**Tool 11**

**Interview Questions for FCRM Positions**

This tool contains examples of scenario‑based and technical interview questions   
that can be used when recruiting for FCRM‑related positions.

**Purpose**

Scenario‑based interview questions can help identify individuals with the right mindset to develop and implement an FCRM trusted by the community. Technical questions can help determine the knowledge, skills and capacities candidates have related to specific FCRM tasks.

**Scenario‑based questions**

**FCRM Scenario 1**: In a weekly team meeting, the MEAL officer presents a monthly report on feedback received from the FCRMs. They report that all feedback that month came from men between the ages of 18 and 40 years through the toll‑free hotline, and that there were no sensitive complaints filed. **How would you interpret this information?** (Follow up by asking: **What would you do to rectify this problem?**)

*Response:*

* The candidate should question why no women, older people, people with disabilities, etc. gave any project feedback.
* Ideally, the candidate would note this as problematic for safeguarding and program quality, and question the effectiveness of the system, i.e., *Do all groups have safe access to our FCRM? Did we consult them in the design of our FCRM system?* They should also identify the importance of feedback from all groups in the community due to their differing needs and challenges.
* It is also important for the candidate to note that although we have not received any sensitive feedback it does not mean that there were no safeguarding issues. They should question the communities’ understanding of how to report sensitive complaints and safely access the FCRM, to ensure we have taken the appropriate measures to ensure safeguarding in the community we serve. ​

**FCRM Scenario 2**: Imagine you are a single woman with two children. You are receiving humanitarian assistance in the form of food vouchers from CRS. Each week you receive your voucher and go to the registered vendors to buy food for your family. There are four registered vendors in the program. Three of them charge higher prices when they see you are paying with vouchers. The other one, a man, charges a fair price even with the vouchers, but he keeps touching your hand when you pay him and the way he looks at you makes you feel uncomfortable.

You would like to tell someone about the vendor but you don’t feel you can. Although there is sometimes a help desk at the voucher distribution site, it is always staffed by men. There is also a suggestion box but you don’t know how to write and you hear from other local people that CRS never responds to the messages in the box anyway. **What can CRS do to help you share this feedback issue with them?**

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*Response:*

* The candidate should question whether program participants were consulted on their preferred channels for providing types of feedback and complaints. They should recommend that CRS carry out this consultation immediately and update their selection of feedback channels based on the data, with emphasis on the preferences of women and girls.
* The candidate should recommend that, in the interim, a help desk be set up staffed by women as well as men, and have periods during which there are only women staffing the desk, so that female participants may feel more comfortable sharing sensitive issues.
* The candidate should also recommend an analysis of existing feedback and complaints to determine who, if anyone, is using the existing channels.
* The candidate should recommend that CRS does an effectiveness check on their responses to feedback and complaints, as there is a community perception that the feedback is not responded to or acted upon. CRS should also update their communication strategy on FCRM for information sharing with participants, to address these concerns and encourage use of the system.

**FCRM Scenario 3**: You have recently joined CRS as a field officer to respond in the immediate aftermath of a typhoon in your local area. You have been working for the last two weeks straight, with very little time off, putting in long hours each day. You have been doing many jobs including registering program participants, distributing shelter kits and conducting post‑distribution monitoring. Given the urgency of the response, you have not had much training or spent much time at the CRS office.

While carrying out a post‑distribution interview, a male program participant tells you that his shelter kit is insufficient for his family. He says the tarp is not large enough or strong enough and the nails are of poor quality. He is quite upset and speaks to you angrily. You are frustrated as you and your colleagues have been working so hard to ensure his family and others have something in this critical period. You feel like he is attacking your work and undermining the efforts you and your colleagues have made. **What could CRS do to help you respond to feedback like this in the future?**

*Response:*

The candidate should mention some or all of the following:

* Project and senior leadership should clearly communicate that:
* Feedback and complaints are welcomed and are a key tool in doing our jobs well.
* Receiving reports of issues means that the FCRM system is functioning and effective, and assists us in identifying and addressing the weaker aspects of our program, to improve program outcomes for participants.
* Negative feedback does not necessarily reflect badly on the candidate individually; it is usually related to a broader issue.
* Project and senior leadership should acknowledge that it can nevertheless be difficult not to take negative feedback personally; reassure staff that this is a normal reaction; and give them time to process and reflect on the issue.
* Defensiveness to feedback may indicate issues around work–life balance or well‑being. Project and senior leadership should ensure staff managing and receiving feedback have sufficient support by ensuring breaks and leave are being taken, and rotating roles across the team, as needed.

**Technical questions**

**FCRM Technical Question 1: Your project is designing an FRCM system. What do you think are some of the key things to consider when setting up a FCRM system for the project?**

*Response:*

* Consider whether there is a CP‑level system the project can/should link in with. Consider whether CRS partners have a system to build on or are starting from the beginning. Consider donor requirements and funding for the FCRM.
* Have previous FCRMs been implemented in this location? How successful/accessible have they been? What is the communication landscape in this location (e.g. mobile phone service available? Literacy rates? Languages used? etc.)
* What are the preferences of the target participants and diverse groups among those, considering age, gender, disability, and other relevant diversity factors (e.g. ethnicity, social group, political affiliation, etc.). What are the communication barriers for these groups?
* What data management system already exists in the country program? How will feedback and complaints be recorded and responded to? What are the staffing levels required for a functional and timely system?

**FCRM Technical Question 2: Based on your experience, do you think all categories of feedback should be received and managed by the same person? Please explain your point of view.**

*Response:*

* The candidate should explain the difference between programmatic (or non‑sensitive) and sensitive feedback (such as safeguarding issues and fraud) – particularly around managing complaints.
* For receiving complaints, all staff who interact with program participants should be prepared to receive both programmatic and sensitive complaints safely and appropriately. However, the treatment and management of each should vary.
* Sensitive complaints should follow the CRS [Safeguarding Policy](https://www.crs.org/our-work-overseas/research-publications/crs-policy-safeguarding) and [CRS Fraud Allegation Management Policy](https://crsorg.sharepoint.com/:w:/r/sites/Ethics-Unit/_layouts/15/Doc.aspx?sourcedoc=%7B8818BBBA-FEED-4CDA-87C6-7D95E90A1669%7D&file=PRO-OOD-RSK-001%5B2%5D.docx&action=default&mobileredirect=true). For safeguarding issues, confidentiality is paramount, and a survivor‑centered approach must be followed. Complaints should be escalated through approved and confidential channels, and then managed according to survivor‑centered principles.
* For programmatic feedback and complaints, the program manager and program team should be informed so that they can provide or advise on a response and use the information for adaptive management.

**FCRM Technical Question 3: Feedback and complaints may be related to protection, when the life or well‑being of a community member or program participant is in danger. In locations were CRS operates (X country), such feedback and complaints are eventually channeled to other partners who have the mandate and capacity to support the survivors. Based on your experience and knowledge, what are some of the steps and processes involved in the development of such referral pathways?**

*Response:*

* The candidate should mention determining whether a mapping of protection services already exists. This may be from the Protection Cluster in a humanitarian situation or from the government in a development setting.
* If no mapping exists, the candidate should suggest links with key protection actors (governmental and nongovernmental) to get their guidance and support to conduct a mapping of safe and accessible protection services.
* The candidate should highlight that once mapping has been conducted, it should be documented in a referral pathway, with key information on the location and contact details of services, ideally including opening hours and whether payment is required.
* The candidate should explain that this document is shared with field staff and that they are trained in psychological first aid so they can safely respond to protection disclosures.