

How to Staff Up Faster in Emergencies¹

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Our ability to hire additional staff quickly is one of the most important success factors in a response. Senior managers and especially HR leads in country offices should consider the following:

1. Fast-tracking recruitment of national staff in an emergency:

- Consider deploying at least one CO HQ HR staff to the field location as soon as possible, or requesting a deployment of an emergency HR Manager if there will be large-scale recruitment
- Advertise widely, but to speed up the process, only contact those persons selected for an interview and indicate that you may close position prior to closing date if find the right candidate
- Keep a database of strong CVs that you can revisit as needed
- You may employ previous CARE national staff without interviews, if they left in good standing. However, the contract -should only be offered for 30 days at first, extendable for a longer period – usually another 90 days – once the probation period is completed satisfactorily
- Candidates without CARE experience can be interviewed in person or by phone. Contract should be 30 days at first, renewed for another period (usually 90 days) after the probation period. Check at least one reference.
- Do NOT overlook PSEA and child protection measures; ensure your processes meet minimum standards
- Remember to have a strong safety and security briefing procedure for all staff
- Despite the urgency, ensure that all staff, including ex-CARE staff, get some orientation from HR and safety/security regarding the emergency response
- Use the online Emergency Tool Kit! It is full of good information and can be seen at: <https://www.careemergencytoolkit.org/programme-support/21-human-resources/>
- Ask your lead member for HR support! While you are finding additional HR expertise in-country, your lead member office may be able to assist with posting advertisements, drafting job descriptions, making short lists and interview guides
- Remember that both program and program support need to be scaled up at the same time – one of CARE's key lessons learned is that when program support is overlooked, programs are not successful

2. What to consider regarding international staff surge capacity in an emergency:

- The deployment of experienced humanitarian staff (surge capacity) is often vital to scale-up operations quickly and ensure an effective response in the early days
- International staff can arrive quickly and begin operations while you recruit locally to replace them
- When outside help is needed, the Country Director or CO Human Resources should discuss it as soon as possible with the CI Surge Capacity Coordinator (OBrien@careinternational.org).
- Your lead member HR focal point and CEG can provide advice and guidance on the best way to staff up; and recommend experts
- CARE's surge capacity includes a team of full-time deployable staff (*the CI Rapid Response Team*) and a database of other CARE staff and external specialists (**see below: How Surge Works*)
- International staff can be hired by the CO directly or by the lead member (**see below: How to Hire...*)
- Your regional team may also be building a roster of humanitarian response people available in neighbouring country offices – the CEG Surge Capacity Coordinator, your Regional Humanitarian Advisor or your LM Focal Point can advise you on this as well
- To request international staff you need a proper TOR/job description, and generic examples are available in the Emergency Toolkit (**see URL link above*)
- Please remember that for all CARE USA hires you need a signed Personnel Request Form



How Surge Works -
Dec 5, 2018.docx



How to Hire your
Emergency Surge Staff

¹ This is #3 in a series of Emergency HR one-page guidance notes. Numbers 1 and 2 are referenced and linked above.