



# Duty of Care Maturity Model

## How to improve your safety and security risk management processes

### Purpose

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

### The Matrix

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

### Example:

#### Induction / Onboarding

The induction process is carried out by experts, during working hours, and includes information on staff physical and psychological care and wellbeing (e.g., stress management training).

### Duty of Information

- Recruitment
- Induction
- Training
- Risk assessment
- Pre-departure briefings for travellers
- Access to expertise

### Duty of Prevention

- Risk treatment
- Pre-departure measures for travellers
- Insuring against risks

### Example:

#### Pre-departure measures for travellers

Staff leaving for an assignment abroad receive health checks, briefings and can use a 24/7 security phone.

## Duty of Care

### Example:

#### Safety and security incident information management

The incident data is collected in one central database by safety and security focal points and includes data from external sources, including pooled databases.

### Duty of Monitoring

- Auditing
- Safety and security incident information-management
- Documentation

### Duty of Intervention

- Crisis management
- Post-deployment de-briefings
- Complaints mechanism
- Disciplinary/sanctions procedures
- Health and safety (staff care)
- Redress measures
- Risk management process
- Partnership arrangements

### Example:

#### Crisis Management

Once a year a crisis management simulation and three times a year an induction workshop for crisis management is taking place at HQ.

### Background

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

### What is Duty of Care?

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

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

### The Matrix is a learning tool

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