

2.2.3: Question 11

Describe how you would handle uplifts and downsizing of staff, and how you would ensure a continuously flexible and responsive approach to the Authority's requirements. Include your arrangements for handling staff leave, sick, emergency cover plus handovers for all your staff.

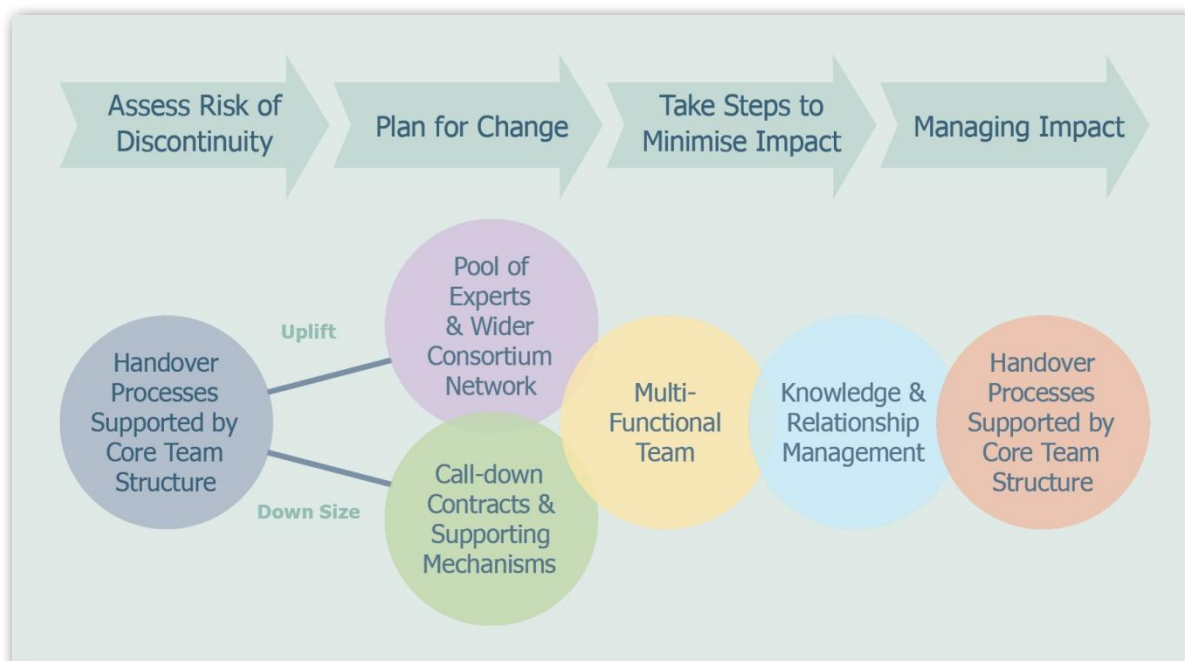
We understand that AJACS donors require a flexible staffing approach that will allow for rapid scale-up and scale-down based on circumstances and needs, whilst ensuring continuity of service delivery. Our consortium and team structure and management processes meet this by combining a **small core team** with a pre-selected and prepared **pool of 130** technical and managerial experts combined with databases managed by WYG (including WYG Türkiye), Aktis, and Crown Agents containing over **41,000 consultants**.

Both WYG and Aktis **deploy in-house staff** in key project positions as a matter of course – providing greater flexibility, reducing costs, and increasing retention of knowledge. WYG and Aktis staff in our core team include Project Director, Team Leader, Project Manager, Deputy Team Leader (Operations), Deputy Team Leader (Programmes), Risk and Security Manager, Procurement and Logistics Manager, and Financial Manager.

Our adaptive human resources methodology is a proven approach to human resource management in fragile environments

Our programme methodology requires an adaptive and responsive approach to staffing, offering a team that can be rapidly scaled up and down in accordance with the opportunities and risks presented by the operating environment, and the packages of support required by AJACS donors. We can ensure this flexible staffing approach through our **Adaptive Human Resources** methodology, illustrated in figure 19 below.

Figure 19: Our Adaptive Human Resources methodology has been developed to ensure that programme results can be reliably achieved with a flexible staffing pattern



The methodology is designed to maintain a cohesive and productive team in the face of rapid and frequent changes in staffing patterns, as well as to ensure that routine staff management issues such as leave, sick and emergency cover are dealt with. The core of the method is a process for planning for discontinuities, minimising the impact, and actively managing impacts. We explain below how the six tools within the framework meet the Donor's requirements.

How we will ensure a flexible and responsive approach

We will forecast uplifts and down-sizing of staff through weekly engagement with AJACS donors and using a rolling 6-monthly workplan to schedule inputs. Our forecasting, informed by our Resilient Peace[®] adaptive management system which monitors the context and conflict environment, will ensure sufficient preparation so that the core team can cope with programmed changes in resources.

To manage uplifts we have a pool of 130 S&J experts who are all confirmed members of our staffing structure (many already possess Security Clearance, HEAT certification and Syrian expertise). This pool can be supplemented from our database of over 41,000 consultants and extensive international contact networks. Our professional resourcing team has a sole focus on identifying, recruiting, and deploying experts for consultancy projects. Our existing operational platform, and selection of low-maintenance staff who will know what to expect, anticipate problems and issues, and deliver the strongest Syria-centric solutions, will allow rapid absorption of resources.

WYG has 384 SC or DV cleared staff in current employment and access to another 324 MOD SC Associates: we have a member of staff - Julia Prior - permanently based in DIO undertaking WYG staff security clearances.

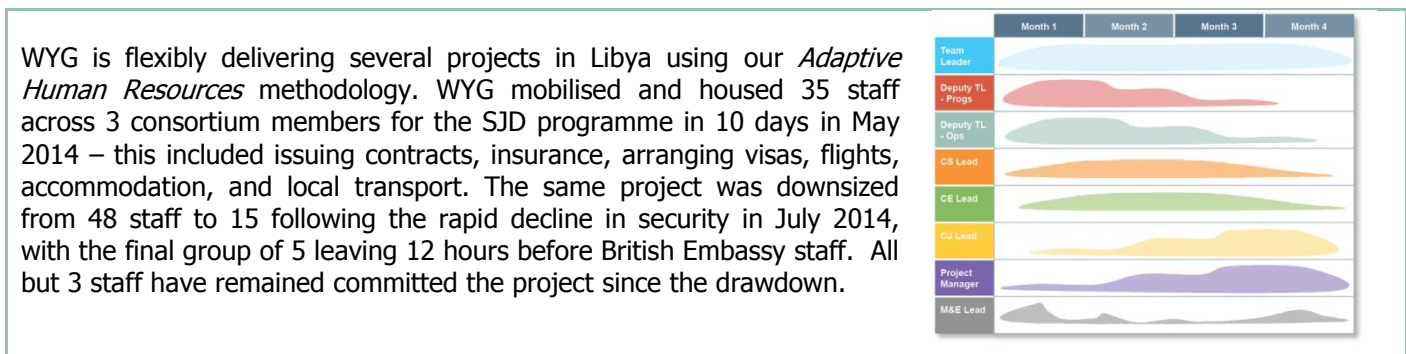
To manage down-sizing we will implement a flexible approach to contracting consultants, using call-down contracts which allow for periods of low activity over the course of a contract. To mitigate turnover, which in our experience of ICSP is low due to the high profile of the programme, we will deploy in-house staff to key positions, and will use our policy of rotating high-performing contractors between our large volume of projects during periods of low activity, and incentivise continued engagement through our professional HR, payroll, recruitment, performance management, team building, and professional development strategies.

How we will ensure continuity

To meet the challenge of fluctuating staffing levels, our core team selection criteria include selecting for multi-functional capacities. We have assembled a team, of which 64% worked on ICSP, where all members offer overlapping skills including leadership, technical experience, regional and cultural experience, and FCAS S&J experience. For instance, Team Leader Matthew Waterfield could lead technical work with beneficiaries on community justice, conflict analysis and community security, as well as leading strategic relationships with key stakeholders; Deputy Team Leader Bassam Al Kuwatli could oversee field research as well as directing technical packages of support. This provides contingency for absence or turnover, and additional tasking if required. Moreover, our core team structure consists of several senior individuals working in collaboration on each overarching component, which will ensure continuity and coherence in terms of strategic approach, presence, and relationships with key interlocutors.

In order to further manage discontinuity, robust knowledge management and systematic handover processes have been established; including contracts stipulating that new staff work with the incumbent individual as part of the mobilisation handover process; stipulation for each incoming staff member to be briefed by the relevant permanent expert on Day 1; and quality management procedures ensuring a rigorous electronic and paper filing system, with all necessary reports, e-mails and other documents filed and available to new staff.

Figure 20: Our personnel planning system supports real-time personnel planning



Arrangements for staff leave, sick leave, and emergency cover

Staff leave and sick leave will be managed through the WYG HR department, which uses industry-standard policies and procedures. The WYG currently manages 13,000 staff and 8,400 contractors. These processes will apply to project staff – both international and regional - equally. Cover for leave and emergencies will be managed through our uplift and downsizing procedures and multi-functional team, supported by our HR department in respect of administration and our Security and Operations and Travel teams in respect of logistics. The costs of project-specific support will be absorbed by WYG.