a flexible work structure and building trust.
- Conduct informal meetings with staff to discuss the risks of stress and burnout.

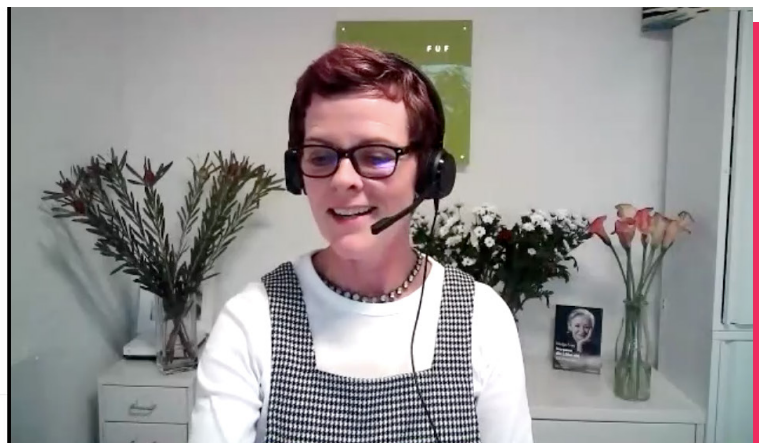
### RESOURCES

- [Cigna Global Impact Study - First Edition](#)
- [Cigna Global Impact Study - Second Edition](#)

#### CIGNA: A LEADING HEALTH SERVICE COMPANY



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# STAFF RESILIENCE, THEIR IMPACT AND OUR EFFECTIVENESS

## WORKSHOP SPEAKER

Chris Hoffman, Managing Director, Humanity Link

## TAKEAWAYS

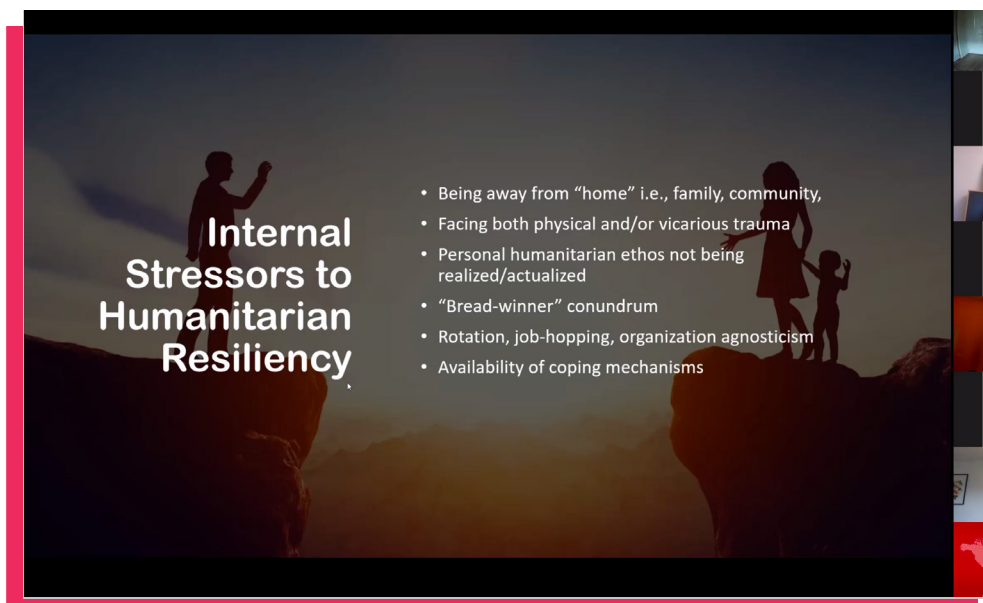
- We are the same but different in so many ways.
- There are many external and internal stressors we are experiencing that need to be taken into account.
- The changing work environment based on the Covid-19 pandemic has shifted stress, work responsibilities and coping mechanisms of staff.

## ACTIONS

- Organisations need to continuously assess these changes and stressors in order to adapt their programmes.
- Due to programmatic disconnect, organisations should seize the opportunity to grow the capacity of the staff in the field.
- Look inward for what do you need and make sure to push your organisations to provide it to your staff in the field and to yourselves.

## RESOURCES

- [A game changer for well-being](#)
- [Antares Foundation](#)
- [The Konterra Group](#)
- [Well-being Cluster](#)



# THE COVID-19 PANDEMIC AS A LITMUS TEST FOR ORGANIZATIONAL HEALTH

## WORKSHOP SPEAKERS

- **Lyusya Nalchajyan**, HR Partner for Asia, Europe and Americas, Danish Refugee Council
- **Jonna Skovdal**, Global Legal Advisor Danish Refugee Council

## TAKEAWAYS

- The concept of Duty of Care is key for DRC to ensure continuous aid delivery with three core principles: do no harm, containment, risk liability.
- Categorisation of positions helped to decide what are the key positions that need to remain to continue programme delivery in the field and other positions that do not need to stay in the field with informed consent of every concerned staff member.
- Addressing staff well-being by openly talking about it, training managers and adding well-being conversations as a standing agenda item in all types of meetings helped DRC to maintain well-being of its staff.

## ACTIONS

- Put emphasis on communicating with staff about their well-being.
- Building trust and a shift in the culture are key ingredients to invest in to enable effective remote management.
- Use an aligned approach and guiding principles for all staff and tailor when relevant for each location/specific case.



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## DAY TWO

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### PANEL DISCUSSION: “COVID-19 IMPACT ON DIVERSITY, EQUITY AND INCLUSION”

Batje Chibafa, founder of HumHR and HHR2020 Steering Group representative, moderated the session, which explored the opportunities and limitations of HR professionals to take advantage of the current moment to accelerate change towards more diverse and inclusive organisations.

#### PANELIST

**Binna Kandola**, Business Psychologist, Senior Partner and co-founder of Pearn Kandola

#### TAKEAWAYS

- People have talked about the unconscious for thousand years, it's not a new concept and everyone is biased, there are those who recognise that they have bias and those who believe that they have none.
- People who believe they have no bias are the most biased (there is no reflection going on) and this denial can be a serious obstacle.
- Covid-19 can increase bias in decision making. Data in the UK show that more women are forced to leave the workplace to take care of their children, people from ethnic minorities backgrounds are being furloughed for longer, are more likely to be made redundant and feeling less included that they were previously.

#### ACTIONS

- Being aware of our limitations, i.e., how we see ourselves, is a critical step to make progress in terms of concurring bias (taking and implicit association test can help).
- Recognising individual responsibility in making the workplace/society more inclusive is a big first step.
- Both qualitative and quantitative data are important for assessment of Equality, Diversity and Inclusion (EDI).
- Listening to and understating the daily experiences of people working for your organisation is the best place to start the change.

#### RESOURCES

- [Implicit Association test](#)
- [Pearn Kandola](#)
- [‘The Invention of Difference: The story of gender bias at work’](#)
- [‘The Value of Difference: Eliminating bias in organisations’](#)
- [‘Racism at Work: The Danger of Indifference’](#)

## PANELIST

Kathryn Gordon, Director of People and Organisation Development, Executive board, VSO

## TAKEAWAYS

- Huge energy and achievement come from bringing together people who think differently in new formations to make a change happen.
- Mental health support is important to make volunteering a good experience for young volunteers.
- Clear guidelines around behaviour and relationships are helpful to allow volunteers to learn to work together in new conditions.

## ACTIONS

- Be inclusive to create diversity. The diversity then generates a value which brings about a different experience, a better solution, or a more sustainable change in how an individual works, or how a community decides to do something.
- Inclusion is a pre-condition and an indicator of sustainable people centred development.
- The fundamentals of EDI are about respect for all, the characteristics that make each of us unique are many and varied, we are all human, we are all employees or volunteers coming together for the same purpose.

## RESOURCES

- ICS programme of VSO



## PANELIST

Ishbel McWha-Hermann, CPsychol FHEA, University of Edinburgh Business School

## TAKEAWAYS

- Earlier research found that pay differences have quite a negative impact on employee motivation, job satisfaction, engagement, retention and is particularly bad on national staff.
- Project Fair is set to learn from one another, share solutions and work together as a sector to shift towards a fairer system.
- Three ways INGOs are trying to reconceptualise to make their reward fairer: rethinking the expatriate workforce, introducing total reward packages, connecting reward to jobs rather than people.

## ACTIONS

- There is a need to work collaboratively as a sector to use the five principles of fair reward to move to common understanding of what fair pay might look like.
- We need to leverage the current EDI agenda to try and shift structural and contextual factors and cultural differences that might play a role in how fair pay is perceived and developed.
- Three main areas where pay and EDI intersect and where we can start the shift are: the terminology we use when we speak about our staff (national vs international), the systems we use and data we base our decisions on (make sure to use global data for benchmarking and engagement surveys) making sure everyone's voice is heard (lower/field level voices need to be heard and feed our thinking).
- Covid provides an opportunity to expose some inequalities (i. e. medical care benefits) and consider minimum standards for national staff and enable a space to try to influence these structural issues and bring attention to them. Pushing the localisation agenda will help with the fair pay agenda.

## RESOURCES

- [Project Fair](#)
- [Project Fair findings](#)



# CONCURRENT WORKSHOP SESSIONS

## DISCRIMINATION BY DESIGN? HOW YOUR ORGANISATIONAL STRUCTURE MAY BE PERPETUATING DISCRIMINATION

### WORKSHOP SPEAKERS

- **Aimee Wielechowski**, Head of HR International Operations, Danish Refugee Council
- **Louise Hoby Sorrentino**, HR Partner for Middle East and East Africa and Great Lakes, Danish Refugee Council

### TAKEAWAYS

- The same way that we as individuals all have biases, involuntary discrimination can creep up in our organisations' job and pay structures, especially when there is a dual structure of expat and national staff.
- Engaging with a change process, such as rolling out an ERP system, can bring to light more than expected. Don't get caught out - audit your structure and systems with a focus on "discrimination by design": find the courage to get your organisation under a microscope to bring the change that the current time calls for.
- To have an inclusive structure, you have to be deliberate in the design of the structure, especially the decision-making authority: they might not have the word "manager" in their title, but many of your staff probably work and lead as managers.

### ACTIONS

- A standardisation of your protocols for job titles and job descriptions will help and support greater equity. As will using the Fair Pay standards and principles to support a more inclusive structure.
- Design a global compensation and benefits framework, aligning key benefits for ALL staff and working transparently in setting up a salary scale and salary progression.
- In these times of Black Lives Matters, challenge donors to support a model that embeds fairness and equity.



# PEOPLE CONSIDERATIONS FOR INCIDENT MANAGEMENT, BEYOND COVID-19

## WORKSHOP SPEAKERS

- **Lisa Reilly**, Executive Director, GISF
- **Christine Williamson**, Director, Duty of Care International

## TAKEAWAYS

- For the past 20 years, the number of serious incidents (death, injury, kidnapping) has gone up, impacting far more national staff.
- The better we are prepared to respond and manage an incident - the less the impact it has. HR and SRM must work together effectively if the impact of incidents on staff is to be kept to a minimum.
- Incident response teams need a diverse set of skills and experiences.
- Employers need to ensure all staff have access to good quality lifesaving treatment.
- Support needs to be tailored and made very personal.

## ACTIONS

- Include a reference group representative (i.e. LGBTQ+) in your incident response team to ensure the personal context as well as the local context has been considered.
- Invest in incident and preparedness training at every level local, regional and HQ.
- Ensure you have an agile and defined incident process that people are trained in.
- Conduct risk assessments with COVID-19 in mind. Question how this impacts medical support and evacuation.

## RESOURCES

- [Duty of Care International](#)
- [GISF](#)



# REDESIGNING THE FUTURE OF WORK

## WORKSHOP SPEAKERS

- **Martijn Joosten**, Managing Partner, Velhoen + Company
- **Marco van Gelder**, Senior Consultant, Velhoen + Company

## TAKEAWAYS

- A universal response to working from home does not exist.
- Workplace strategy is fundamental in creating a new way of working by identifying vision (why), statement (how) and tangible behaviour (what).
- There are many advantages but also downsides of working from home. The impact of the latter should be understood and paid attention to, as it weighs heavily on some team members.
- The lack of adequate working resources (machines, documents, software, etc.) is a matter of rethinking the location or allocation of important organisational facilities and / or improving IT facilities.

## ACTIONS

- Never waste a good crisis and seize the opportunity to open up the discussion around workplace strategy.
- It is important for teleworking policies to minimise or eliminate the disadvantages of teleworking as much as possible.
- Employee well-being becomes priority – hybrid way of working will most probably become the future way of working.
- The importance of formal and informal relations need to be recognised and thought about.

## RESOURCES

- Veldhoen + Company
- Navigating the new future of work

**CHS Alliance**

### Workplace Strategy (WS)

1 VISION	2 STATEMENT	3 BEHAVIOUR
<p><b>Why</b></p> <p>"Improving health and wellbeing for all Australians, now and for future generations"</p>	<p><b>How</b></p> <p>"To work better in a way that breaks down barriers across our organization and unlocks the full potential of staff, in service of our vision"</p>	<p><b>What</b></p> <p>"I can bring my whole self to work and respect others do as well"                      "I seek expertise and multiple perspectives from inside and outside my team"                      "I take a flexible approach that best supports activities and outcomes"</p>

Examples department of health, Client of Veldhoen + Company Australia

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# WHY DIVERSITY, INCLUSION AND BELONGING ARE MORE IMPORTANT THAN EVER

## KEYNOTE SPEAKER

Susan Stith, (EHQ) Vice President Diversity Inclusion & Corp. Giving, Cigna Foundation



## TAKEAWAYS

- Taking care of myself so I can take care of others is the essence of resilience. It's not something we are born with, it's a muscle that you can develop in order to help you to put on that "oxygen mask" so that you can help those around you.
- Diversion is the mix; inclusion is making the mix work.
- Everything about me is my diversity. Diversity is not the hard part, inclusion is. If everything about me is my diversity, it is not about being diverse that is hard, it is about creating an environment where my diversity is not held against me and that I am allowed to be who I am every single day.

## ACTIONS

- One place we have to start is the one of self-care: 1. Find a sense of meaning/passion, purpose and belonging. 2. Work to stay connected. 3. Build a community of thought partners, of leaders, of HR practitioners, that is your support, those people that you can go to when you need someone to help you get through the day.
- Getting to the foundation of what is it to be diverse and what is it to be inclusive is paramount, because so often people confuse the two. Having clear definitions is a useful start for everyone and every organisation.
- When we express diversity, we create a space for everyone, when we embrace inclusion, we create a better world. It's not something that happens overnight, it's something that we have to be very thoughtful and intentional about.

## RESOURCES

- [Advancing the race dialogue](#)
- [Experience Diversity Summit 2019](#)
- [Experience Diversity Summit 2018](#)
- [Experience Diversity Summit 2017](#)

# DAY THREE

## THE ROLE OF HR IN A PEOPLE-CENTRIC APPROACH TO DIGITAL TRANSFORMATION

### KEYNOTE SPEAKER

David D'Souza, Membership Director, CIPD

### TAKEAWAYS

- Understanding new technology can help HR find the right people, with the caveat that technology poses a challenge in terms of how it is used by employers.
- HR needs to hold onto their purpose to deliver for their people. Allow people to flourish through the use of technology, not to use new digital technology for its own sake. Just like Jurassic park!
- Useful to think of investing in people's experience using the locksmith analogy. An inexperienced locksmith will take a long-time to get in, break lock, take longer, cost more. An experienced locksmith will be quicker, but you resent the cost. This happens in organisations. We need to find better ways of working: agile ways with humanity.
- A key competency we need in HR: humility.

### ACTIONS

- Give proper thought to purpose before embarking on an exciting new tech project.
- Put the needs of people at the heart of any technological solution.
- Remember that AI is biased because the analytics are programmed by people.
- Strip away corporate language. Don't forget you are a person when you are in the workplace!

### RESOURCES

- [Book Hit Makers: The Science of Popularity in an age of Distraction](#) by Derek Thomson
- [Humane, Resourced: A Book of Blogs](#), by David D'Souza
- [All hands on tech podcast: Putting HR at the heart of AI decision making](#)
- [CIPD: Technology and digital transformation](#)



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# PANEL DISCUSSION: “HR REIMAGINING DIGITAL ADOPTION AND TRANSFORMATION AND THE NEW WORLD OF WORK”

Moderated by Gozel Baltaeva, the chair of the HHR2020 and People Management Adviser, CHS Alliance, the panel discussion looked at how HR leaders need to embrace digital transformation and reimagine the workplace in the wake of the COVID-19 pandemic. The session also explored ways to engage employees to reap the benefits.

## PANELIST

**Tanguy Dulac**, Human Capital Consulting Director, Deloitte

## TAKEAWAYS

- The current pandemic has accelerated the thinking about the future of work. It has forced organisations to rethink the future of work, workforce and workplace. What will be the work of tomorrow, how can we do this type of work? Where can we be more efficient about work robotisation, digitalisation?
- Important to consider the skills that the workforce will require and how to deliver meaningful employee experience.
- The workplace is the third pillar to consider. What is the role of the HQ, what type of activities are carried from home versus the office and what kind of technology, tools and systems we need to put in place to enable this new way of working?

## ACTIONS

- Organisations need to reflect on short and long-term strategies to tackle the future to be more agile and resilient.
- HR can be a catalyst, but it's a collective responsibility of the top management to make a case for change. It's not an HR or IT change, but broader organisational transformation.
- Since home has become part of the working environment, employers should look into providing IT infrastructure and ergonomics.
- Stop adding multiple channels of communication – simplify and consider employee experience when choosing the communication tool.
- Organisations need to educate employees by providing guidelines about the new way of working (when to start and stop working, how to work as a team remotely, how to manage performance of the remote team).

## RESOURCES

- [Designing work for well-being](#)
- [Digital future readiness](#)

## PANELIST

**Chiara Bassetti**, Learning and Development Adviser, Plan International

### TAKEAWAYS

- The pandemic has forced everyone to take up and adopt tools in order to work in a digital space.
- Teams where managers were leading a change initiative as a whole training to build basic capacity for their teams were more successful and resulted in having a level playing field.
- Assuming everyone has the same connectivity and access is a real problem (i.e. staff working in a deep field context).
- Whatever intervention is implemented – it needs to be sustainable.

### ACTIONS

- Provide basic training to everybody. The level of ability even for basic things should not be assumed as a given.
- Ensure your tools have offline compatibility where possible.
- Synthetising content (one hour, bite size) is as important as training your technical experts. Avoid overwhelming staff with information, but ensure they get the minimum information they need, with the possibility to go deeper if interested.

## PANELIST

**Ernesto Izquierdo**, Co-founder of Possibilistes and Change Manager in ICRC

### TAKEAWAYS

- We should take ownership of the future we want and the future we set forward.
- It's important to engage people beyond surveys, namely in the construction of solutions. Collectively find, propose solutions and build on each other's ideas.
- Listen to your employees and hear their needs.

### ACTIONS

- Help your staff identify what is the right tool to address the identified challenge and build a plan to get there.
- Use liberating structures as a way to hear each employee's voice.
- More agile approach to answering to people needs is the way forward.

### RESOURCES

- [Liberating structures](#)



# CONCURRENT WORKSHOP SESSIONS

## DRIVING DIGITAL TRANSFORMATION WITH VIRTUAL ONBOARDING AND INDUCTION

### WORKSHOP SPEAKER

Jonas Schaefer, Learning and Development Advisor, Medair

### TAKEAWAYS

- Keep the induction social and interactive, having fun is also important.
- Engage meaningfully, even more so in crisis.
- Explore and keep learning and growing.

### ACTIONS

- Virtual onboarding comes with advantages and possibilities for personalisation: individual training needs assessment, individual discussion with a well-being advisor, more time for e-learning.
- Communication needs to be more transparent. When onboarding a new employee, make sure other relevant people are aware of the induction planning (line manager, HR, etc).
- Consider transition period between missions/jobs and the times zones are important when planning a virtual induction.



# PROFESSIONALIZATION OF THE HEALTH SUPPLY CHAIN WORKFORCE IN TIMES OF COVID AND BEYONDS

## WORKSHOP SPEAKERS

- **Dominique Zwinkels**, Executive manager, People that Deliver
- **Alexis Strader**, Project Officer, People that Deliver
- **Andrew dos Santos**, Supply Chain Management leader and Strategic Supply Chain improvements Executive, CLX

## TAKEAWAYS

- For health programmes in all countries, health supply chains are a key enabler.
- An ongoing challenge is ensuring that enough supply chain management (SCM) professionals, who have the competencies to deliver effective SCM, are available to countries' supply chain organisations.
- This need, combined with the knowledge that SCM professionals are in increasing demand in the private sector and other government institutions, indicates that SCM human resources (HR) challenges will continue and may become more acute in the future.

## ACTIONS

- The USAID Global Health Supply Chain Program-Procurement and Supply Management (GHSC-PSM) project, in conjunction with USAID and People that Deliver (PtD), believes that a "whole of SCM labor market" approach provides a deeper and more holistic understanding of the SCM employment environment.
- An SCM professionalisation framework containing an agreed-to competency framework core could be used by four distinct groups:
  - Governments to define standards for the profession
  - Employers to articulate SCM competency requirements and career pathways in their organizations
  - Institutions of learning to define clear learning and teaching courses
  - SCM employees to map out a professional career in SCM

## RESOURCES

- [Tool: Comprehensive Workforce Systems Approach](#)

# THE DIGITAL TRANSFORMATION OF LEARNING: A DAUNTING YET EPIC JOURNEY!

## WORKSHOP SPEAKERS

- **Emmanuelle Lacroix**, Foundation Partnership Development Manager, Cornerstone on Demand foundation
- **Stacy Guidera**, Project and Learning Design Manager, Cornerstone on Demand foundation

## TAKEAWAYS

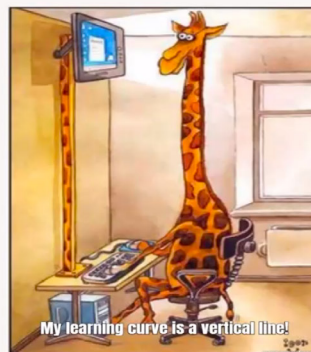
- Making the learning digital is almost old news, only that Covid -19 has accelerated this process for most organisations.
- Making time for curiosity, creativity, agility, adaptability has become the way we do things.
- Leaning into discomfort as best as we can is where the learning and growth occurs.
- Budget and resources invested in face-to-face learning need to be allocated for digital solutions and tools.
- Local capacity of implementing partners and choice of technology needs to be adapted to the new reality.

## ACTIONS

- Consider resilience as a way of being rather than a destination.
- The Black Lives Matter movement and calls for decolonisation show us the importance of making training inclusive and representative of all staff. To engage the learner effectively, he/she needs to see/recognise him/herself in the learning content and depict their reality.
- Consider placing the learner at the centre when developing the learning strategy.
- Run assessments to get the foundational information to enable you to draw the learning map.



If you are comfortable, you are not learning - Brené Brown



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## DAY FOUR

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### PANEL DISCUSSION: “TOWARDS NEW HORIZONS – WHAT DOES THE FUTURE HOLD FOR HR?”

During the discussion moderated by Clare Condillac, Director of Bongo HR, we heard from a group of senior HR practitioners from the private sector about how the pandemic has affected their organisations and how they are responding.

#### PANELISTS

- **Sharon Handy**, VP People, Exclaimer
- **Stephanie Lunn**, Global People and Culture Director, Guinness World Records
- **Marc Weedon**, Sr HR Director (EMEA & APAC), Zuora

#### TAKEAWAYS

- **Skilling up for changing times** – new skills for managers and leaders and tools to support this; leveraging technology to support shifts to online and remote working.
- **Employee voice and well-being** – using survey tools to hear and respond to different individual needs; rebooting Employee Assistance Programmes, ‘random acts of kindness’ and linking to reward and celebration of successes (i.e., Hey Taco); thoughtful approach to re-opening offices and the criteria for this.
- **Creating enabling cultures** – recognising common experiences and challenges within the pandemic and using shared experiences to break down siloes, experiment and work in different and more agile ways, recognise importance of globally coherent response that allows for local contextualisation.

#### ACTIONS

- **Consider how to build skills of leaders and managers across the organisation to respond to the pandemic** – examples include listening and questioning skills; dedicated Slack leadership channels, ensuring leaders and managers know the well-being resources that are available and how team members can access them; remote programmes for new leaders; importance of the role and the example set by senior leaders and the CEO (i.e. role modelling importance of diversity and inclusion).
- **It has never been more important to conduct regular pulse checks to hear regularly from and respond to feedback from teams across the organisation** – supporting tools include Glint and Culture Amp.
- **Step up as HR practitioners to ensure well-being is at the heart of everything** - understand the changing role of HR and step into this space; identify the different impacts of the pandemic for different individuals and in different contexts – ensure no-one is “left behind.”

# CONCURRENT WORKSHOP SESSIONS

## BUILDING BRIDGES OVER TROUBLED WATER: LEARNING FROM THE PRIVATE SECTOR RESPONSE

### WORKSHOP SPEAKERS

- **Clare Condillac**, Director of Bongo HR
- **Sharon Handy**, VP People, Exclaimer
- **Stephanie Lunn**, Global People and Culture Director, Guinness World Records
- **Marc Weedon**, Sr HR Director (EMEA & APAC), Zuora

### TAKEAWAYS

- **Importance of human connections and communication** – How are you? Really – how are you? (ask at least twice); altruism and connection to local communities; inviting family members of staff to join online social events.
- **Presenteeism is dead and remote working is the new cornerstone** – HR systems and managers need to be able to manage every step of the employee lifecycle remotely.
- **Importance of planning** – scenario planning; plan for different horizons / timeframes; learn continuously and feed this into planning; use evolving situation for ‘early warnings’ of where course correction or a new approach may be necessary.

### ACTIONS

- **Adopt a human-centred approach and put people first** - be intentional about supporting staff with work / life balance – focus on creating effective communications channels; hold meetings of 55 or 25 minutes so there is break in between; meeting-free day or half day once a week; understand and accommodate care commitments; facilitate ‘walking meetings’ so people can connect away from their desks; provide a working from home allowance; have clarity on priorities and ensure team members understand them; develop a work/life manifesto; promote wellness tools such as Headspace; provide and promote ‘safe spaces’ such as Employee Reference Groups (e.g., Women’s Group, LGBTQI+ etc).
- **Frame the pandemic as an opportunity** - now is a good time to experiment and learn – try new ways of working and agile approaches; build evidence for what works and why; build a compelling picture of the new world of work; focus on effective change management; recognise challenges but foster your own optimism and hope for the future.
- **Take time away from busy operational work for networking and knowledge sharing** – identify who you can connect with in your local context (other INGOs, UN, private sector, partners etc); be intentional about creating time for networking and knowledge sharing despite the operational demands.

# WHOLE HEALTH LOOKING TO THE FUTURE

## WORKSHOP SPEAKER

Peter Mills, Senior Clinical Expert, Cigna

## TAKEAWAYS

- Every single organisation and every area of the world has been affected by the virus.
- Pandemics are something we as humankind have experienced since the beginning of time and could as such be considered as normal, something we will get on with.
- Pandemics will continue to occur in future (increasing population, global mobility of people and trade, increasing temperatures, economic and political turbulences, etc).

## ACTIONS

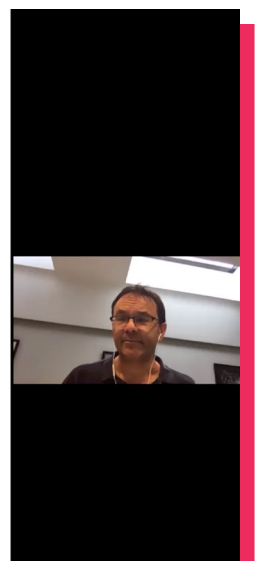
- Healthcare is moving through a period of rapid change and the sector is forced to rethink how they manage their staff's health going forward and better cope with these situations in future.
- Adopting technology is an important area within the healthcare.
- Provide affordable quality telehealth services to all staff.
- There is an opportunity to pause in order to understand and better manage the health services throughout the employment journey.

## RESOURCES

- ["Embodying Change" interview with Peter Mills](#)

## CIGNA 360 WELL-BEING SURVEY

Influencers of Mental Health & Well-being



# NAVIGATING THE CHALLENGES OF A GLOBALLY REMOTE WORKFORCE?

## WORKSHOP SPEAKERS

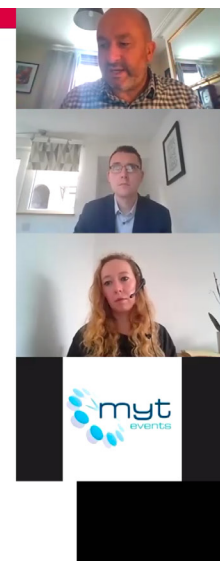
- **Lee McIntyre-Hamilton**, Global Mobility Tax Partner, Blick Rothenberg
- **Vicky Boyle**, Senior Manager, Blick Rothenberg
- **Jay Bailey**, Manager, Blick Rothenberg

## TAKEAWAYS

- Globally remote worker is an individual working in a country (normally from home) which is not the country in which their employer is located.
- COVID-19 has impacted the attitude to work on a global basis (idea being on site, in an office, in one location, completely/partly from home) and has implications for future.
- Employers are pressured to continue the new way of working, appreciated by many employees.

## ACTIONS

- Permanent establishment positions need to be assessed upfront where there will be an indefinite stay in the country, especially as the lockdown measure becomes a long-term situation and might require official organisation's registration and tax /regulatory obligations payment.
- Care is required concerning employment taxes and employer withholding obligations' requirements for foreign employers irrespective of the location of the legal employments and/or location from where you pay the employee.
- Consideration and potential action are required to prevent unexpected future compliance issues.





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# HOW COVID-19 HAS AFFECTED THE HR FUNCTION AND SHAPED THE FUTURE OF HR LEADERSHIP

## KEYNOTE SPEAKER

Faye Ekong, Managing Director and Co-Founder, RavelWorks Africa



## TAKEAWAYS

- Despite the term VUCA being used for the last 5-10 years, the moment Covid-19 began (containing all VUCA features) many HR practitioners found themselves unprepared to respond to this situation.
- While we as HR were able to talk about VUCA in theory, we were not been able to apply it, partially because up to this date the HR function is still very inward looking.
- Outside of the four walls of work, we can be presented with many possible scenarios. The point is not to be able to predict the world we are living in with accuracy, instead HR should think about it in terms of competencies that need to be developed.

## ACTIONS

- Two domains we, as HR, should be developing: the futures and cognitive domains.
- Practice the outside-in HR as opposed to inside-out HR. Build HR initiatives that respond to the needs of your community.
- This isn't a time to sit back and wait for events to unfold. To be prepared for the future you have to understand it.
- Covid-19 presents a great opportunity where HR are uniquely positioned to make a difference, because many things the future requires are the things HR already have, but not used in the right proportions and right focus.
- Keep going even when things feel uncomfortable, mistakes and changing mind are sign of evolution, not lack of competency.
- Every HR can choose between comfort or courage, ultimately, it's the courage that will take us forward.

## RESOURCES

- [Book: Black holes and white spaces](#)
- [Book: Rise of HR](#)
- [Report by PwC: Workforce of the future. The competing forces shaping 2030](#)

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# CLOSING WORDS

## SPEAKERS

- Tanya Wood, Executive Director, CHS Alliance
- Gozel Baltaeva, People Management Adviser, CHS Alliance

## TAKEAWAYS

- HR future leadership is central to our ability to thrive in the world of increasing complexity and accelerating change.
- Four core processes that are key for every HR team and organisation: sense-making, execution, risk management and leadership to integrate and animate the first three.
- Leadership can be looked at as a relationship – an honour that is bestowed upon a person by followers who are willing to place their trust in them.

## ACTIONS

- Four traits for an HR leader to develop and reinforce are integrity, competence, empathy and the ability to define a noble purpose for a group – to give meaning to every individual's effort.
- Keep the HHR community alive, make it stronger and grow is a noble purpose.
- The success of the HR profession depends more than ever on HR ability to be learners and to know how to enable those with whom we work to be powerful learners too.



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## ACKNOWLEDGMENTS

A special vote of thanks goes to all HHR2020 keynotes, panellists, session facilitators and speakers for their inspiring and insightful presentations, for sharing their interesting journeys and useful recommendations in these unprecedented times. We especially appreciate the additional time all the keynotes and panelists took in providing answers to the remaining questions of participants. These answers along with additional resources can be found as files uploaded to respective sessions on the HHR2020 platform.

On behalf of the entire HHR community, a huge thank you to **Deepti Sastry, Hitendra Solanki, Geneviève Cyvoct, Jelassi Yassine** and **Diana Taveira** for their contributions and all the hard work put in for providing live desk yoga, mindfulness mediation and dancing sessions. These went a long way to supporting HHR2020 participants to stay healthy, reflective and/or energised. A special thank you goes to **Tanya Mbofana**, who prepared and showed us the Jerusalema song choreography and facilitated the HHR2020 closing dance.

In this time of social distancing and remote working, finding ways to create HHR community online through shared experiences of joy and celebration was more important than ever.

Finally, we couldn't possibly end the HHR2020 without mentioning the tremendous engagement and contributions of all of the participants. We have gathered together to reimagine the future of aid work and together and have certainly laid some solid foundations!

Stay tuned for upcoming events by visiting [www.chsalliance.org](http://www.chsalliance.org) or sign up to our monthly newsletter: <https://www.chsalliance.org/newsletter-sign-up/>.

## HHR2020 SPONSORSHIP

HHRs are self-sustainable events and would not be possible without the donations from our sponsors. Thank you to HHR2020 sponsors CIGNA, and Veldhoen + Company for making this year's HHR possible. The online platform made the perfect setting for the whole event and was made possible thanks to their generous contributions.

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### CIGNA

How do you manage a virtual workforce? How do you deal with stressed staff members? Stress comes in many forms, so you need to arm yourself with the resources to help build a check-in culture that makes a difference to your staff members' well-being. Find everything you need to manage stress in your virtual workforce in Cigna's toolkit for people managers: [cignacheckin.io](http://cignacheckin.io)



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## VELDHOEN + COMPANY

At Veldhoen + Company our mission to Create a Better World of Work hasn't changed, but the focus, conditions and priorities have shifted as a result of COVID-19. The pandemic has been a catalyst for organisations to become deliberate about why their old ways of working no longer serve them.

As the founders of Activity Based Working we are a global consultancy with over 30 years' experience working with innovative and forward-thinking clients, on over 300 projects worldwide, each transforming how they work. Our ambition has always been to co-create new, activity-based ways of working that encourage teams to connect, individuals to flourish and organisations to thrive. Never has an activity-based approach been more valuable. Instead of merely putting out fires and hoping for survival, an activity-based application can help organisations become adaptable and build the capability needed to thrive in an increasingly unpredictable world. Workstyle transformation is no longer only for aspirational organisations; it is essential for every organisation. This is a New Future of Work. [veldhoencompany.com](http://veldhoencompany.com)



[Download Veldhoen + Company's Best Practice Paper on Work Transformation Where to Start](#)

## HHR2020 ORGANISERS

Our thanks must also go to the Steering Group members who have contributed in addition to their usual work to make it all such a success.

- Aimee Wielechowski, Head of HR – International Operation, Danish Refugee Council, Denmark
- Asma Shehzad, Head of Support Functions, Community World Service, Pakistan
- Batje Chibafa, Managing Partner, HUMHR, Kenya
- Christopher Hoffman Founder of Humanity Link, The Netherlands
- Emmanuelle Lacroix, Partnership Development Manager for Europe the Middle East and Africa for Cornerstone OnDemand Foundation
- Gozel Baltaeva, People Management Adviser, CHS Alliance
- Hannah Scott, Senior HR Adviser, Global Humanitarian Team, Oxfam, UK
- James Veysey, Chief Operating Officer, Committed to Good, UK
- Magali Daurelles Learning & Development Coordinator: management of people and organizations, Bioforce, France

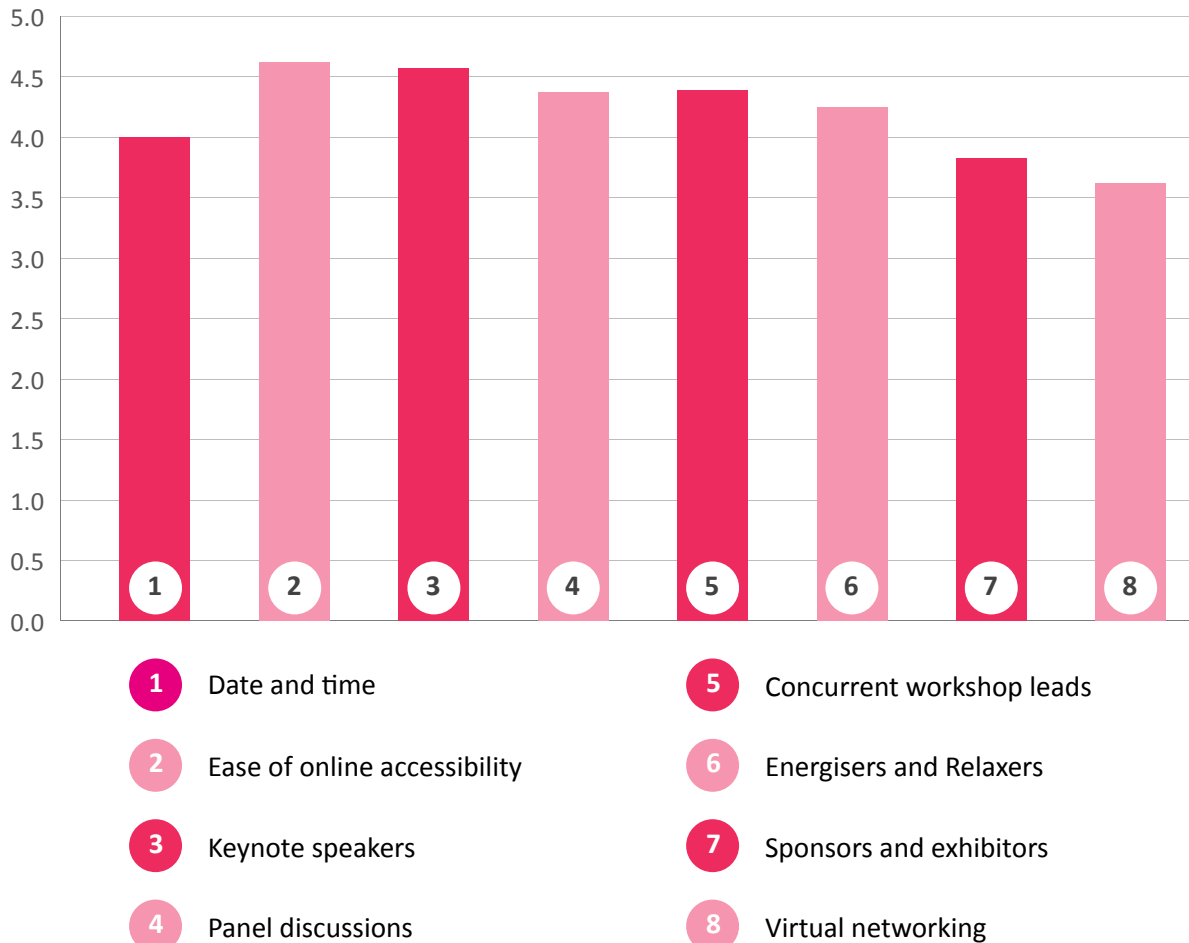
If you would like to get involved in HHR2021 Steering Group, please contact us at [hhr@chsalliance.org](mailto:hhr@chsalliance.org).

# FEEDBACK FROM HHR2020 PARTICIPANTS

The following sections summarise the feedback received from HHR2020 participants. Feedback will be reviewed and will serve as the building blocks for the next phase of CHS Alliance’s work planning the HHR2021. The organisers are appreciative to all the participants who provided comments and suggestions.

## SATISFACTION WITH THE EVENT

More than 84.41% of the respondents to a post-HHR conference survey said they were satisfied or very satisfied with the conference and 98.21 % considered the event to be good value for money and an overwhelming 100% would recommend the event to a friend or a colleague.



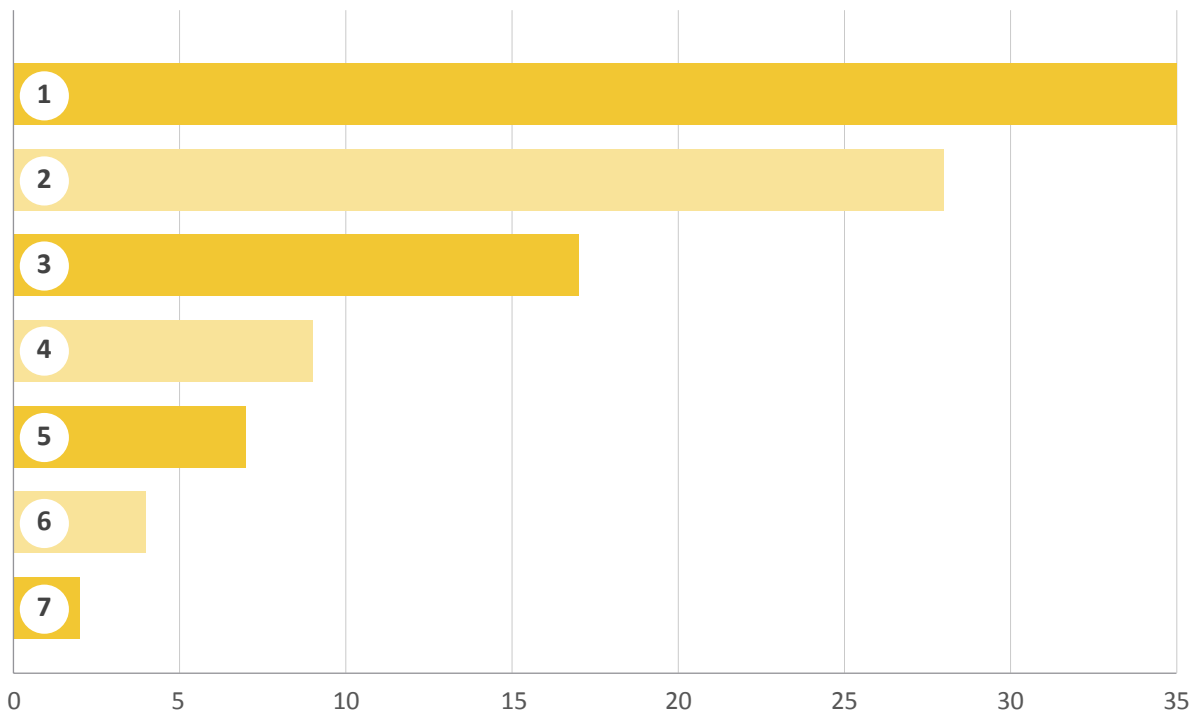
## FACE-TO-FACE MEETING VS VIRTUAL PLATFORM

As we expected, we have participants who enjoyed the online format and those who prefer to meet face-to-face. Many participants found that virtual HHR2020 has provided better opportunity for field staff to take part and which was much appreciated. Some have shared that they would not typically attend the face-to-face HHR due to the cost of attending (airfare, cost of hotels, meals, etc.) and were able to attend this year through the virtual modality.

While this year's very first online HHR was not a matter of preference, but rather a decision to maintain the event and use the technology to shift it online. The high number and exceptional diversity of participants point to the increased accessibility that the virtual format allowed. As we are still unaware how COVID-19 situation and restrictions will evolve in coming months, it's possible that the conference of the next year occurs virtually again.

The shift from face-to-face to online requires us to adopt new methods of engaging online and of developing virtual ways of interacting. While some have managed to adapt quickly, others need assistance in selecting the right approaches that we plan to cover in "homework" resources for HHR2021.

## HIGHLIGHTS OF HHR2020



- 1 Keynotes
- 2 All HHR activities
- 3 Panel discussions
- 4 Networking
- 5 Diversity and inclusion day track
- 6 Concurrent workshop sessions
- 7 Relaxers/energisers

## ACCESSIBILITY, TIME ZONE, LANGUAGE

To cater for all time zones, this year's event was purposefully organised in four half-days. We do appreciate this is not ideal for everyone and hope the extended access to HHR2020 platform (till mid-October 2021) will allow participants to watch a session that was missed or review a helpful discussion.

We also plan to include multilingual options for online meetings and move beyond the current focus on English. These will include slides with key points for every session, closed captioning, as well as the provision and translation of transcripts.

## PARALLEL SESSIONS AND DURATION OF THE CONFERENCE

The majority of participants proposed to have longer conference days, but shorter duration of the entire conference, namely two or three full days as opposed to four half-days. Some attendees have suggested not to have sessions running at the same time, as it was difficult to find time post event to review other sessions.

## TO IMPROVE FOR NEXT YEAR

Participant feedback showed that many attendees wanted more time for networking and informal connection. There were suggestions for keeping the breakout rooms small. Some have suggested covering practical information in pre-reading / homework material.

## CONVERSATIONS FOR THE NEXT EVENT

There are so many things HHR participants want to talk about! Diversity and inclusion, digital and agile HR, localisation, well-being, global mobility, continuing discussions about Covid-19 impact on people processes...so many ideas for our next gathering.

Overall, attendees who responded to the online survey gave the conference extremely high marks. We thank every participant who took time to provide this important feedback.

Those who would like to read full qualitative results from the survey can reach out directly to Gozel Baltaeva by writing to [gbaltaeva@chsalliance.org](mailto:gbaltaeva@chsalliance.org)



# CREATING BUZZ



**Mark Bradley** • 1st

Specialising in psychological functioning in hostile environments from London to Kabul.  
2mo • 🌐

Great start to the HHR2020 online conference; the pandemic has made massive changes in folks mindsets and great to see just how eager people are to grasp the changes. #people #hr #wellbeing #agile #HHR2020 @CHS



**Christine Williamson MCIPD** • 1st  
Lifting the standard of your duty of care and people management, globally  
2mo • Edited • 🌐

We're excited to be part of @CHS\_Alliance's first ever online #Humanitarian #HR conference starting tomorrow! Agenda now live! ...see more

## People Considerations for Incident Management, beyond Covid-19



Lisa Reilly, Executive Director, Global Interagency Security Forum (GISF) and Christine Williamson, Director, Duty of Care International



**Blick Rothenberg** @BlickRothenberg · Nov 3, 2020

Lee McIntyre-Hamilton, Vicky Boyle & Jay Bailey are presenting at the @CHS\_Alliance #HHR2020 conference on Friday, discussing #employercompliance and globally remote working [bit.ly/3oP6G4J](https://bit.ly/3oP6G4J)

Find out more about the areas covered in the film below:



Navigating the challenges of a globally remote workforce  
Lee McIntyre-Hamilton (Partner), Vicky Boyle (Senior Manager) and Jay Bailey (Manager) from our Global...  
[vimeo.com](https://vimeo.com)



**Aitch Are** @AitchAre1 · Nov 6, 2020

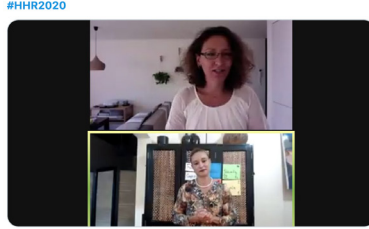
Thanks for the amazing work you have done @CHS\_Alliance in pulling together such an inspiring conference. It was great to be part of it! #HHR2020

CHS Alliance @CHS\_Alliance · Nov 6, 2020  
#Covid-19 accelerated the move towards new ways of working. Marc Weedon at Zuora shares top lessons:  
-Put welfare of people at heart of decisions  
-Planning is critical  
-Use the pandemic as an opportunity for positive change  
-Don't leave people behind!  
#HHR2020 [twitter.com/CHS\\_Alliance/s...](https://twitter.com/CHS_Alliance/s...)



**Tanya Wood** @tanyawood00 · Nov 6, 2020

@fayekong @raveIworks on adapting how we work in covid at #HHR2020, fantastic advice to give your staff dedicated "freak out times" #freakout



**Bioforce** @BioforceOrg · Oct 22, 2020

If you wonder what the future holds for HR in the aid community, make sure you join us to #learn, #connect & be #inspired by all things #people #management in #aid: [bit.ly/HHR\\_2020](https://bit.ly/HHR_2020)

#HHR2020 #FutureofAidWork

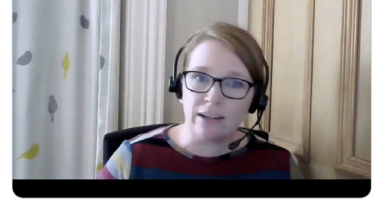
CHS Alliance @CHS\_Alliance · Oct 14, 2020  
Aid orgs are nothing without their #people!  
Now more than ever orgs need to strengthen their resilience by managing staff uncertainty. If you work in #humanitarian or #development #HR make sure you join #HHR2020 to learn & solve together: [bit.ly/HHR\\_2020](https://bit.ly/HHR_2020)



**Ishbel McWha-Hermann** @IshbelMcWha · Nov 4, 2020

A real pleasure to speak about #fairpay at #hr2020 this morning!

CHS Alliance @CHS\_Alliance · Nov 4, 2020  
How do we shift towards a #fair #reward system?  
- rethinking the expat work force  
- total reward package is more than just cash  
- connect pay to job not people  
Project FAIR have developed 5 principles with standards for fair pay. Learn more at [bit.ly/3jWB10D](https://bit.ly/3jWB10D)  
#HHR2020



**Rosa Argent** @ArgentRosa · Nov 5, 2020

I'm seeing this movie in a whole new light now. #HHR2020

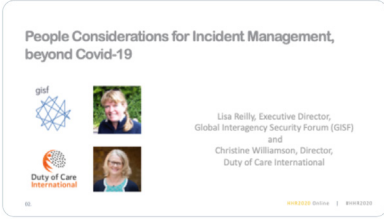
CHS Alliance @CHS\_Alliance · Nov 5, 2020  
Jurassic park is a classic HR movie.  
Why?  
We should heed the words of Jeff Goldblum's character: "you were too busy thinking about whether you COULD do something, not whether you SHOULD" says David D'Souza, @dds180  
Use of digital technology should always be #peoplecentred



**Duty of Care International** @dutyofcareint · Nov 2, 2020

Join Lisa Reilly (@lisa\_reilly1) @gisf\_ngo and Christine Williamson at the very first on-line @CHS\_Alliance #HHR2020 event, to discuss the People Considerations for Incident Management, beyond Covid-19.

Wednesday 4 November 9am GMT. See you there!  
[bit.ly/HHR\\_2020](https://bit.ly/HHR_2020)



**Em Lacroix** @lacroixem · Jul 20, 2020

How do we learn from COVID-19 to redesign the #FutureofAidWork? Join CHS Alliance's first online #HHR2020 3-6 Nov.

CHS Alliance @CHS\_Alliance · Jul 17, 2020  
Work in #humanitarian #HR?

Join us online in Nov to learn, share & discuss strengthening organisational #resilience by managing uncertainty.

+ run a session on redesigning the future of aid work post #COVID\_19

Register by 31 July for an EB discount!

[bit.ly/HHR\\_2020](https://bit.ly/HHR_2020)



**Chris Hoffman** @CMHHRM · Jul 23, 2020

@WeAreVoiceBoxer speaking about the upcoming #hr2020, can't wait! CHS Alliance



**Jules Frost** @frost\_jules · Nov 3, 2020

#HHR2020 Agility and Well-being,



**HUMHR** @HUMHR1 · Oct 28, 2020

There is only one week left until the very first @CHS\_Alliance #HHR2020 Online! The conference registration closes on 29 October COB. Don't miss your chance to attend. Register now [bit.ly/HHR\\_2020](https://bit.ly/HHR_2020).

#HHR2020

#FutureofAidwork



**Batje** @batsheC · Oct 29, 2020

So excited to be part of @CHS\_Alliance online #HHR2020 conference! I am particularly looking forward to moderating the panel session on Diversity, Equity and Inclusion with amazing subject matter experts. Last day to register today!

[bit.ly/HHR\\_2020](https://bit.ly/HHR_2020)

#FutureofAidWork