



STRESS and LEADERSHIP

A practical guideline to (stress) management in the field
for country managers and coordinators:

- A short introduction on leadership and management in general
- The art of listening and feedback
- (Critical incident) stress management
- Preventive/critical incident stress debriefing
- Office and housing
- Buddies and buddy conversations
- Security awareness
- National staff
- Psycho Social Care Unit/Peer Support Networks
- Situation analysis and evaluation of the PSC visit

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STRESS AND LEADERSHIP

1. INTRODUCTION

The role of management in the field is first to set a realistic vision and appropriate strategy for the organization on capital level as well on project level in particular regarding (stress) management.

First of all, a short introduction to management theory in general. Management involves three key activities:

- managing the organizational culture
- managing people
- managing tasks and activities

Managing the organizational culture refers to the leader's role in embedding the organization's guiding beliefs in the mission, goals, structures and (MSF) working procedures in the team.

Managing people involves creating a productive and, as much as possible, a comfortable work climate through information, communication, problem solving and decision-making.

Managing tasks and activities involves accomplishing task/activity effectively through planning, organizing and controlling.

ORGANIZATIONAL (WORK) CLIMATE

The organizational climate of an organization such as MSF can be defined in simple words: the way it feels to work and to function in an organization.

People use the work climate as a phrase to describe the "overall tone" or "work atmosphere" of an organization. Simply stated, the work climate refers to people's perception of the environment in which they work and function.

More specifically, the work climate can be defined as "a set of measurable properties of the work environment, based on the collective perceptions of the people who function and work in the environment and demonstrate to influence their motivation and behavior."

It is the manager's role to manage the organizational and work climate in the most effective way to promote the optimal performance of the staff.

THE DIMENSIONS OF THE WORK CLIMATE

The (work and living) climate contain the following dimensions:

- **STRUCTURE:** the sense of being well organized; of having a clear definition of their roles and responsibilities;
- **STANDARD:** the feeling of pressure to improve one's performance and the pride that team members take in doing a good job;
- **RESPONSIBILITY:** the feeling of their own CM or Coordinator, of not having to double-check all their decisions;
- **RECOGNITION:** the feeling of being rewarded for a job well done; the emphasis that is placed on reward versus criticism and punishment;
- **SUPPORT:** the feeling of trust and mutual support that prevails in the organization of the projects.
- **COMMITMENT:** the sense of pride in belonging to the MSF organization; the degree of commitment to the country/project policy goals

WHERE DOES A WORK CLIMATE COME FROM?

1. The **ENVIRONMENT:** the set of outside characteristics that determine the context in which the MSF organization operates. These are generally outside the control of the CM/Coordinator. These factors can be classified as:

- infrastructure
- technological factors
- legal factors
- economic factors
- ecological factors
- behavioral factors

- political factors

Other important aspects to consider:

2. The STRATEGY of the organization: this should be set with respect to the environment in which MSF is situated. The more senior and experienced in the local MSF organization, the greater the influence of the CM/Coordinator in setting the strategy
3. The SYSTEM: the formal MSF organization structure, the design of tasks/jobs/activities, the formal reward system, and the policies and procedures of the MSF organization
4. ATTITUDES: the sum of team members, their personal and functional attributes, and their attitudes, values and prejudices
5. MANAGEMENT BEHAVIOUR: the most powerful of all the determinants of the (work and living) climate
6. COMMUNICATION: plays a major role in how effectively the CM/Coordinator and individual team members establish a productive working and living climate. Effective communication is open and two-way communication. It means listening to others and giving and soliciting feedback

2. LEADERSHIP

Situational leadership theory is based on the amount of task direction or supportive behavior a leader provides in a given situation and the level of maturity of the follower group.

There are four basic leadership behavioral styles, and four maturity levels of the follower.

LEADERSHIP STYLES

- DIRECTING: high task oriented - low relationship
- COACHING: high task oriented - high relationship
- SUPPORTING: low task oriented - high relationship
- DELETING: low task oriented - low relationship

FOLLOWER MATURITY LEVELS

- Unable and unwilling or insecure: low task maturity - low psychological maturity
- Unable but willing or confident: low/moderate task maturity - low/moderate psychological maturity
- Able and willing or confident: high task maturity - high psychological maturity
- Able but insecure: low task maturity - high psychological maturity

The challenge of leadership is to match the leadership style with the maturity level demanded by the situation.

TIME MANAGEMENT is important for the manager as well as for a team:

- To ensure proper time management it is important to set down clear and strict regulations on work, rest and recovery as well as sleep
- To ensure proper time management it is important to establish clear working procedures, a structured and fixed time and work schedule on each day and during the whole week
- To distinguish between operational and supportive people (e.g. coordinators and logisticians)
- To prevent a lack of sleep
- To divide tasks and (day by day) activities fairly

TEAM BUILDING:

- Hold informal individual meetings with all team members
- Hold informal meetings with the whole team
- Help to solve interpersonal conflicts, team arguments
- Empower mutual relations in a positive and constructive way
- Keep close contact with team members who may be "absent" for a while
- Be informed about mutual expectations

INDIVIDUAL SUPPORT involves coaching of individual (management) team members to prevent cumulative day-by-day stress:

- Try to find out which of your team members needs structure and who needs more space to achieve the best results in their job performance

- Try to find out why they need this, on which aspects of their job. Agree on how to do achieve this as a CM or Coordinator. Provide the necessary structure or space. Evaluate on a regular basis how the arrangements you made together work out in daily practice.
- If you have a large team, delegate this method of coaching to experienced “senior” team members and limit yourself to evaluating the results with them
- Be sincere and serious on mid-term and final-term evaluations as well as on appraisals: take time and space to sit together and talk about mutual experiences regarding the job performance of your team members: managers in daily field practice tend to neglect this important aspect of personal and functional attention towards the people they are responsible for. It causes a lot of frustration and irritation. “Not having the time nor the opportunity” for doing this part of your job is NO EXCUSE.
- Take your responsibility for defining clear job descriptions for ALL team members: internationals as well as nationals. Too many people have ongoing complaints about the lack of clear job descriptions in the field: “who is competent / responsible for what?”
- If people are not successful or are not feeling happy in their jobs or their work environment, take time to find out why. Make arrangements or provide support to improve their functioning and monitor the implementation of your arrangements. Consider job rotation, which is sometimes necessary to break a vicious circle. If all your efforts do not work out: send people back to Amsterdam.

This method of coaching costs a lot of your management time and personal energy on the short term, but it will benefit your personal work satisfaction, as well as that of your senior supervisors and team members on the longer term. REMEMBER: 90 % of your team will have the drive to do their job professionally, so reward them by providing this kind of personal and functional support. They deserve it!

WHAT DOES A CM/COORDINATOR NEED FOR HIM/HER SELF?

- Support within the Country Management Team
- External support (from friends, family, HQ Amsterdam)
- Someone who can be a confidential sounding board
- Time out: although it depends on the context, one day off each week should be compulsory
- (this should be compulsory for every team member)
- More time and space to think about things, to gain perspective and insight
- In ongoing team conflict situations: when all your suggestions fail, ask an “external” arbitrator to assist in resolving problems (someone not directly involved yet retaining confidentiality)
- In ongoing conflict situations: temporary separation of conflicting expatriates and/or removal of expatriates from the field.

MEETINGS ON DIFFERENT LEVELS

Information and communication on all relevant subjects is very important to prevent or to reduce day-by-day stress, cumulative stress and stress caused by critical events/incidents. The most effective way for the CM/CMT or Coordinators to inform people and to communicate with people is via various meetings on different levels. It is almost the only way to give people the same information at the same time. It prevents rumors, it reduces misuse of “information power” by team members, it gives the possibility to share, think and talk together on what to do, why and when. It provides an opportunity to delegate tasks, activities and responsibilities in the presence of the whole team. It stimulates transparency. People can observe each other, and support each other if needed. It is one of the opportunities to “set everyone’s noses in the same direction.” Realize, however, that long meetings can be stressful.

RECOMMENDED ORGANISATION OF THE MEETING:

- Designate a chairman/chairwoman: CM/PC/MC/LC/FC/representative of the national staff or another person
- Designate someone who is responsible for the minutes
- Minutes are compulsory, make clear who will receive the minutes, besides the participants of the meeting
- Provide all the participants with the necessary written information
- Try to limit the meeting time to two hours per meeting. If a subject needs more time, organize a workshop or appoint small groups to work out the subjects (maximum 2 hours).
- Try to prevent emotions, focus on the content of the subjects to prevent the unclarity and misunderstandings that can arise when the discussion switches from content to relations.

THE FOLLOWING FIXED POINTS on the agenda of every meeting are recommended:

- Each participant briefly describes (talks about) what he or she has been doing: this provides the opportunity to ventilate and share successes or struggles in daily/weekly working life
- The minutes of the previous meeting: check if the minutes are clear and confirm them

- Security
- General status of mental/medical health issues of the (international/national) team(s) or individual team members related to or important for the work to be done
- A quick scan of aspects such as working conditions/relations in the office/on the field
- An update of the list of arrangements: what has been done since the last meeting/what has to be done by whom, when and why for the near future (responsibilities, planning and control)

This is one way to monitor stress prevention and stress reduction: meeting discipline, awareness of physical and mental well-being of the (management) team members, clear (follow up meeting) appointments, planning and control, transparent and clear information and communication (on decision making processes) with coordinators and team members.

OVERVIEW OF VARIOUS MEETINGS IN THE FIELD

General team meeting: attended by all international and national staff team members working in the whole country: e.g. because of the visit of the MSFH Director.

Country management level:

- Country management team plus: CM - MC - LC - FC - PC's - (Representative of the) National Staff: in the event of highly important information, such as closing projects, hot security issues, specific labor conditions, visits of VIP's, e.g. General Director MSF/OD/National VIP's
- Country management team: CM - MC - LC - FC - PC's (if possible including team leaders): regular work/team meetings on ongoing operational MSF issues - ad hoc (crisis team) meetings or critical incidents/events meetings: critical incidents, abduction, kidnapping, security or because of working visits by MSF Directors/OD/National VIP's
- Country management team: CM - MC - LC - FC: regular work/team meetings on ongoing operational MSF issues, country/project policy issues, National Staff issues, co-ordination issues with other International and local NGO's etc.

Coordinators level:

- Meetings by project coordinators: for PC's only (if possible included with team leaders) working in the country: PC or team leader management issues - to confer about questions such as: how to support each other on PC level - how to support the CM or colleague coordinators and visa versa - to confer about defining field/project policy - to confer about country/project security
- Regular meetings by Coordinators and their functional/professional team members: Medical Coordinator and his/her medical team members, international/national on (specific) medical (management) issues; Logistic Coordinator and his/her logisticians/watsans/logadmins on logistics/watsan/logistic management; Financial Controller and his or her financial/administrative team members on financial and administrative (management) issues
- Regular meetings by Project coordinators: with his/her team members working in the project on all relevant operational project issues: policy, security, transportation, information, communication, work/security procedures and processes

Capital and/or office level:

- Regular (work) meetings by capital management team: CM - MC - LC - FC (including representative of the capital/office national staff team)
- Regular team meetings by general capital expatriate team in the event of ongoing planning and control with all expatriates working on capital/office level
- Regular meetings by general capital/office team with expatriate staff and national staff to stimulate the working together atmosphere
- National staff (team) meetings on a regular base, representative national staff as chairman/chairwoman with all national staff team members

Project level:

- General project team meeting with PC plus expatriates plus national (project) staff to ensure co-operative atmosphere
- Regular work meetings by PC plus expatriates working at project level
- Project national staff team meeting: on a regular base: representative national project staff will be chairman/chairwoman in these meetings

Team leader level:

- General project team meetings on a regular base: team leader plus expatriate(s) and national staff
- Regular work meetings with expatriate of national staff colleagues in the project

3. THE ART OF LISTENING AS AN IMPORTANT TOOL IN PEOPLE MANAGEMENT

One of the aspects of the art of listening is giving people proper feedback.
Giving people feedback with the right motivation may be very useful if it is done correctly.

HOW TO GIVE/RECEIVE FEEDBACK

- Make your observation subjective; use an "I" message: "I think", "I feel", "I will do" and NOT "most people think", "they say", "they think"
- Describe the ACTUAL situation: "when you say that, I think you mean?"
- Indicate the effect the behavior has on you: "when you say that, I feel..."
- Always be honest
- Aim your feedback at behavior that can be CHANGED
- Give the other person time and space to react to your feedback
- Admit that you may be mistaken
- Do not force your feedback onto someone else; find out first if the other person really wants some feedback. ("Would you like to have my opinion on this?"). You also can find out by non-verbal behavior whether someone wants to have feedback, or, obviously, the other person can ask for feedback.
- Avoid moralizing judgements and interpretations, avoid making assumptions
- Give feedback about demonstrable behavior, not about personality characteristics. Demonstrate that in giving feedback you are not rejecting him or her. ("I appreciate your efforts in carrying out this task, but")

Useful feedback should be:

- | | | |
|----------------------------------|-----|---|
| • Descriptive | NOT | evaluative |
| • Specific and clear | NOT | vague |
| • Usable | NOT | about shortcomings that the person cannot control |
| • Appropriate | NOT | self-serving |
| • Requested | NOT | imposed |
| • Timely | NOT | delayed |
| • Given with an open mind | NOT | stated in one-way communication |
| • Summarized in your/other words | NOT | parroting his/her words |

How to receive feedback:

- Listen with an open mind
- Do not start arguing, do not respond defensively
- Ask for explanation, if necessary: What do you mean?
- State your interpretation of the feedback
- Work out for yourself whether the feedback gives you an insight into your behavior, so that you can change your behavior in a more effective and constructive way
- Express your appreciation that the problem was brought to your attention
- Ask other people for ideas about the causes and solutions to the problem
- Check out the feedback with colleagues to further understand and verify its accuracy, maintaining confidentiality if requested
- Take action to deal with the problem

THE ART OF LISTENING

- Take time and space to sit and talk together; stop what you are doing, give your full attention to the other person, do not allow interruptions (by telephone or by people)
- Use listening time efficiently...use your eyes and ears: observe verbal and non-verbal signals
- Create a good atmosphere in a comfortable environment
- Face the other person
- Encourage the other person to talk by giving proper feedback

- Try to understand the other person's feelings by giving feedback on what you observe, in particular non-verbal signals: angry/sad look, looking away, trembling; you seem to have tears in your eyes: are you sad, why, what happened? I see that you are looking away sometimes: you don't want to talk about it, why not?
- Invite the other person to talk: "do you want to talk about it? Is it because of"?
- Talk less.... a requisite for listening skills; if you want someone to talk, keep quiet!
- Use the value of silence: silence stimulates people to talk because most people are unable to tolerate silence for long; silence almost never offends and silence is not judgmental, because people expect a judgmental response and may be relieved when nothing is said.
- Be patient.... sometimes the message we expect is not the one that we receive; if we take enough time, we will hear a message behind the message
- Be willing to admit when we do not understand what the other person is saying... the price of misunderstanding is usually too high
- Summarize regularly during the conversation ("did I understand you correctly?")
- Make an appointment to continue the conversation

4. STRESS MANAGEMENT

An important part of people management is the management of the stressors that will confront you as a manager.

Working for a non-governmental emergency organization as a CM or coordinator is not one of the easiest jobs to fulfill. Therefore you must pay attention to creating a good working climate. This is one of the most important issues of country and project management.

Creating good working conditions as well as a good working atmosphere prevents and reduces unnecessary (work) stress. In the following chapters you will find practical information about (work) stress and the effects of stress on people working in the field as well as tips on how to manage stress as a CM or coordinator. At the start of your career with MSF, most of you followed the PPD course that includes a stress module, so you will be familiar with the definition of stress. In this syllabus stress is considered from the viewpoint of the manager in the field. As a manager you should realize that 70 % of your management time is devoted to human resource or human talent management.

THE IMPORTANCE OF STRESS MANAGEMENT

Managers should not be blind to stress in the workplace. In a 1998 survey by the UK Institute of Directors, 40 % of responding members said that stress was a significant problem in their companies and 90 % thought that working practices could be a factor affecting the level of reported stress (The Lancet, vol. 355, January 8, 2000). So how can stress be reduced in an internationally operating humanitarian aid organization such as MSF?

The same article states: " An important objective is to create a more sympathetic work environment and to encourage participatory decision making, skill building, and social support from supervisors as well as from colleagues. Management has to recognize its responsibility for minimizing stress, thereby reducing ill health among employees, including potential fatal coronary heart disease... Stress related disorders involve enormous human suffering and huge costs to the organization and society in terms of mental strain, heart disease, and absenteeism. Stress is also costly to employees. Many working days are lost because of it, and productivity decreases. "Exhausted or depressed employees are not energetic, accurate or innovative at work," as Karasek (University of Massachusetts) warns.

So, translated to the job of a Country Manager or a coordinator, how do you manage stress and stressors in the field? Here are some suggestions.

When you arrive at the field as a new country manager or coordinator: observe the level of stress in the team(s).

- If the stress level is low: go ahead with your job
- If the stress level is high: take preventive measures

PREVENTIVE MEASURES

Inventorize the stressors.

You should get a full picture of the stressors, affecting the team(s), given the assumption stress is bad for helpers and the people who are receiving humanitarian aid. Observe the team(s) you are responsible for, international as well as national team.

- Security (security policy/plan - evacuation plan: what are the security risks and stressors, who is doing what, when, how and why in case of high risk incidents or security problems)
- Geographical conditions
- Cultural (behaviors/rituals/symbols) and educational differences between teams, as well as differences between international staff team members and between international staff and local people.
- Personal and functional communication between HQ-Amsterdam and the national capital and between the capital and the projects.
- Responsibilities, delegation of responsibilities, job descriptions
- Workload of individuals as well as the team/project.
- Job demand- control ratio (high decision latitude and low-to-moderate work demands are good for health, high job demands and low decision latitude are bad)
- Effort - reward ratio: the risk of ill-health is increased by an imbalance between effort and reward
- MSF Code of Conduct and related behavior
- MSF structure and (working) procedures: country/project policy, security, communication, information, decision making
- The process of decision making

TIPS FOR EFFECTIVE TEAMWORK

- A basic condition is trust; your trust leads to the confirmation of the team's TRUST in each other
- Work on the tuning of tasks and activities/co-ordination of tasks and activities
- Work on clarity in responsibilities and authority
- Provide structure for (working) procedures and processes, or delegate these aspects to some- one else in your management team
- Explain the need for clear procedures and processing
- Put your evaluative, communicative and social skills into practice
- Work on the tuning of (psycho) social support and personalities
- Stimulate the team to define the problem; do not belittle problems
- When there is a problem, try to establish whose problem it is.

Suggest small work groups to work out (parts of) the problem: inventorize and/or (re)define the various problems, cluster them and prioritise them; ask the team to brainstorm about possible solutions including pros and cons, summarise regularly, establish which solution(s) will be tried out (first, second, etc.); ask people how they feel about the solution(s), implement and review the results. If the results are not right, start another problem-solving cycle, incorporating earlier comments; some problems may already be solved once people have been able to air their views; sometimes no action is required/sometimes giving too much attention can make a problem worse.

Building blocks for trust require that:

- Shared information must be: timely - accurate - objective - complete - confidentiality maintained
- Judgments/decisions must be: based on knowledge, facts, feelings - consideration of alternatives and their consequences
- Behavior must be: related to expectations - consistent - committed to goal/quality - initiated, implemented, followed up conscientiously

Improper teamwork may be characterized by:

- EXCLUSION means: not being listened to - not being kept informed - not being consulted in decisions
- UNFAIR WORKLOAD is characterized by: uninspiring tasks - less important/valuable tasks
- PERSONALITY CLASHES required: following the rules of feedback - understanding the value of a compromise - recognizing feelings - recognizing strengths and weaknesses - resolving problems - focusing on objectives - establishing an agreement/contract - setting a review date

Tips for building team spirit

- Make sure that you are perceived as fair
- Match rewards to achievements
- Reward the team collectively for team successes
- Encourage team members to support each other
- Train the team together
- Give team confidential information
- Have fun
- Minimize friction

The role of the Country Manager/coordinator/team leader: tips on transparent leadership.

For transparent leadership, keep the following in mind:

- Handle mistakes
- Mean what you say, and say what you mean
- Be positive/constructive: focus on the positive, not on the negative
- Be pleasant
- Be polite
- Be generous
- Be respectful
- Introduce new team members with a special “introduction to the team” meeting; let them know “you are a newcomer, and you are most welcome, we need you as a team member, you are one of us.” This is an important aspect of team spirit.
- Similarly, take leave of departing team members in a special “farewell” team meeting; let them know “it is a pity you are leaving, your contribution to our work was important, as well as your participation in our team working together; thank you for what you have done together with us, we hope to see you and to work with you in the future.”

This will strengthen the self-confidence and the self-esteem of the departing team member as well as the team itself.

- Try to avoid having (first mission or inexperienced) expatriates working alone in isolated positions in isolated areas
- Regularly check your own physical and psychosocial well-being and that of management team members as well as the people working in the field (expatriates and national staff)
- Try to find or to organize time and space to visit the projects in the field on a regular basis. This is highly appreciated by people in the field. It will generate positive, stress-reducing feelings, such as: I am/we are important, my/our project is important to my CM or coordinator. It will stimulate people to continue with their work, even in a seriously stressed work environment
- Try to designate a “second in command” to manage your “internal affairs” to keep your hands and head free for “external affairs” and overall management tasks and activities
- If your human resource/talent/relations management skills are not quite “well developed,” delegate this aspect to one of your management team members who has more affinity with HRM issues. But ...realize that, as “the” country manager, you retain the final responsibility for all HRM matters in your teams!
- Be aware that your coordinators are responsible for the people in their functional “line”: check (in a positive and constructive way) their human resource, talent and relations management, such as proper introduction of new team members, monitoring/coaching/supervising first mission or inexperienced team members as well as the more experienced ones, proper job descriptions and (job) evaluations/appraisals, personal and functional attention to people in general, stress management capacities, working visits to the projects (sometimes on your behalf)
- If all your efforts, as well as the efforts of others, to encourage a person to do his or her job a professional way, fail: dismiss him or her and send him or her back to Amsterdam. In that event, that person assumedly does not possess the right MSF work attitude and MSF skills.

Paying sincere attention to these aspects of your role as a (team) manager in the field will prevent and reduce stress: your own stress and the stress of your (management) team members as well as individual team members.

5. STRESS, REACTIONS to STRESS and STRESS MANAGEMENT

What is stress?

Stress is a state of psychological and physical arousal that comes about as a result of a threat, challenge or change in one's environment (Mitchell and Bray, 1990).

Important words in this definition are: CHANGE - PSYCHOLOGICAL - PHYSICAL.

CHANGE requires energy and a period of adjustment.

PSYCHOLOGICAL and PHYSICAL are the other important ideas in the stress definition. Nothing happens to the body that does not also affect the mind and what is going on in our mind effect our bodies. Therefore, the effects of stress may be physical and/or emotional.

Hans Seyle, who pioneered the study of stress, saw it as a natural phenomenon and a natural part of life. We experience stress when there is an imbalance between resources and demands as we react to conflict between external and internal demands or needs. Any demand that interferes with the body's natural balance, (or homeostasis), is a source of stress.

Aid workers generally have considerable resources, but the demands that are placed on them are also great. As long as resources and demands are in balance, everything is OK. Stress occurs as soon as the resources are too limited or the demands are too great.

Stress is not only negative. Without some stress we would remain unchanged and unproductive.

There are three different types of stresses:

- Day-to-day stress
- Ongoing and/or cumulative stress
- Critical Incident Stress

DAY-TO-DAY STRESS is familiar to us all. When we do things routinely, in the same order and at the same time every day, body and mind anticipate the next move, and less energy is expended. Much of the day-to-day stress is quite positive. It motivates us to get up in the morning, accomplish tasks and seek out the new projects and relationships, which move us through life.

ONGOING and/or CUMULATIVE STRESS is pervasive and subtle. It occurs when a person suffers prolonged, unrelieved exposure to a variety of stressors. The causes are usually a combination of personal, work and incident specific factors, which are causing frustration. When ongoing/cumulative stress is not recognized and managed it is sometimes referred to as "burnout". Burnout is a disabling condition where a person has become exhausted by too great a conflict between their own needs and the requirements of work to which they are devoted.

CRITICAL INCIDENT STRESS is caused by critical incidents. Critical incidents are extraordinary events. They are sudden, disruptive, threatening, implied violence and are outside the normal daily experience of life. Critical incidents cause significant stress in almost anyone involved.

- Stress management should be transparent; transparent (stress) management is essential to promote people's ability to cope with stressful situations and to secure their confidence in the management of future stressful situations.
- Ensure clarity regarding time for work, rest and recreation as well as sleep.
- Prioritize; adapt to changing situations; be pro-active to ongoing changes in conditions and circumstances.
- Promote people's self-esteem, self-confidence and trust in management and equipment. This will stimulate their independency and responsibility. This also stimulates their creativity to find proper solutions to work problems.
- Introduce a buddy system (see following chapter).
- Ensure proper information at all levels.
- Ensure proper and effective communication between people at all levels.
- Pay attention to mid term (job) evaluations.
- Make sure that there are rest and recreation/recovery opportunities.
- Enable people to participate and contribute in decision making as much as possible.
- Realize that being afraid and feeling threatened is a normal emotional reaction in abnormal circumstances.
- Realize that people react to stress in different and unexpected ways.
- Be aware of and recognize (work) stress; don't deny that stress is inherent in the nature of the work.
- Teach people to recognize and observe personal stress and team stress.
- Coach people to cope with stress and learn methods and techniques for preventing and reducing stress.
- Coach people to support each other in managing stress; provide full leisure facilities; avoid activity for activity's sake.
- Ask for stress management support by the Psycho Social Care unit.
- Take notice of people's family problems.

REACTIONS to STRESS

What kind of reactions to (day-to-day, ongoing and cumulative) stress can you observe?

People react to stress in various ways. Stress reactions may be:

- Physical
- Emotional
- Cognitive
- Spiritual
- Behavioral

Physical reactions: our body reactions

- Extended fatigue.
- Unclear and frequent somatic complaints: heightened respiration/sweating, nausea, diarrhoea.
- Sleeping problems/tremors/nervous tics.
- Changes in appetite.
- High blood pressure.
- Tension in muscles/headache/low back pain.

Emotional reactions: our feelings

- Desire to be alone, tendency to isolate oneself.
- Negativism/cynicism.
- Depression/chronic sadness.
- Feeling pressured/overwhelmed.
- Diminished pleasure.
- Suspiciousness/paranoia.
- Feeling alienated from others.
- Anxiety.

Cognitive reactions: our understanding

- Obsessive thinking.
- Concentration problems.
- Increased distractibility/inattention.
- Problems with decisions/priorities.
- Constricted thought/rigid, inflexible thinking.
- Diminished tolerance for ambiguity.
- Feeling indispensable/compulsive behavior.

Spiritual reactions: our beliefs and values

- Doubts concerning values/religious beliefs.
- Questioning major life areas (profession, employment, lifestyle).
- Feeling threatened and victimized.
- Disillusionment.
- Self-preoccupation.

Behavioral reactions: our behavior

- Irritability.
- Blaming others/anger displacement.
- Reluctance to start or finish tasks/activities/projects.
- Social withdrawal/isolation at work/in the expatriate house.
- Increased talking - chaotic behavior - gossiping - shopping "for the project"- increased working hours ("busy-busy-busy").
- Blockages in daily activities/tasks/work/creative thinking.
- Diminished interest in security/job responsibility/taking risks.
- Increased alcohol consumption/smoking/drug use.
- Absenteeism based on vague health complaints.
- Unwillingness/refusal to take leave work.

STRESS MANAGEMENT

Stress management is an important part of attention to any manager. Stress management should be transparent; transparent (stress) management is essential to promote people's ability to cope with stressful situations and to secure their confidence in the management of future stressful situations.

When you have worked as a CM or coordinator in the field for a longer time, have you observed the ongoing and/or cumulative stress of "day-to-day work?"

- If the cumulative stress level is low, go ahead with your job as CM or coordinator.

- If the cumulative stress level is high, take your responsibility as CM or coordinator to implement the necessary stress preventive and reducing measures.

General preventive or stress reducing measures:

- Be aware of and recognize (work) stress; don't deny that stress is inherent in the nature of the work.
- Teach people to recognize and observe personal stress and team stress.
- Coach people to cope with stress and learn methods and techniques for preventing and reducing stress.
- Coach/stimulate people to support each other in managing stress; provide leisure facilities; avoid activity for activity's sake.
- Take notice of people's family problems.
- Ensure clarity regarding time for work, rest and recreation as well as sleep.
- Prioritize; adapt to changing situations; be pro-active to ongoing changes in conditions and circumstances.
- Promote people's self-esteem, self-confidence and trust in management and equipment. This will stimulate their independency and responsibility. This also stimulates their creativity to find proper solutions to (daily) work problems.
- Introduce a buddy system (see following chapter).
- Ensure proper information at all levels.
- Ensure proper and effective communication between people at all levels.
- Pay attention to mid term (job) evaluations.
- Make sure that there are rest and recreation/recovery opportunities.
- Enable people to participate and contribute in decision making as much as possible.
- Realize that being afraid and feeling threatened is a normal reaction in abnormal circumstances.
- Realize that people react to stress in different and unexpected ways.

More specific preventive or stress reducing measures in the event of serious ongoing and/or cumulative stress:

- Teach people what to do about stress: individual stress/stressors - team stress/stressors.
- Give high priority to psychosocial care (stress caused by a lack of structure or a lack of control).
- Provide the basic needs, namely; seize every opportunity to allow people to sleep and don't forget time yourself.
- Limit the excessive use of alcohol.
- Rotate demanding and dangerous tasks and activities.
- Stimulate the use of stress management techniques for self-aid:
 - ◆ Regulation of breathing
 - ◆ Progressive relaxation
 - ◆ Self-motivation
 - ◆ Imagery
 - ◆ Positive self-talk
 - ◆ Personal hygiene
 - ◆ Physical activity
 - ◆ Expression of emotions by talking or writing
 - ◆ Humor
 - ◆ Strengthening of social support
- Use stress management techniques: use your listening skills, give feedback, provide opportunities to ventilate stress, (provide opportunities to) educate people on individual and team stress recovery.
- Keep yourself constantly informed about all sources of stress.
- Make clear to the whole team that everyone is suffering from the same stress and stressors, and that their reactions are normal reactions to an abnormal situation. Pay attention to their suffering.
- To ensure proper stress management it is important to provide all team members with the same information that they need.
- Unnecessary stress can be avoided by controlling or limiting rumors and gossip.
- You must be available 24 hours a day. Realize that being on call for 24 hours a day is physically and psychologically demanding. In periods of severe stress try to rotate this task with one or more colleagues.
- Provide the possibility of psychosocial care by a team from the Psycho Social Care Unit at Amsterdam HQ in periods of ongoing severe stress
- Realize that everyone reacts to stress in his or her own personal way. People's reactions may be unpredictable and completely different.
- Acknowledge serious ongoing/cumulative stress, don't deny it.

- Have interim evaluations with your team members; people require personal and functional attention, especially in stressful situations.
- Realize that rest and recreation breaks are important for stress management.
- Provide opportunities for people to communicate with friends and relatives by phone or e-mail.
- Give yourself the opportunity to consult colleague CM's or Coordinators who can support you.
- Take time out to have fun with the team.
- Request a team from the Psycho Social Care Unit to provide individual and team support.

CRITICAL INCIDENT STRESS

What is "critical incident stress?" A CRITICAL INCIDENT can be defined "as an event that is sudden, unpredictable, violent and beyond the range of normal human experience." Some characteristics of a critical incident are:

- Sudden, disruptive, beyond "normal" experience expected in daily life
- Involves violence; actual, threatened, large scale, implied
- Involves physical, emotional and/or profoundly symbolic loss
- Causes (intense) fear and deep sense of vulnerability
- Disrupts fundamental perception of one's environment as safe and predictable
- Disrupts sense of being in control
- Demands immediate, exclusive attention
- Creates overwhelming demands that affect coping
- Evokes significant responses, requiring energy to manage

Critical incident STRESS results from the exposure to a critical incident. Critical incident stress is a NORMAL reaction to an ABNORMAL situation.

Examples of critical incidents for internationally operating humanitarian aid workers are:

- Death of a team member: murder, suicide, by an accident, sudden death from disease or natural cause;
- Serious injury to a team member: by an accident, attack by robbers or bandits;
- Witnessing death or serious injury of team members on the job caused by violent crime, e.g. assaults, rape, kidnapping, taking hostage, detention, hijacking cars and/or supplies, hostile encounters with military/rebels;
- Witnessing mass casualties, e.g. death by starvation and disease, especially of children, massacres, atrocities involving mutilation;

What are the psychological reactions to critical incidents?

Normally a person may manifest the same reactions as in ongoing or cumulative stress. More explicitly, the following may be observed in some people:

- Easily startled by sudden noises or movements
- Trembling
- Rooted to the spot, long periods of immobility
- Accelerated talking, excited gestures, agitated appearance
- Swaying when standing
- Vacant expression
- Dangerous or threatening behavior
- Lack of attention to personal hygiene
- Stuttering, mumbling, impressions of "not being there"
- Rapid succession of emotions (sadness, excitement, fear, anger)
- Afraid to fall asleep
- Inexplicable urge to get away
- Temporary loss of bodily functions
- Extreme reactions of pain
- Apathy ("survival is no longer important")
- Unreachable

Stress reducing measures to be taken:

- Request immediate support from the Psycho Social Care Unit to provide individual and team debriefings.
- Pay immediate extra attention to the victimized people.
- Make sure that coordinators carry out a preventive stress debriefing or "defusing".

- Establish whether the individual(s) should be moved to Amsterdam or evacuated to a safer place.
- Provide the basic needs, namely rest; seize every opportunity to allow people to sleep (and don't forget yourself).
- Limit the excessive use of alcohol
- Rotate demanding and dangerous tasks and activities
- Stimulate the use of stress management techniques for self-aid:
 - Regulation of breathing
 - Progressive relaxation
 - Self-motivation
 - Imagery
 - Positive self -talk
 - Personal hygiene
 - Physical activity
 - Expression of emotions by talking or writing
 - Humor
 - Strengthening of social support

Preventive measures that should be taken before you leave the project after a critical incident:

- Provide information about putting the team/the project on hold
- Tell your team member(s) what they can do if they experience problems as a result of the (critical incident) stress: meet with one of the Psycho Social Care Unit team members/provide their address and telephone numbers; meet with one of the members of the well-organized Peer Support Networks Germany, Canada, (HRM) UK and USA), who know how to refer the individual(s) to a psychologist for further psychosocial care if necessary.
- Inform the Psycho Social Care Unit about individuals who may require a (special) debriefing
- Do not over-dramatize your departure

After-care measures include:

- Continue to communicate with the team members
- Provide the opportunity for a follow-up visit by a team from the Psycho Social Care Unit
- Inform individual(s) who may not have been on the spot when the critical incident took place

6. PROFESSIONAL CRITICAL INCIDENT DEBRIEFING PROCEDURE

To decrease the possibility of a posttraumatic stress disorder, prompt intervention, after a critical event, is imperative. The professional Critical Incident Debriefing Procedure has to be done 24 to 72 hours after the critical incident took place (Barnett, Queen & Bergman, 1988; Mitchell & Bray, 1990). A critical incident stress debriefing is a powerful crisis intervention method designed for individuals and groups of three or more individuals who together have experienced a traumatic event.

A critical incident stress debriefing has to be given by mental health, e.g. the professionals of the Psycho Social Care Unit.

Briefly, the professional critical incident debriefing procedure can be described as follows:

AIM:

- To prevent or to reduce (individual) post traumatic stress disorder in future

Methods:

- Individual debriefing
- Group debriefing

Objectives:

- To allow the individual or group to ventilate emotional reactions
- To ventilate experiences, impressions, reactions, feelings
- To determine the intensity of individuals' stress reactions and assess their psychological welfare
- To provide support in coping with the traumatic event by:
 - Encouraging a team member to talk about his or her experiences
 - Listening actively
 - Providing time and space to ventilate
 - Acknowledging and understanding what he/she has experienced
 - Establishing whether further professional help is required
 - Offering stress education

- Mobilizing resources
 - Promoting cognitive organization through a clear understanding of both events and reactions
- to stimulate people's self preservation by providing a well-organized structure of simple tasks which precludes dependency and passiveness

BASIC RULES:

- Confidentiality is guaranteed (what is said in the room stays in the room)
- Pro-active approach: all team members involved in the event are invited to come to the debriefing.
- Take time and find a safe/comfortable environment to be able to give full personal and functional attention to your team member
- Let the person tell his/her own story: reconstruct the facts and events, personal thoughts, feelings
- An open discussion, without prejudices, preoccupations, judgements
- Accept the other person's feelings
- Participants do not have to talk but are encouraged to do so
- All participants have equal status during the debriefing sessions (no rank)

Based on their lengthy experience with critical incident stress debriefing, the professionals of the Psycho Social Care Unit at Amsterdam HQ developed their own specific MSF practical and pragmatic debriefing procedure.

DEFUSION or DECOMPRESSION procedure for country managers and/or coordinators

When a critical incident has occurred, country managers and/or coordinators should "defuse" or "decompress" victimized people immediately or shortly after a traumatic event. It is important to provide the opportunity to people to ventilate immediately after the traumatic event. This is particularly important if there is no opportunity to call in the Psycho Social Care Unit.

Aim: minimizing the potential for unnecessary psychological suffering.

Method:

- Individual session
- Group session

Objectives:

- To allow the victimized individual to reconstruct the events
- To ventilate emotional reactions
- To activate group support
- To educate about critical incident stress

Basic rules:

- Confidentiality should be guaranteed (what is said in the room stays in the room)
- Pro-active approach: ask for a conversation; invite people to come
- Take time and find a safe/comfortable environment to be able to give full personal and functional attention to your team member
- Let the person tell his/her own story: reconstruct the facts and events, personal thoughts, feelings; stay calm and show warm and understanding empathy towards someone
- People do not have to speak but are encouraged to do so
- Accept the other person's feelings and emotions
- There should be no prejudices, no judgements, no preoccupation's
- All people have equal status during the defusion (no rank)

Phases in the procedure of defusion or decompression:

1. INTRODUCTION PHASE

- Explain to people why it is important to have this group or individual session (see "objectives");
- Arrange basic rules, such as all personal information is confidential, everyone tells his/her own story, emotions are normal, there is enough time to talk, no formal break, no criticism, no judgements, no comments;
- Although participants are urged to talk, they are assured that they do not have to speak if they choose not to;

2. EXPLORATION PHASE

To discuss the traumatic experience via participants' disclosure of facts, cognitive and emotional reactions, and finally symptoms of distress related to the traumatic event.

- Facts: encourage people to talk by asking questions, such as "what happened precisely," "where were you exactly at that moment," "what did you do," "what did that soldier/rebel do," "did he have a gun pointed at you," "who was present at that time"
- Reactions: "how did you react," "how did you feel," "how do you feel now"
- Summarize now and again, do not criticize, do not analyze, do not go into the deep, don't give the impression you know better, never say that "things are not so bad," do not point at anyone.
- Don't offer solutions or advice.
- Offer basic support and facilities: "do you want any support from me or from someone else in the team;" "what kind of support do you need now." Provide the needed support. Make appointments about basic needs and structures.
- Arrange follow-up support by the Psycho Social Care Unit

3. INFORMATION PHASE

To normalize cognitively and educate with regard to stress, stress management and trauma.

Summarize at the end of the session relevant points. Be flexible in the use of the different phases, but include all the various elements. Offer the opportunity to have another conversation before the arrival of the Psycho Social Care Unit. Stimulate to speak with other team members. Don't forget to reward your team members by thanking them for their confidence in you in participating in this conversation.

The defusing process is typically a three-phase intervention. It may be considered a shortened version of the professional Critical Incident Stress Debriefing.

7. OTHER IMPORTANT ISSUES RELATED TO (STRESS) MANAGEMENT

Stress management requires that the following topics should be considered:

- Office and housing
- The buddy system
- Security or human risk management
- Management of the national staff

7.1 OFFICE AND HOUSING

The way that the office and housing are organized may increase or reduce stress in the work situation. The following tips are based on positive and less positive experiences during various PSC visits in places all over the world where MSF-Holland is stationed.

Stressors relating to the office:

- Office and housing combined in one building; it will be impossible to separate work from private life and to have the necessary distance to relax or rest
- Office in a noisy environment (e.g. too much traffic, too many people hanging around); this places a high demand on people's patience, nerves, and sense; you need quiet space to sit together to have meetings to reflect, to think or to be creative, to discuss and to have workshops about important issues in your work
- Office is too small: a lack of space for confidential conversations such as (mid term) evaluations or appraisals; too many people working in one room, no rest to do phone calls without disturbing each other; this places a high demand on nerves and patience and makes it difficult to do a proper professional job
- Lack of proper furniture, computers etc.: it costs a lot of time and energy to organize the work your job requires
- A disorganized office: e.g. people can't find the necessary data, files, appointments, messy desks and rooms, too many people involved in too many issues, no clear responsibilities, no clear job descriptions, etc. etc.
- No waiting/reception space, no special (Radio) Operations Room, no space on special designated walls for OPSROOM overviews (transportation plan, operational personnel plan, a meeting overview, a travel / R&R overview) or SITREPS: to provide the necessary up to date information about: who is doing what, when, why
- Unclear task allocation: it is not clear who is responsible for food and beverage/office-housekeeping/planning and control, it is not clear who is in the office (unexpected visitors can mean a security risk),

Stressors relating to the (expatriates) house:

- House and office in one building: no opportunities to separate work and private life
- House in a noisy and polluted environment: e.g. traffic, ongoing generators, people hanging around, smelly streams, mosquitoes, rubbish dumps etc.
- House too small: several people sleeping in one bedroom, no private space, small living room, lack of toilets, bathrooms, shower opportunities, no air-conditioning, no fans.
- Disorganized housekeeping or household: insufficient initiative by expatriates to keep their living room, bedrooms, bathrooms and garden clean and organized.

Not paying serious attention to these aspects will eventually increase people's cumulative stress and cause frustration, lack of interest, exhaustion, absenteeism, irritation, anger, arguments etc.

Stress prevention and stress reduction relating to: the office

- (Delegate the task to) try to find an office with enough space situated in an area with less traffic/people noise and a cleaner environment
- Separate office and housing to maintain the necessary distance between work and private time
- If you find a new office/ex-pat house, appoint a small committee to arrange and manage the move, to provide new furniture, to distribute the rooms/space, to paint the walls, to get everything in working order, to fulfill individual needs and wishes as much as possible
- Designate an "office manager" to keep an eye on ongoing office tasks and activities and the planning and control of office/housekeeping issues, to daily update planned transportation and cargo, meetings, personnel, travel / R&R and other relevant operational items. The office manager should also be responsible for stocks/storing, cleaning, laundry, desks, sanitation and electricity
- (Delegate the task to) create a reception/waiting room
- (Delegate the task to) organize an "operations room" with a permanent radio and telephone operator who handles all operational office and project communication, if possible place the necessary operational overviews on the wall
- Designate a "food and beverage manager" who will be responsible for food, beverage and housekeeping such as stocks and storing, (vegetarian) food, cooking, cleaning, laundry, sanitation and electricity. Lunch can be served and enjoyed together at the office

Stress reducing or stress preventive measures relating to: the expatriates house level

- Try to find an ex-pat house separate from the office, which guarantees more privacy for ex-pat team members: if possible individual rooms to sleep, a special space for having breakfast/dinner together, a living room.
- Try to find a special house for (transit) visitors to guarantee the privacy of the team members. Also, it can be used by expatriates who wish to leave the expatriate house for a while to recuperate.
- Designate a "food and beverage manager" responsible for the ex-pat and visitors houses to keep an eye on housekeeping issues (stocks, (vegetarian) food, cleaning, laundry, sanitation/electricity, breakfast and dinner, parties etc.).
- Be open to individual and team needs and wishes: air conditioners, fans, TV/radio/CD-video recorders, subscriptions to international newspapers, email/fax/telephone facilities
- Encourage team members to keep their bedrooms as well as the general living room well-organized (litter, empty beer cans/bottles, meal leftovers etc.). National staff housekeepers may be offended by spoiled food and litter lying around the house.
- Try to create a cozy and warm atmosphere in the ex-pat house, so that people feel "at home."
- Be positive about spontaneous impromptu parties and dinners, this improves the general atmosphere and team dynamics.

7. 2 THE BUDDY SYSTEM

The concept of "buddy" and "buddy conversations" originated in the military services as well as in diving sports. In general the buddy system is an effective and efficient way of working and communicating together in situations in which people are (very) dependent on each other to do the job done. Working and communicating together means providing each other the appropriate support (sharing and interpreting) information and coping with all kinds of stressful conditions/situations together to be able to survive or to achieve important or life saving personal or organizational goals.

A buddy system involves agreement between pairs of co-workers, and can be implemented at all levels in an organization.

The buddy system is a basic strategy for crisis teams and other work units operating in stressful conditions. Such teams are aware of two basic facts:

- Severe fatigue and lack of food affect a person's judgement and job effectiveness
- An exhausted human aid worker is not the best judge of his/her own efficiency

For an organization such as MSF it is useful to pay special attention to the value of the concept of "buddy" and "buddy conversations". In certain situations in the field, people are sometimes highly dependent on each other. Some examples:

- Working in isolated and high security risk places with a team of only two or three expatriates
- Working together in a small team with people with whom you never worked
- During a critical incident in which you must be able to rely on each other to survive

What does a buddy mean?

In the MSF work atmosphere, a "buddy" can be defined as "a colleague with whom you have to work together as positive as possible in every imaginable situation."

That means that you can trust your buddy and you rely on him/her completely. This kind of working relationship prevents/reduces (cumulative) work stress in both buddies. It will also stimulate other team members to develop a similar working relationship with a buddy.

Buddies know each other's stronger and weaker points in their personal and functional working life. They learn day-by-day how to support each other properly in (very) stressful situations. They teach each other how to keep their strengths strong and how to turn their weaker points into strengths.

It is strongly recommended that you find a buddy in the field with whom you can share, to help you deal with and cope with all the stressors you experience during your stay.

What is a buddy conversation?

A "buddy conversation" may be defined as: "a very open and serious conversation between two people in work and private situation in the field in which they exchange relevant facts and figures about themselves."

Relevant information should be: work habits - specific needs for breaks, exercise and sleep - typical signs of stress and fatigue - preferred stress management methods.

It is important to agree to give each other positive and constructive feedback about signs of stress and fatigue, and to remind each other to do something about it, referring back to this agreement.

The best way to get the necessary picture of each other's needs is by sharing the following information:

- Who are you: exchange basic information such as age, life history, work-history, educational background, family/relatives.
- What are your work habits: what is important to you in your work. Some people need a fixed structure or framework to work in; others need a lot of space to be creative and energetic.
- What aspects of your work cause stress, what are your "favourite" stressors?
- What are the typical signs that you are becoming stressed or fatigued?
- What are your preferred stress management methods?
- What are your specific needs as regards breaks, food, relaxation, sleep.
- What is the best way that your buddy can support you when you are stressed?
- How do you demonstrate your need for closeness or distance/limits, how can your buddy react in a constructive and positive way.

In this conversation it is important that you do not judge and are not preoccupied; use the art of effective listening and giving/receiving feedback, as mentioned in chapter 3 in this manual. It is important also that the confidentiality of this conversation is ensured.

7.3 The psychological aspects of SECURITY or HUMAN RISK MANAGEMENT

The ongoing stress of fieldwork is directly related to security or human risk management.

In almost every country or project where MSF works, people are or will be confronted with high-risk security situations.

The experiences of the military services, the police and emergency workers as well as our own MSF experiences, have shown that the stress involved in, working in a high risk situation will be manageable if:

- People are properly trained to follow the right procedures in the event of security incidents, according to the MSF Country Security and/or Evacuation Plans.
- People have designated responsibilities or a designated task. In the event of being cooped up in a small place for a longer period of time. It is recommended that these tasks or jobs be rotated in order to keep people alert.

The stress that arises in a high-risk security situation is a normal reaction to an abnormal situation. People will not have time to think about their stress, because to survive they have to be constantly alert and do their designated tasks appropriately.

The CM or coordinator should be aware that an important psychological reaction to a high-risk situation is denial. Due to the denial of danger, people pay insufficient attention to security guidelines, which can set other team members as well as the whole team at risk.

There may be a difference in the interpretation of security risks by the national staff and the international staff. This difference can be an important risk factor as well as a serious stressor. In such cases it is important to be clear and decisive as the responsible manager in following the MSF security guidelines.

Another important point related to security risk or human risk management relates to the social and/or emotional contacts of international staff with national staff or locals, especially when working in high security risk areas. International staff may be an interesting target for kidnapping or hostage taking by (para) military factions operating in the area, for political and/or financial reasons. National staff and locals may live in the same area. Visiting the areas where (boy or girl) friends are living, can lead to the denial of realistic danger. The enjoyment of a close friendship can cause people to forget the realistic threat of security risks. People should be aware that "the enemy is always nearby".

The importance of security or human risk management cannot be overemphasized. The stress involved in working in a high-risk situation can be contained if the following points are in order:

On Capital office level:

- There is a clear security plan (or written country policy on security).
- There is a clear evacuation plan.
- The overall responsibility for security is in hands of the CM, and delegated to a member of the management team.
- There is a permanent awareness on security issues th whole international and national staff.
- The CM or responsible management team member trains and checks the security awareness of his international and national (management) team members regularly.
- Every new team member is briefed and instructed on security policy by the CM or his/her security management team member
- In the event the whole country/capital management team being cooped up in an office/compound/expatriate house, it is recommended that everyone has a special task, e.g. one person is responsible for cleaning the office/house, one person is responsible for food and beverage, one for exercise to keep the body trained, one for radio/telephone communications, one for the maintenance of cars and other equipment, one for rest and recreation/meditation, one for the private luggage, one for official/MSF files and documents etc. It is also recommended to rotate these tasks.

On Project level:

- There is, if necessary, a clear security plan on project level derived from the country security plan.
- There is, if necessary, a clear evacuation plan on project level.
- The PC/team leader is responsible for overall project security (management).
- The PC sends regular security situation reports to the CM/the designated security officer of the country management team.
- The PC s trains all project team members on security awareness regularly.
- Every new team member is briefed and instructed on project security by the PC or by the team leader.
- In the event of the whole project team is being cooped up in the project office or expatriate house, it is recommended that every team member has a special task (see above).

SECURITY AWARENESS.

Security awareness on capital/office level means:

- Regular country management team meetings together with a designated national staff team member specialized on security issues in his/her country: sharing information: collected from international/national NGO meetings, (inter) national/local newspapers/radio/TV, security information reports from the projects, “rumors” heard in town or capital, information given by national authorities, the guards of the compound/office etc.
- Regular exercises on executing security procedures written in the Security Plan/Evacuation Plan: procedures on transportation, on hand-set/radio/telephone/sat-phone procedures (using a special communication code in the event of security incidents only to be understood by MSF team members), procedures to inform HQ Amsterdam, e.g. OD and the Crisis Team in the event of an abduction or a kidnapping.
- Be aware of land mines in the field.
- Security awareness is necessary in recruiting new national staff team members; they may be undercover agents of the different para-military groups or factions.
- Be aware that modern paramilitary groups are very well equipped: they sometimes know more about your MSF organization and your team members than you.

Security awareness on project level means:

- Regular security meetings with other international/national NGO's or international/national/regional/local authorities to share information as well as with project team members and national staff team members to share information collected from national/local media or “rumors” from the surrounding vicinity.
- Train expatriate as well as national staff team members to observe on a permanent base the environment in which they are working for abnormal signs in a normal situation (“security intelligence”), such as increasing (para)military or police activities, increasing checkpoints, hostile/ nervous/panicking behavior of local people, burned houses, increased “war wounded” locals, etc. Try to find out why the work environment atmosphere is changing. Train people to report these abnormal signs and signals to the PC. Train PC's to report this information to the CM. It should be clear that this kind of security management is a normal part of a professional PC and his/her professional team members.
- Try to learn what kind of weapons you observe people carrying: are they normal weapons of the regular army or police force, or are they from people belonging to different para-military groups of rebels or factions? Always inform the PC. The PC will inform the CM.
- Be aware of land mines in your area.
- Security awareness is necessary in recruiting new national staff team members (they may be undercover agents of the various military groups)
- Be aware that modern paramilitary groups are sophisticated and well equipped with the most modern weapons and communications material.

7.4 STRESS MANAGEMENT FOR THE NATIONAL STAFF

Managing the national staff in various parts of the world may be a difficult but challenging experience, difficult because of cultural differences.

Basic awareness is required to prevent day-to-day misunderstandings:

- Realize that there will be always a fundamental imbalance in power between international staff (IS) and national staff (NS). The differences between IS and NS are not only cultural but social as well. National staff is the weaker party in every respect. This makes NS more sensitive and vulnerable with respect to uncertainties in their position. It is important to accept this as a reality and to keep this in mind when dealing with NS.
- Acknowledge the weak financial and economical situation of the people in countries you are working in: most people are financially and economically devastated after years of war, violence, disasters etc. In such countries with high unemployment it is a gift of God for a person to have a job with MSF. This influences the daily functioning of the national staff more than you realize.
- Realize that in some countries national team members are highly educated; sometimes their work experience and education are on a higher level than that of most expatriates. These people have lost their jobs, because of political and/or social-economical change in their country, which causes a lot of cumulative stress and frustration. They are grateful even for a humble job as national staff with MSF. This means that they are very dependent on their jobs, which influences their normal functioning as compared with the way they functioned in past jobs. Moreover MSF cannot guarantee long-term job security for all (international or national) staff team members, due to the voluntary nature of the organization.
- Most national staff team members very much enjoy working for MSF and with MSF expatriates. They fully support the humanitarian aid philosophy and ideals of MSF. Mostly they are very proud to be a member of the MSF Family.
- Realize that, although average wages are in line with local standards, people may not understand why MSF is paying “such low salaries”. In their perception, MSF is a “very rich Western humanitarian aid NGO,” so they

“should be able to pay more.” In their perception, the salaries of MSF expatriates are much higher than their own wages, often for the same job contents or job profiles.

- The MSF standard job descriptions for national staff are not always sufficiently clear, because of the formal HRM language of MSF compared to the HRM language in their own country (work culture). This may cause a serious misunderstanding between expatriates and national staff about job profiles, work attitude and payment related to the content of the job to be done.
- There may be a cultural difference in work and management attitude between expatriates and national staff as to the meaning of (regular) appraisals and job evaluations, which may cause serious and unnecessary misunderstandings.
- The traditional MSF expatriate turn-over is very high, which often causes a lot of cumulative stress among the national staff: they have to adapt several times a year to new “bosses” and their way of managing people, new work habits and different expectations about work attitude, work conditions and work relations. They constantly have to say farewell to people they like and respect. These factors give rise to a lot of cumulative stress and frustration.
- Acknowledge and respect the “institutional experience and memory” of the national staff. They are in the country MSF is working; they form the constant and reliable factor.
- Never forget that in many countries the national staff has been affected or traumatized by the consequences of the ongoing crisis situation in their country. Many national staff members have lost their families, their houses, their jobs and their personal belongings.
- Realize that in most situations MSF will not provide for the evacuation of the national staff. This may cause frustrated and confused feelings: they are part of the MSF family, aren't they?
- Realize that aspects of rules and working conditions (contracts) that are self-evident for the international staff are NOT self-evident for non-Western national staff.
- Realize that some demands have a strong emotional background. For instance, the national staff may ask for “compensation,” which will be translated as “money” (in the minds of international as well as national staff). Paying appropriate attention on the contrary, to the demands of the national staff, will demonstrate the need for acknowledgement: appreciation for what you do and went through, such as evacuation, loss of properties and relatives, or sometimes the choice to help patients first and to rescue one's possessions later.

SUGGESTIONS FOR NATIONAL STAFF STRESS MANAGEMENT

The following may help to prevent or reduce day-by-day, cumulative work stress for the national staff.

- Reflect on the points regarding the national staff listed above. This will help you to understand people's work attitude and individual work behavior.
- Although it is a “practical and theoretical Western approach” to support, use the tips and ideas about individual as well as about team support contained in this guideline, such as organizing individual and team meetings, introducing new international and national staff members, being clear and transparent in your management.
- Together with the national staff, try “to translate” these practical and theoretical ideas in the way local people manage their stress in their country. Ask the national staff to write a national staff stress management manual, to help them handle their own stress. It is important that the international staff knows how the national staff manages their stress. Be open to learning from national staff. Exchange stress management ideas and try to implement their ideas.
- Establish clear rules for the national staff, explain the content of the rules to everyone, write them down clearly and give them to each national staff member to prevent misunderstandings regarding rules and regulations; try to avoid changing these rules often, e.g. after each turnover of CM or Coordinator; try to maintain continuity in the country's MSF national staff policy; try to avoid special privileges or promises to certain people; if it is necessary to give special privileges to a person, explain to everyone why this was necessary. If you want to withhold one of these privileges, explain in an open and clear way why you needed to do this. The statement “it is MSF policy” is not sufficient.
- In order to build the confidence of the national staff it is necessary that all MSF workers are regularly informed about their rights and responsibilities.
- If far, reaching changes are made in the interpretation or implementation of MSF rules, an explanation to the national Staff by an HRM representative from Amsterdam HQ or a CM is necessary to prevent/avoid misunderstandings and bad feelings. In general MSF policy towards national staff needs more attention and clarification.
- Establish clear job descriptions for each national staff member; to avoid misunderstandings put it on paper in clear words and give each team member a copy.
- If there are differences in national staff policy between capital and various projects regarding salary/per diem or privileges such as transportation, explain to all staff members why these differences exist.
- Periodical meetings of international staff and national staff together with room for questions, wishes and ideas, provide an opportunity for learning more about each other's way of thinking and for recognising and handling matters in an early phase with due attention, and before tensions between both staffs have mounted.

- Many questions deserve an answer and possibly direct contact between CM/IS and NS. Make it clear that the National Staff is “part of the MSF family,” and that they are equally entitled to ask questions, to ask for information, and to ask for functional and personal attention. The national staff deserves that!
- Ask one of the national staff (or an interpreter) to make a list of cultural, social and communicational DO’S and DON’TS in the country for the international staff, to prevent inappropriate behavior and/or misunderstandings between international staff working together with national staff or local people.
- Ask one of the national staff (or an interpreter) to make a list (in the local language) of general MSF/Western cultural, social and communicational DO’S and DON’TS that could lead to unnecessary misunderstandings in working together with the national staff.
- Organize a workshop for the whole team on social and cultural aspects, as well as on communication. The objective of the workshop is to exchange and share mutual experiences and expectations on cultural and social differences, and to learn from each other in order to prevent or avoid misunderstandings, and to achieve a more effective and respectful communication between IS and NS as well as between IS and local people/patients.

8. PSYCHO SOCIAL CARE UNIT and PEER SUPPORT NETWORKS

8.1 PSYCHO SOCIAL CARE UNIT

The kind of stress that is involved in working at MSF implies that specific psychosocial assistance should be available. Psychosocial support is an important part of the whole process of going to the field and forms a “full circle of support”: preparation - working in the field - coming home - after care.

The PSC Unit is a group of 14 freelance/volunteer psychologists, psychotherapists and advanced-level social workers, headed by two coordinators (Piet van Gelder and Reinoud van den Berkhof) and supported by an assistant (Els de Voogd) . Various team members are available at Amsterdam HQ on every working day of the week.

The PSC-Unit offers the following services:

- We provide regular briefings and debriefings for people either going to the field or returning home.
- We facilitate stress management training for new field workers as part of the (S) PPD.
- We facilitate stress management training for field managers (country managers and coordinators) as part of the BMC and the AMC.
- We provide workshops in the field to elaborate the (basic and advanced) stress management skills offered in the above courses.
- We provide specific psychosocial care in the field in the case of critical incidents (both for individuals who have been traumatized and for the team) to help people to deal with the aftermath of their experiences.
- We assist people who need to be referred for appropriate therapy in Canada, Germany, United Kingdom and the USA.
- We are on call for further assistance to the field 24 hours a day.
- We are always standby in the case of critical incidents to go to the field within 24 hours.
- We support the development of Peer Support Networks and Psycho Social Care Units in other countries (MSF Canada, MSF Germany, MSF United Kingdom and MSF USA/NY).
- One of our coordinators is a member of the MSF Crisis Team at Amsterdam HQ.
- We participate and contribute in the development of HRM policy at MSF.

What are the rules?

- Psychosocial care provided by the PSC Unit is based on confidentiality; no confidential information is shared with other departments.
- Psychosocial care is provided on request by the field (by OD or CM)
- In the case of critical incidents in the field, psychosocial care by the PSC Unit is strongly recommended

How can you contact the Psycho Social Care Unit?

Postal address: Artsen Zonder Grenzen/Medecins Sans Frontieres Holland
 Psycho Social Care Unit
 P.O. Box 10014
 1001 EA Amsterdam
 The Netherlands

Telephone numbers: 00 31 20 5208988
 00 31 20 5208985

E-mail: piet_van_gelder@amsterdam.msf.org
reinoud_van_berkhof@amsterdam.msf.org

private: rap.vangelder@wxs.nl
private: vdberkhof@hotmail.com

E-mail addresses are confidential.

8.2 PEER SUPPORT NETWORK ORGANISATIONS

Peer support may play an important role in the working and private life of an expatriate. Peer support has shown to be an effective form of emotional support, because:

- Peers recognize and immediately understand most of the positive and negative aspects of being an expatriate, because peers have been expatriates themselves;
- Of their own experience, peers are able to give the expatriate the necessary information on how to reintegrate in society;
- Peers are able to understand and support the expatriate who has to “reorganize and reset his/her mental (MSF) computer” when the expatriate has left the MSF organization and embarks on a new working and private life;
- Peers understand and can support the expatriate during a period in which he/she feels temporarily sad or depressed because the expatriate misses the specific MSF work and life atmosphere, something one can never explain to people who are not familiar with “MSF life”;
- Peers understand why and when you need psychosocial care or therapeutic support, because they know that this may be necessary, after a complicated, long, intense and stressful period working in the field.

In the following paragraphs you will find short introductions by the Peer Support Networks aligned with MSF Holland and the delegate offices in Canada, Germany, United Kingdom and USA-New York.

PEER SUPPORT NETWORK HOLLAND

The Peer Support Network (PS Network) system was established in the Netherlands in 1991 as a voluntary organization of former MSF expatriates, to support the “reintegration process in (Dutch) society” of MSF colleagues coming home from the field.

Although MSF Holland finances most of the costs of the PSN system, PSN is independent of the MSF Holland organization.

The PSN Holland is supervised and trained by the Psycho Social Care Unit of MSF Holland at Amsterdam HQ.

A brochure about the PSN system and organization, including addresses and telephone numbers can be obtained at HRM Amsterdam HQ as well as the MSF offices in Canada, Germany, United Kingdom and USA/NY.

The very positive reactions of expatriates regarding their experiences with the PSN system motivated MSFCanada, MSF Germany, MSF UK and MSF USA/NY to develop and “translate” the PSN Holland system into PS Network systems specifically designed for their own countries.

The PS Network Holland team consists of approximately 10 returnees who have the following tasks:

- They make a call to every Dutch expatriate who returns to Holland at the end of his/her contract within a period of one to three weeks.
- If it is not possible to contact the expatriate by telephone, they send a letter.
- They assist returnees who need to contact the Psycho Social Care Unit at Amsterdam HQ in the case of emotional problems or psychotrauma
- They attend “expatriate return” meetings at Amsterdam HQ
- They give practical information and advice.

Name(s) and addresses:

Josee Kramer
Schermerstraat 18 zwart
2013 ES Haarlem
The Netherlands
Telephone: 00 31 23 5310982

PEER SUPPORT NETWORK MSF CANADA

Contribution from PSN Canada not received until now.

PEER SUPPORT NETWORK MSF GERMANY

History

In 1999, 132 MSF positions were filled by expatriates recruited via MSF Germany. After a review of the various PS Networks at other sections and contacts between MSF Germany and the Psycho Social Care Unit MSF Holland in Amsterdam, a one-year pilot phase of the German Peer Support Network started in November 1999. A temporary PS Network coordinator was appointed by HRM at MSF Germany. The objective was to facilitate and co-ordinate the process of designing and building the Network in Germany. Today the Peer Support Network MSF Germany is in full operation: 80 phone calls with expatriates, from the beginning of the PS Network Germany!

The process of establishing a support network of psychologists and therapists has not yet been completed, but is in full swing. By the end of 2000, the pilot phase will be evaluated and final decisions about the future of PSN Germany will be made.

Organizational structure and key-players

The way that PS Network Germany is organized is described in detail in a document called "Leitfaden PSNetwork." This document can be obtained from the PS Network Coordinator at the HRM Department at MSF Germany office

The PS Network Coordinator is with the HRM Department of MSF Germany. The tasks are attached to another job profile within HRM.

The Peer Coordinator/PS Network coordinator: is a returnee who works on a voluntary basis. He/she receives a list of names by HRM about expatriates who are leaving for the field or who have recently returned. He/she distributes telephone numbers and collects relevant data to get an overview of the quantity and quality of peer's activities.

The Peer support volunteers are 12 returnees, who are trained in making telephone calls with expatriates leaving or returning from the field. They can recognize the signs and symptoms of severe workstress or a Post Traumatic Stress Disorder. For general support, they communicate with each other or with the Peer Coordinator. If necessary they can consult the Psychotherapist Coordinator.

The psychotherapist Coordinator: is a medical doctor-psycho-therapist, who trains the volunteers (and other personnel officers of HRM), and selects and trains the consultants. Except for the workshops all the coordinator's activities are voluntary work.

The consultants are a group of approximately 10 psychotherapists throughout Germany, who have been trained in the basics of the MSF structure, MSF working and living conditions in the field, as well as about emotional stress debriefing and further relevant long term psychosocial care and support to (traumatized) people. The consultants work partly on a voluntary basis.

How does PS Network Germany work?

Every expatriate who is offered a position in a MSF project receives a leaflet and/or verbal information about the PS Network. Automatically this person is placed on a list of planned departures. This list is sent to the PS Network Coordinator, who arranges that the expatriate is contacted before departure.

During the mission the expatriate or the PS Network volunteer may contact each other if they wish to.

After returning from the field the expatriate is again automatically placed on a list that goes to the PS Network Coordinator. The expatriate is then called within one to three weeks by one of the volunteers.

If an expatriate wants to get in touch with a volunteer or a psychotherapist, he/she can contact the PS Network Coordinator.

Names and addresses:

PS Network Coordinator: Christoph Heinze Telephone: 00 49 821 3495826
E-mail: Christophheintze@yahoo.com

Psychotherapist Coordinator: Dr. Peter Schroeder Telephone: 00 49 761 273986

PEER SUPPORT NETWORK MSF UK

Contribution not received until now.

PEER SUPPORT NETWORK MSF USA - NEW YORK OFFICE

Contribution not received until now.

ANNEX 1: Situation Analysis

The kind of stress that is involved in working at MSF implies that specific psychosocial assistance should be available. Psychosocial support is an important part of the whole process of going to the field and forms a "full circle of support": preparation - working in the field - returning home - aftercare.

The Psycho Social Care Unit provides specific psychosocial care in the field for both international and national staff in the case of critical incidents (both for individuals who have been traumatized and for the team) to help people to deal with the aftermath of their experiences. In the case of critical incidents, psychosocial support by the PSC Unit is strongly recommended. Especially in critical and ongoing stressful situations in the field, it may be worthwhile for the CM and his/her coordinators to temporarily delegate the responsibility for the teams' psychosocial well being to the professionals of the Psycho Social Care Unit.

The Psycho Social Care Unit also provides workshops in the field to elaborate (basic and advanced) stress management skills offered in the PPD, BMC and AMC.

Psychosocial care is provided following a request from the field (by the OD or the CM).

In order to get a clear impression of the situation in the field and organize appropriate support by the PSC Unit, it is important to make a situation analysis before contacting the PSC Unit for support.

The following questions can be helpful for this analysis:

1. Which information is relevant for the PSC Unit about the situation in the various teams, and what are the most urgent problems that should be dealt with?
2. What are the most important reasons that psychosocial care support from the PSC Unit is required?
3. What are the most important stressors in the country on macro and micro level (such as security, relations between international and national staff/local people, working conditions, team dynamics, functioning of individual team members)?
4. What measures have been taken to manage the stress situation and the problems identified above?
5. Has there been a previous PSC mission? What kind of recommendations were made and what has been done to implement these measures?
6. What are your expectations as to a PSC mission? What would be an ideal vs. a realistic outcome?

Based on the information of this analysis you can draw up the Terms of Reference for the visit by a PSC team. The TOR forms the basis on which the PSC team works in the country during the visit.

In general a TOR may formulated as follows:

1. REQUEST: - The PSC Unit has been requested by Operational Director/Country Manager
(.....) after consulting the country manager/country management team / project coordinator(s).
- Or: by CM MSFH, after consultation with the coordinators and teams in the field.

2. OVERALL OBJECTIVE (S)

The overall aim of the PSC mission may be:

- To provide emergency psychosocial care and support to the international and/or national staff following a critical incident at the project in
- To provide emergency psychosocial care and support to the international and/or national staff following a critical incident at the project(s) in, and subsequent evacuation of the team to....
- To provide support in the management of ongoing, cumulative stress to the CM, his/her (country) management team and the teams in the field
- To provide stress management support to the CM, his/her (country) management team and the teams in the field, because of the transition from an emergency mission to a normal long term mission
- To provide (in consultation with the management in the field) education on stress management as part of improved care for field staff

- To provide (in consultation with the management in the field) education on the management and support of the national staff with a strong emotional and/or traumatized background, affected by their difficult financial and economical situation after years of war and violence, disasters, and unemployment
- To provide (in consultation with the management) education on psycho-trauma and stress especially for the national staff to improve their coping mechanisms and individual/team stress management
- In consultation with the management in the field, to organise a (general) (management) team meeting, in which general findings. Conclusions and recommendations are presented.

3. SPECIFIC OBJECTIVES

The specific aim of the PSC mission may be to provide support in stress management in the field by:

- Identifying and analyzing current individual and team stress factors and the psychosocial effects on people at management (team) level and project level
- Offering individual supportive sessions (1.5 hours) each to international (and national) staff
- Offering team supportive sessions (2 to 3 hours each) to (country)management team and capital/field teams
- Offering additional individual/team support when required and/or requested
- Providing stress management workshops to (country) management team and field coordinators, as well as to international/national staff when required and/or requested
- Initiating future stress prevention activities to improve people's psychological well-being in the field

Conditions/rules of the PSC mission

Conditions/rules of the PSC mission may be the following:

- No verbal or written reporting about the contents of individual sessions or group meetings will be done towards the field management and/or management in Amsterdam
- Reporting will only refer to: - general conclusions which may lead to future organization development on psychological well-being, such as stress prevention and stress management
 - recommendations on future handling and care
- Interpreter(s) will be available for individual and team meetings.
- In consultation with the CM/country management team/field coordinators to provide a clear overview of what to do, when, by what means of transportation.

ANNEX 2: Evaluation of the PSC visit.

The Psycho Social Care Unit is interested in your views about the effectiveness of our interventions in the field.

The PSC Unit needs this feedback to clarify our methods. We also need the information to be able to optimize, improve and actualize the tasks, activities, skills and tools that we use to provide psychosocial care for people who work for MSF Holland and similar organizations.

Therefore, the PSC Unit requests the CM/Coordinator and/or individual workers to complete this evaluation form and return it to our visiting PSC team or the PSC Unit at Amsterdam HQ. You need not fill in your name.

We realize that it is not easy to evaluate the results of our interventions in the field, because it takes time to process the individual, team and organizational effects of the visit.

Questions that are not relevant for your situation can be ignored.

Thank you for your cooperation. We will include the findings in our report on the PSC mission to the Country Manager.

Piet van Gelder/Reinoud van den Berkhof
Coordinators Psycho Social Care Unit.

Criteria for the items in the INDIVIDUAL evaluation form:

- Individual conversation(s): constructive, positive, helpful, supportive, gave a deeper understanding of the way I manage my individual stress and how I can improve my stress management skills, gave me a better understanding of my individual and functional relationship with the coordinator/ national staff
- Group/team meetings: constructive, positive, helpful, supportive, gave a better understanding of the way I function in the group/team/national staff, gave a better understanding of the way the other team members function in the team
- Individual recommendations by the PSC team member: constructive, helpful, supportive, stimulating and encouraging
- Recommendations for the team: constructive, helpful, supportive, stimulating and encouraging
- Workshop(s) on stress management: constructive, helpful, supportive, offered a deeper insight in and a better understanding of the reactions of people to stress/stressors/problems and how to cope with them
- The individual and professional way the PSC member is working: constructive, understanding, supportive, gave me time and space to reflect/ventilate/talk, gave me constructive and positive feedback, not judgemental, stimulating and encouraging, personal and functional/professional expectations and their realization (what did I expect and what was realized): surprised, I was more open than I expected; disappointed, I was more reserved than I expected.

Criteria for the items in the Country Manager(s)/Coordinator(s) evaluation form

- Individual conversation(s): constructive, supportive, helpful, gave a deeper understanding in the way I manage my stress as a manager and how to improve my stress management skills;
- Individual conversation(s) in my role as manager: constructive, helpful, gave a better understanding in the way I manage the stress of my (country management) team, international/national staff;
- Group/team conversations/meetings: constructive, supportive, helpful, gave a deeper understanding of negative team dynamics due to critical incident/cumulative stress/stressors how to get out of a negative spiral and how to change the negative/depressed work atmosphere and to improve the psychosocial well-being team members;
- Workshops on individual and team stress management: constructive, stimulating and encouraging, gave a better understanding of the emotional and physical reactions in the event of a critical incident/cumulative stress and how to deal with it both as a manager and as an individual;
- Individual recommendations: helpful, constructive, supportive, stimulating and encouraging;
- Recommendations for my role as a manager: clear and constructive, helpful, supportive, valuable, stimulating and encouraging;
- The individual and professional way the PSC member worked with me as an individual and in my role as manager: well-balanced, positive, constructive, created time and space to reflect, exchange experiences;
- Expectations and their realization: surprised, I was more open than I expected; disappointed, I was more reserved than I expected; surprised by the positive impact of the PSC visit; disappointed by the low spin off of the PSC visit;

COUNTRY MANAGER/COORDINATOR evaluation form

Re: Psycho Social Care visit to, from.....to.....

PSC team member (s): 1.....
2.....

Individual session(s) with:

Workshop/lecture(s) presented by:.....

Country management team meeting: assisted by:

Please complete this evaluation form by circling an answer. The form can be returned to the PSC team /to the Coordinator PSC Unit preferably within two weeks after the departure of the visiting PSC team.

1. Individual conversation(s): very satisfied - satisfied - indifferent - disappointed - very disappointed
2. Individual conversation(s) in my role as manager: very satisfied - satisfied – indifferent – disappointed - very disappointed
3. Group/team meetings: very satisfied - satisfied - indifferent - disappointed - very disappointed
4. Content of the workshop on stress management: very satisfied - satisfied – indifferent – disappointed - very disappointed
5. Presentation of the workshop on stress management: very satisfied - satisfied - indifferent - disappointed - very disappointed
6. Individual recommendations: very satisfied - satisfied - indifferent - disappointed - very disappointed
7. Recommendations in my role as manager: very satisfied - satisfied - indifferent - disappointed - very disappointed
8. Professional behavior of the PSC team: very satisfied - satisfied - indifferent - disappointed - very disappointed
9. Expectations and their realization: very satisfied - satisfied - indifferent - disappointed - very disappointed
10. Did the PSC Unit contribute to an improved work atmosphere in the team(s): yes - no
11. Do you have any suggestions for the PSC Unit that might help us to improve the effectiveness of our interventions?