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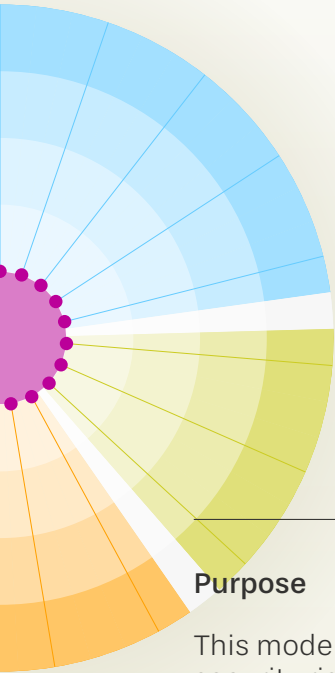for International Cooperation

Duty of Care Maturity Model

How to improve your safety and security risk management processes

The tool helps you to assess the safety and security aspects of your organisation's Duty of Care. Using five steps, from an initial to an optimised level, you can determine your organisation's strengths and potential for improvement in four areas: information, monitoring, prevention, and intervention.

Purpose

This model indicates what safety and security risk management processes Swiss NGOs have to put in place, so that they can improve their Duty of Care towards staff working outside of headquarters.

Background

This model is based on a joint study by GISF, CINFO and the Swiss Security Network. Information was gathered through literature research, an online survey and key informant interviews with 26 security focal points of major European and American NGOs.

The Matrix is a learning tool

The Matrix does not set Duty of Care standards but serves as a learning tool in order to improve Maturity across 5 levels: from an initial, ad hoc and reactive approach; over a structured, defined and measured step; to an optimized level, where there is an organizational culture of learning and continuous improvement.

The Matrix

Shows key Duty of Care processes

- Serves as a learning tool
- Measures Maturity across 5 levels
- Does not set Duty of Care standards

What is Duty of Care

Under the Swiss legal framework an employer is obliged to take all necessary and feasible measures to safeguard the health, safety and integrity of his employees (Art. 328 OR). This includes 4 overarching duties:

- Duty of Information
- Duty of Prevention
- Duty of Monitoring
- Duty of Intervention

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Duty of Care
Maturity
Model
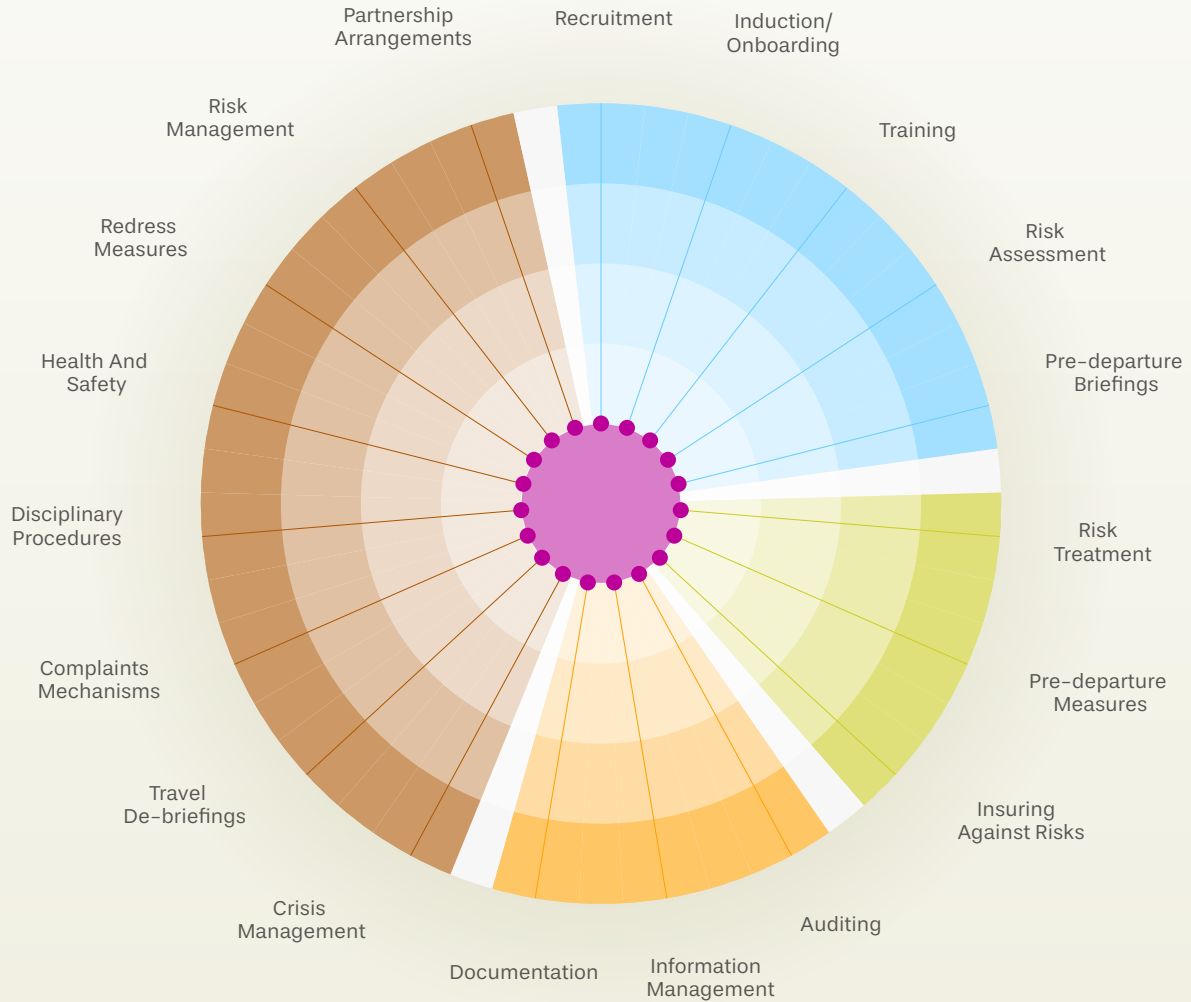
Duty of Information

Recruitment:	Initial
Induction / Onboarding:	Initial
Training:	Initial
Risk Assessment:	Initial
Pre-departure Briefings:	Initial

Duty of Prevention

Risk Treatment:	Initial
Pre-departure Measures:	Initial
Insuring Against Risks:	Initial

Duty of Monitoring

Auditing:	Initial
Information Management:	Initial
Documentation:	Initial

Duty of Intervention

Crisis Management:	Initial
Travel De-briefings:	Initial
Complaints Mechanism:	Initial
Disciplinary Procedures:	Initial
Health And Safety:	Initial
Redress Measures:	Initial
Risk Management:	Initial
Partnership Arrangements:	Initial

Duty of Care Maturity Model

Legend

Duty of Information

Recruitment
`Initial`
Security and safety information is fed into the recruitment of new staff members on an ad hoc or reactive basis.

Induction / Onboarding
`Initial`
Some form of induction received by most staff. This induction is more or less informal.

Training
`Initial`
There are some opportunities for staff to develop their personal capacity based on their interests in relation to their job.

Risk Assessment
`Initial`
Safety and security risk assessments are carried out in a reactive or ad hoc manner without a standardised template and used only at local level.

Pre-departure Briefings
`Initial`
Briefings are received upon request.

Duty of Prevention

Risk Treatment
`Initial`
Safety and security risk treatment is carried out in response to incidents rather than on the basis of proactive risk assessments.

Pre-departure Measures
`Initial`
There is no consistency in whether travellers receive medical (physical and mental) support before travel or not.

Insuring Against Risks
`Initial`
The organisation does not have comprehensive insurance coverage in place.

Duty of Monitoring

Auditing
`Initial`
The auditing of safety and security risk management in the organisation is ad hoc, reactive and not according to organisation-wide indicators.

Information Management
`Initial`
Safety and security incident data is captured in an inconsistent manner.

Documentation
`Initial`
There is no consistent documentation of safety and security risk -related information.

Duty of Intervention

Crisis Management
`Initial`
Management response to crises is ad hoc and reactive.

Travel De-briefings
`Initial`
Post-deployment/travel de-briefings are ad hoc and at the discretion of line managers.

Complaints Mechanism
`Initial`
The receipt of complaints is ad hoc and linked to awareness-raising activities. Responses to complaints is reactive and unstructured and dependent on management interest and capacity.

Disciplinary Procedures
`Initial`
The organisation becomes aware of infringements on a staff members' physical and mental wellbeing in an informal way or by chance. Perpetrators of such infringements are randomly held accountable, with some not held to account at all.

Health And Safety
`Initial`
There is no consistent process for meeting site-related health and safety regulations.

Redress Measures
`Initial`
Staff access to redress measures is ad hoc and dependent on senior management interest.

Risk Management
`Initial`
Safety and security risk management roles and responsibilities are not well-informed and designated reactively.

Partnership Arrangements
`Initial`
Partnership arrangements are driven by programmatic and strategic demands and do not consider safety and security considerations.