

Pre-Deployment HR Questions

Ask the following questions of staff on the ground before you deploy or as you are deploying. Note that depending on your role, the CP may be waiting for your arrival to determine the answers to some of these questions.

1. **What will my responsibilities be with regard to Human Resource Management?** *The answer to this question can help you to know how much of the following information you will need now.*
2. Who has HR responsibilities in this emergency now and what is the role of each person involved?
3. What processes are you using to discuss and finalize position design and organizational structure?
4. Does the CP already have short- or long-term staffing plans for the emergency? If so, what are they?
 - a. Will we be responding directly or working through partners?
 - i. Will we be helping partners with HR?
 - b. How many Program staff will the CP hire?
 - i. With what skill sets or knowledge (partner capacity building, distributions, water and sanitation, shelter...)?
 - ii. At what levels (program officers, assistants, team leaders, field officers)?
 - iii. For which locations (seconded to local partners, at the main CRS office, CRS field offices, other locations)?
 - c. How many Program Support staff will the CP hire?
 - i. With what skill sets or knowledge (partner capacity building, finance, procurement...)?
 - ii. At what levels (managers, assistants, laborers)?
 - iii. For which locations (seconded to partners, at the main office, field offices, other locations)?
5. Please share what you can of the following:
 - a. Organization Charts – both general CP organization and for the response specifically
 - b. Job Descriptions for all positions related to this response
 - c. Process maps for HR procedures
 - d. Forms for HR procedures
 - e. Personnel manual
 - f. Orientation program materials (for national and international staff)
 - g. CRS Salary Scale and any other local compensation information
 - h. A list of national staff benefits, highlighting which are unique to this program

- i. Information on any “staff care” programs in place
 - j. National and local labor law publications
6. Is there anything special I should know about:
 - a. Our partners’ HR management capabilities?
 - b. Local labor laws?
 - c. Local hiring practices or regulations?
 - d. Registration requirements for specific workers, for example, health practitioners?
 - e. Work visas?
 - f. Internal travel visas?
 - g. Challenges working with local government officials?
7. Could you please share any relevant details of current office space and personal accommodations?
 - a. Office Space:
 - i. Do we have our own office space or are we being hosted?
 - ii. Is it a temporary space or are we settled there?
 - iii. Do we have enough office space or do we need more?
 - b. Personal Accommodations:
 - i. Are temporary staff staying in hotels, a Church facility, a CRS-run compound?
 - ii. Do staff have their own rooms or are they sharing?
 - iii. What is the eating situation?
8. With which other international NGOs should we talk about HR policies for this response? Are any considering major salary or benefits changes for their staff? Are there any with which we should *not* talk about these matters?
9. With which local organizations should we talk regarding HR matters? Are there any with which we should *not* talk about these matters?
10. Do you have any observations on the strengths and vulnerabilities of our partners or the local population that would be helpful to keep in mind when devising a recruitment strategy?
11. Is there any other important community information I should have given my planned role in human resource management? For instance, have there been challenges working with refugee host communities, difficulties with key community leaders, or challenges hiring females?