MOST IMPORTANT STAFFING FACTORS FOR EMERGENCY RESPONSE

(Source: Cardsort analysis by 102 managers in HQ & field across 7 international NGOs[*])

1. Conducting accurate on the ground assessments to quickly create a tactical staffing plan

2. Ensuring a culture of trust exists among national and international staff

3. Quickly identifying and activating people from emergency roster according to needs identified in tactical plan

4. Having an emergency roster of current, former and/or prospective staff that it is sufficiently large and skilled to meet the anticipated need

5. Having sufficient funds available to allow rapid mobilization of staff during emergencies

6. Having a standing international emergency response team

7. Ensuring that all emergency staff receive high quality and timely country orientations (e.g., security)

8. Pre-establishing and enforcing formal lines of authority protocols for different types of emergencies, e.g. who will be in charge when

9. Managing workload and output expectations, especially for high-performing emergency staff

10. Ensuring that managers provide continual and constructive feedback to nationals in emergency roles

11. Ensuring all staff have clear terms of reference and clear roles and responsibilities in place before they are deployed

12. Providing adequate stress management programs

13. Ensuring managers are reviewed and promoted on both program success and people management skills

14. Ensuring that managers provide continual and constructive feedback to internationals in emergency roles

15. Tapping into all internal applicant pools (e.g., nationals) for emergency rosters

---

Key themes:

Preparing for emergencies
–Large standing teams
–Functioning rosters
–Pre-established lines of authority

Creating and using effective tactical staffing plans during deployments

Managing the work environment
–Orientations
–Feedback
–Trust

16. Providing sufficient orientation for new international hires

17. Proactively training all members of emergency rosters (e.g., regarding humanitarian standards)

18. Ensuring that nationals in emergency roles receive market-appropriate compensation and benefits (e.g. insurance and R&R)

19. Maintaining consistent and efficient procedures for screening, interviewing, selecting and processing international applicants

20. Ensuring all tactical deployment plans provide for the right staffing mix and level to handle the expected program size

21. Including adequate admin and HR specialists during the initial assessment and scale up periods

22. Providing sufficient orientation for new national hires

23. Ensuring that internationals in emergency roles receive market-appropriate compensation and benefits (e.g. insurance and R&R)

24. Ensuring that all emergency staff receive high quality and timely project orientations

25. Managing for continuity in emergency staffing by planning for succession for emergency roles

26. Ensuring communication and collaboration between HR and country programs/functions

27. Offering a meaningful and sustainable career path ,especially for high-performing emergency staff

28. Developing and adhering to careful selection criteria and processes for emergency rosters