



: SAFE and SOUND :
Staff Safety & Security Guidelines



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PHOTO CREDITS

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These guidelines are the product of a team effort, coordinated by Lara Puglielli, (Director, Staff Safety and Security, Chief of Staff Office).

Authors of the guidelines text include: Lara Puglielli, Barbara Whitney (consultant), Jean Philippe Debus (Regional Technical Advisor for Water and Emergencies, WARO), Dave Coddington (Deputy Regional Director for Management Quality, EARO), James Alexander (ERT Technical Advisor for Security and Telecommunications), and Carole Zemont-Ndiaye (U.S. Operations).

Todd Holmes (Regional Security Officer, EME), Sara Weinstein (Deputy Regional Director for Management Quality, LACRO), Amy Hilleboe (Senior Technical Advisor, Emergency Operations), Carole Zemont-Ndiaye and Annemarie Reilly (Chief of Staff, Executive Office), reviewed the drafts and contributed to the choice of content and examples presented.

Barbara Whitney also assisted in the development of the needs assessment and provided valued assistance in the areas of adult learning, project management, and moral support.

Karen Adams, Production Manager (Graphic Services) took the draft and made it beautiful, overseeing the final printing.

It should be recognized that these guidelines incorporate all of the prior text, which was principally authored and coordinated by Jean Philippe Debus, then Security and Telecommunications Technical Advisor, together with Annemarie Reilly and Amy Hilleboe of the Emergency Response Team.

To all named above, please accept a personal note of thanks—without any one of you we would not have finished on time and on budget.

Thank you.

Lara Puglielli

Director, Staff Safety and Security
Chief of Staff Office

Catholic Relief Services (CRS)—United States Conference of Catholic Bishops—has adopted the following guidelines, entitled *Safe and Sound: CRS Staff Safety and Security Guidelines*, to support the successful achievement of our mission while minimizing harm to our staff, loss of agency assets, and other disruptions to operations due to security concerns. These guidelines incorporate, build on, and replace the *Security and Staff Safety Guidelines for CRS Field Workers*, published in December 1999.

As with the prior guidelines, the *Safe and Sound* update includes:

- A general overview of the CRS mandate, and the humanitarian principles that inform our security management approach;
- An overview of 7 key concepts for security management, and how each contributes to keeping our staff safe;
- Specific guidance for country programs on how to conduct security risk assessments and develop security plans to reduce risks identified;

What is different about the new *Safe and Sound* guidelines?

- **ROAD SAFETY** is added to the list of CRS Key Concepts for security management. While executive attention is frequently focused on the more “high profile” security concerns, we cannot forget that the majority of safety and security incidents that we experience are vehicle accidents. Furthermore, this is a risk we face in every single country where we operate.
- **NEW FORMAT FOR FIELD SECURITY PLANS.** In response to many concerns about the length and usability of these documents as management tools, the required elements of the plans have been modified somewhat. While undergoing a participatory risk assessment process is necessary so that the plan is context-specific, the appendices of the new plan format are designed to be the management-friendly tools that are utilized on a daily basis.
- **USEFUL FORMS, GRAPHICS, EXAMPLE PROCEDURES AND DOCUMENTS** are added to these guidelines that both include some generic guidance for new types of situations and also some best practice samples currently in use in the CRS world.
- **SEVEN KEY CONCEPTS.** The guidelines are organized around and more fully develop each of CRS’ 7 “Key Concepts” of Security Management, which are:
 1. Acceptance
 2. Proactive Management
 3. Staff Preparation
 4. Field Security Plans
 5. Staff Health
 6. Communications
 7. Road Safety

The *Safe and Sound* guidelines outline the agency’s overall approach to staff safety and security, and while they are primarily focused on overseas operating contexts—including national and international staff, temporary staff/consultants, CRS-HQ and non-CRS visitors, interns, volunteers, and accompanying family members—some content is also relevant for US-based staff. These guidelines apply equally to non-emergency and emergency contexts.

The *Safe and Sound* guidelines are not a substitute for CRS Human Resources policies or local personnel manuals and policies established in the framework of a local legal context. The guidelines are meant to support all country programs compliance with CRS safety and security related policies, but are not intended to, and shall not be used to, identify or define employment rights or obligations.

The *Safe and Sound* guidelines will be updated as the need arises. Comments and proposed changes to these guidelines should be forwarded to the Director of Staff Safety and Security at CRS headquarters. As CRS moves towards the creation of an agency-wide knowledge community in security management, it is hoped that such discussions will be vigorous, participatory, and timely, using the CRS Intranet as a primary collaboration tool.

Finally, the following icons have been employed throughout these guidelines to signal various types of information that may be of special interest to the reader:



SECURITY MANAGEMENT CONCEPT



CRS POLICY



ILLUMINATION - EXAMPLES FROM PRACTITIONERS



TIPS AND CHECKLISTS

: NOTES :