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# Emergency Preparedness & Response Toolkit

## Human Resources



# CONTENT

## 1 EMERGENCY OVERVIEW

- Types of Emergencies \_\_\_\_\_ 4
- Emergency Levels \_\_\_\_\_ 5
- Emergency Coordination \_\_\_\_\_ 6
- Emergency Phases \_\_\_\_\_ 7



## 2 HR IN EMERGENCIES

- Role of CO, RB and HQ \_\_\_\_\_ 8
- HR's Core Responsibilities \_\_\_\_\_ 9
- Key Partnerships in Emergencies \_\_\_\_\_ 14



## 3 HR EMERGENCY CHECKLISTS

- Preparedness Checklist \_\_\_\_\_ 18
- Response Checklist (0-72 hours) \_\_\_\_\_ 19
- Response Checklist (4-90 days) \_\_\_\_\_ 20
- Deactivation Checklist \_\_\_\_\_ 21



## 4 SUPPORT RESOURCES

- Templates \_\_\_\_\_ 22
- Guides \_\_\_\_\_ 23
- References \_\_\_\_\_ 24
- Acronyms \_\_\_\_\_ 25



# ABOUT THIS TOOLKIT

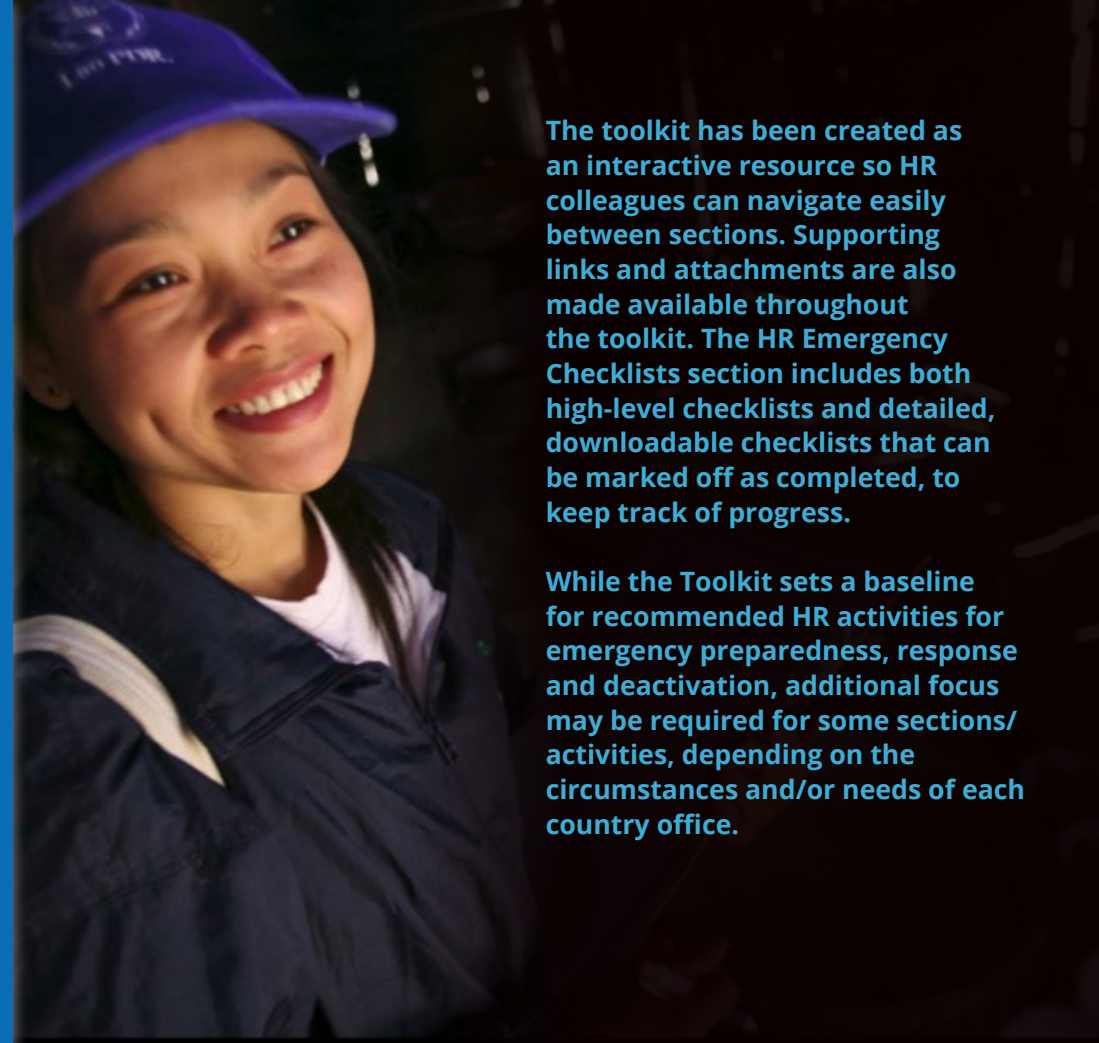


The HR Emergency Toolkit has been designed to guide and support HR Officers to effectively operate during the preparedness, response and deactivation phases of emergencies – specifically sudden onset L3 emergencies. The toolkit has been developed in collaboration with experienced field colleagues, functional subject matter experts and HR management. The toolkit will be continuously updated based on feedback received from HR colleagues and changes to policies/procedures.

▶ The content is divided into 4 main sections: **Emergency Overview, HR in Emergencies, HR Emergency Checklists and Support Resources.**

The toolkit aims to:

- Provide a high-level overview of emergencies at WFP as well as emergency Chain of Command.
- Clarify HR functional roles & responsibilities in emergencies (country office, regional bureau and headquarters).
- Build knowledge of HR Emergency preparedness, response and deactivation protocols.
- Provide guidance with detailed checklists outlining actions for each emergency phase.
- Offer ready-to-use templates, guides, tools & reference materials.



The toolkit has been created as an interactive resource so HR colleagues can navigate easily between sections. Supporting links and attachments are also made available throughout the toolkit. The HR Emergency Checklists section includes both high-level checklists and detailed, downloadable checklists that can be marked off as completed, to keep track of progress.

While the Toolkit sets a baseline for recommended HR activities for emergency preparedness, response and deactivation, additional focus may be required for some sections/activities, depending on the circumstances and/or needs of each country office.



*Upcoming additions will include information on how to support/ manage critical incidents in emergencies (e.g. relocation, medevac) as well as how to start up emergency operations in locations where WFP does not have an existing office.*



For further information on how to use the HR Emergency Toolkit, contact: [hr.erroster@wfp.org](mailto:hr.erroster@wfp.org)



# EMERGENCY OVERVIEW

An emergency is an urgent situation where an extraordinary event or series of events have occurred that imminently threaten lives and livelihoods.

WFP's ability to meet strategic objectives can be strengthened by improving the organisations capacity to prepare and respond to emergencies. An effective response depends heavily on the actions taken during the preparedness phase. The [Emergency Preparedness & Responses Package \(EPRP\)](#) is the main reference document to support WFP in efficiently and effectively preparing and responding to emergencies.

## ► TYPES OF EMERGENCIES

### Slow-onset Disaster

Disasters that take a long time to produce emergency conditions, and are normally accompanied by early warning signs.

Examples:

#### Natural

Crop failure due to drought /pests  
Livestock production failure due to drought or disease

#### Human-made

Forced population displacement  
Economic collapse  
Protracted low-level conflict

### Sudden-onset Disaster

Disasters for which there is little or no warning and a rapid scale up is required.

Examples:

#### Natural

Flood  
Cyclone/hurricane/typhoon  
Earthquake/tsunami  
Landslide

#### Human-made

Civil or International Conflict

### Complex

A multifaceted humanitarian crisis in a country, region or society where there is a total or considerable breakdown of authority due to internal/ external conflict. Complex emergencies require a multi-sectoral, international response that goes beyond the mandate or capacity of any single UN agency.

Examples:

Yemen facing civil war  
internal displacement  
cholera outbreak  
and famine

### Pandemic

Situations in which a disease occurs over a wide geographic area affecting an exceptionally large proportion of the population.

Examples:

Outbreak of Ebola virus in West Africa

## EMERGENCY LEVELS

WFP has three levels of emergencies, explained below. For Level 2 and 3 activation, five criteria must be met, which have been adapted from Inter-Agency Standing Committee system wide protocols:



### Level 1 ●

- Any country with WFP emergency or relief operation is defacto classified as a Level 1 emergency.
- WFP country offices possess the required capacity and resources to efficiently and effectively respond, with routine support as required.

### Level 2 ●●

- Regional augmentation of country office capacity is required; and/or
- Response requires coordination across more than one country or territory.

### Level 3 ●●●

#### Surge

- Initial scale-up phase to rapidly inject capacities.
- Emergency overwhelms or threatens to overwhelm available capacity of country office and/or regional bureau, and requires rapid injection of corporate resources.

#### Response

- Consolidation phase to align resources to level fit for ongoing response to a protracted emergency.
- Capacity limitations have been mitigated through reinforced leadership and staffing structure at country office, but the other criteria (Complexity, Reputational Risk, Scale and Urgency) persist.
- Standard initial duration of a Level 2 Emergency or Level 3 Surge is set to 90 days for a sudden onset emergency or up to 180 days for complex emergencies. Following this period, the situation is reviewed and a recommendation for extension in time, transition, or deactivation is proposed.



**No regrets approach:** In accordance with the Inter-Agency Standing Committee Transformative Agenda and the Humanitarian System-Wide Emergency Activation Procedures, WFP adheres to a 'no regrets' approach to emergencies, preferring to mobilize reasonable excess capacity and resources rather than risk failing to meet the most urgent needs of people in crisis.

## ► EMERGENCY COORDINATION

The declaration of an emergency level triggers activation of operational and strategic mechanisms for cross-functional coordination and decision-making. These mechanisms do not replace or impede regular operational coordination carried out by country office and regional bureau, but rather provide a platform to elevate risks and challenges.

### The Strategic Task Force (STF)

is convened during a Level 3 Surge by the ED or his delegate to address strategic issues. Its objective is to discuss high-level reputational risks and/or other considerations for corporate or system-wide attention, review existing emergency leadership and structures, and clarify corporate messaging.

### The Operational Task Force (OTF)

is convened as required during a Level 2 and Level 3 Emergency. Its objective is to enable operational coordination, decision-making, analysis, and cross-functional support at corporate level. The platform should be used to elevate operational challenges and request technical and strategic operational support and guidance. The Director of Emergencies is responsible for ensuring that identified actions and requests are followed up, and that strategic issues are referred to the STF.



*Representation by HR leadership in both meetings is required to ensure that critical staff-related issues that need executive management attention are communicated and addressed.*



## EMERGENCY PHASES

### Preparedness



Involves actions, arrangements and procedures in anticipation of an emergency to ensure response is rapid, appropriate and effective. It includes proposing changes to address policy gaps, designing emergency operation structures, building HR capacity for emergencies, coordinating with other agencies, driving changes based on lessons learned, drafting HR guides, etc.

Emergency preparedness and readiness actions should be carried out prior to an emergency, including:

#### Minimum Preparedness Actions (MPAs)

The first checklist of actions a country office must implement to create a minimum level of emergency preparedness throughout all functional areas. This is based on a multi-hazard approach, not limited to a single risk/scenario.

#### Advanced Preparedness Actions (APAs)

The second checklist of actions a country office should carry out when a risk becomes imminent or when a high impact, sudden-onset crisis in a densely populated area is probable (e.g. earthquake). APAs bring the country office to an advanced level of readiness to respond to a specific risk in a specific scenario.

### Response



Emergency Response is activated when:

- WFP is required to respond to events or circumstances causing human suffering or threatening human lives/livelihoods, and which the host government does not have the means to remedy; and/or
- WFP/UN reputation is at risk; and/or
- there is a clear mandate for WFP to engage.

The emergency response phase typically includes three waves, namely:

#### First wave

**First six weeks** after onset of an emergency (poor living/working conditions, insecure & stressful environment, long hours).

#### Second wave

**Six weeks to three months** after onset (some stabilisation and structure in place, living and working conditions still difficult, long hours).

#### Third wave

**Above three months** after onset (stabilized living and working conditions, office systems in place, dealing with outcomes of first response and bringing order and solutions to arising problems) – shifting to a standard WFP operating model to the extent possible.

### Deactivation



Emergency deactivation starts after the principal impacts have been brought under control.

It may involve downscaling the emergency and generally requires a right-sizing/stabilising exercise (i.e. re-evaluating country office structure, resource requirements and assessing impact on staffing).

An Emergency Lessons Learned exercise or After-Action Review may be undertaken after the emergency has taken place to inform corporate learning and review of corporate policies, procedures, systems and tools.



Both MPAs and APAs are part of the [Emergency Preparedness and Response Package \(EPRP\)](#), a practical and action-oriented tool that guides WFP Country Offices in progressively matching their emergency preparedness & response capacity against risks identified in a country of operation.



# HR IN EMERGENCIES

## ► ROLE OF COUNTRY OFFICE, REGIONAL BUREAU AND HEADQUARTERS

The information below provides an overview of the role of HR at CO, RB and HQ level during emergencies:

### 📍 Country office

#### L2 Emergency, L3 Surge & L3 Response

- Strong operational role during emergencies.
- Will be required to lead the staffing response and drive delivery of necessary HR activities.

### 📍 Regional bureau

#### L2 Emergency, L3 Surge & L3 Response

- Advisory, oversight and coordination role in emergencies, and may provide operational support if required.
- Strong coordination role in case of a regional emergency.
- Provide guidance on complex HR issues that fall outside of routine HR procedures.

### 📍 Headquarters

#### L3 Surge & L3 Response

- Accountable in case of an L3 emergency.
  - *HRMOF* supports emergency deployments during the first stages.
  - *HRMTD* supports reassignments during final stages of an emergency (typically third wave onwards).
  - *HRMTP* provides guidance on complex HR issues.

## ► HR'S CORE RESPONSIBILITIES

The **core responsibilities** of the HR function in an emergency is to manage **staffing** and **HR information and reporting**. In addition **capability development** is the third key function during the preparedness and deactivation phase. A summary related to these 3 key areas is provided in the following pages.



### Staffing



**The primary role of HR in emergencies is to partner closely with the management team to ensure the emergency is staffed with the right people with the right skills at the right time.** Management relies on HR to support all staffing-related activities, such as recruitment and deployment - as quickly and efficiently as possible.

#### Preparedness

Country office HR liaises with management to create and update the country office organogram and local rosters, understand and plan for potential staffing needs, and partner with local networks e.g. external vendors, recruitment agencies, UN agencies etc.

#### Response

It is critical that country office HR partners closely with country office management to advise on the emergency staffing structure, staffing options, contract modalities, sourcing strategies, etc. This will result in a Staffing Plan to fill critical needs through deployments and recruitments. During this phase, it is important that HQ HR & regional bureau HR align on roles/ responsibilities & support required. Country office HR will need to coordinate preparatory arrangements/onboarding, capturing of TDY actions in WINGS and managing the debriefing/exit process of staff.

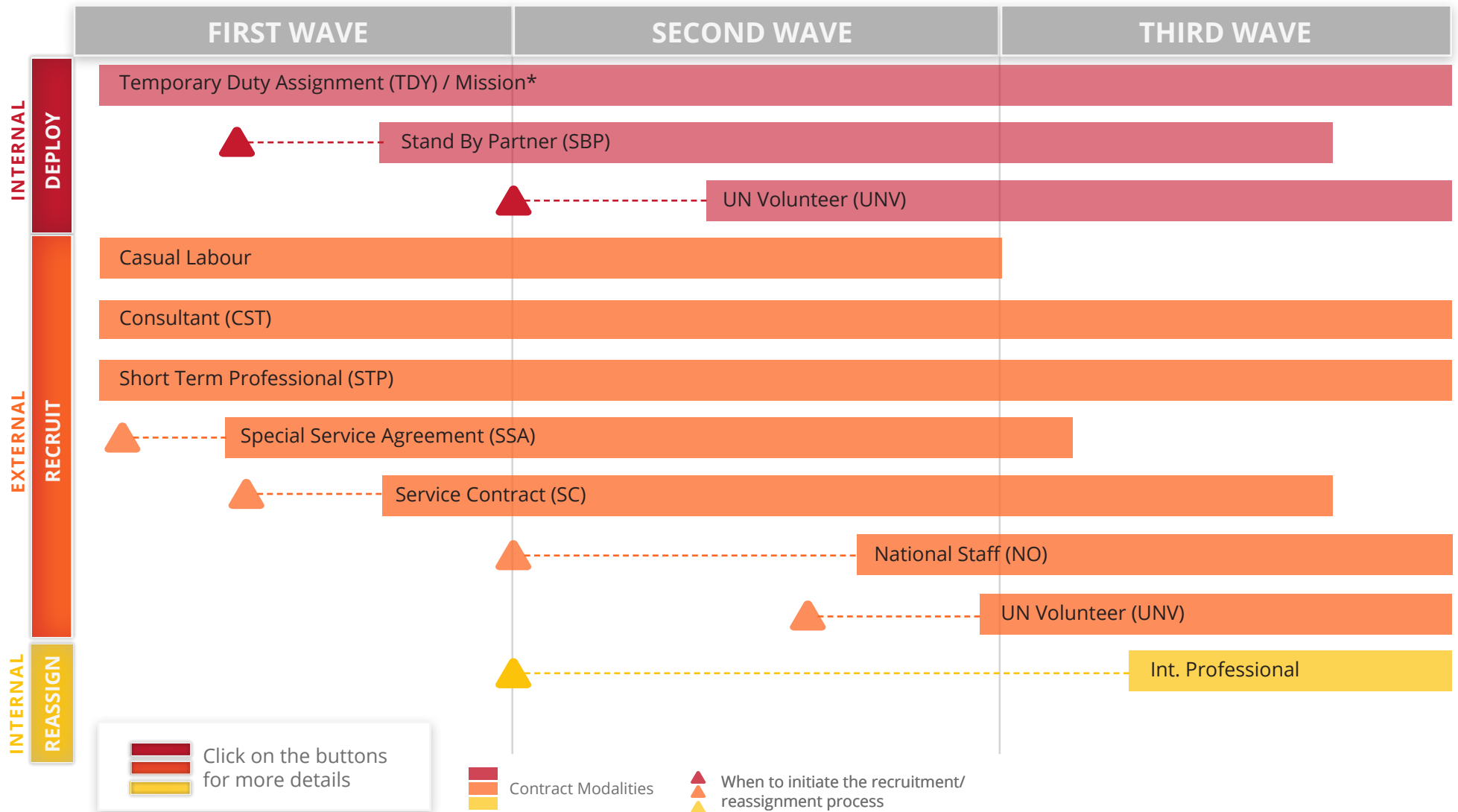
During crises, HR also coordinates the flow of information between functions and ensures all HR related activities continue running (e.g. contract extensions/termination, payroll, administration of entitlements etc.).

#### Deactivation

Involves a right-sizing/ stabilising exercise such as re-evaluating resource requirements, revising the country office structure, delegation of authority and assessing potential impacts on staffing.

### ► WFP STAFFING IN EMERGENCIES

Below is a suggested model to consider when staffing an emergency in order to maximize the effectiveness of WFP's response. HR can propose different methods of staffing (deployment, recruitment, reassignment) and the appropriate contract modalities for management to use. This will depend largely on the particular wave of the emergency as well as funding. Please note that this model is aimed to provide high-level guidance a framework to operate within, and may need to be tailored to each emergency/local context.

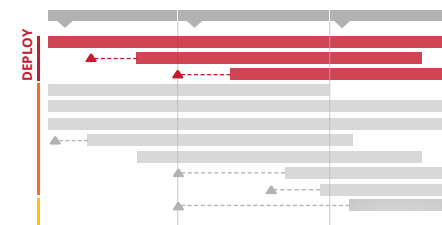


\* Short-Term staff

## Deployment

During the 1st wave, TDYs are the primary method used for staffing an emergency. A staff member is on temporary duty (TDY) when they travel from their administrative location to perform temporary duties in an emergency. Typically, a TDY should not exceed 6 months and should the need extend beyond that duration, alternative staffing solutions should be found. If that is not possible, a justification for the TDY extension should be submitted to HR Global Services (HRMOG) for Deputy Director HR approval. TDY deployment fall under the financial and administrative responsibility of the country office where the emergency is occurring (transfer of staff member to newly created position in country office).

In addition to technical expertise, the criteria to consider when deploying staff to an emergency includes their ability to manage stress, effective decision making, teamwork, communication and negotiation skills, as well as proven performance, prior emergency experience or potential to perform in emergencies, and availability within 24-72 hours. Deployments can take place using the following methods:



### Deployments can take place using the following channels:

#### Emergency Rosters

##### Regional Rosters

Typically, at the onset of an emergency, the regional bureau will assess capacity to deploy staff from within the region. Regional bureaux should have regional emergency rosters to facilitate prompt deployments. Upon release, the requesting country office sends the administrative note to the candidates and coordinates deployment (visa, flights etc.).

##### Emergency Response Roster (ERR)

If additional support is required, the ERR team based in headquarters should be requested to help identify resources corporately and coordinate the deployment process for L3 emergencies. This roster consists of a pool of individuals who have been pre-screened, released and profiled for emergency deployments for a maximum period of 3 months. The ERR may also be utilized in L2 emergencies, where there is shortage of staff. Requests for deployment should be sent to: [hr.erroster@wfp.org](mailto:hr.erroster@wfp.org)

#### Staffing Coordinators

The Regional HR Officer and/or ERR team, in collaboration with the country office, should liaise with [Staffing Coordinators](#) (of the required function) to identify staffing resources available for deployment.

#### Standby Partners (SBP)

SBPs are NGOs, public sector institutions, and national civil protection agencies who provide and maintain a roster of ready-to-deploy experts, to support WFP to rapidly scale-up its capacity. [Standby partnerships](#) and deployment requests are managed by the Augmented Logistics Intervention Team for Emergencies (ALITE), which is part of the Supply Chain Division. Request should be sent to: [standbypartners@wfp.org](mailto:standbypartners@wfp.org)

#### UN Volunteers (UNVs)

[UNVs](#) may be redeployed for up to 3 months if already hired prior to the emergency - this is subject to country office and UNDP approval and agreement of the UNV.

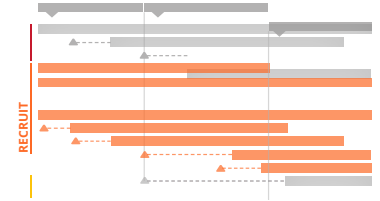


*As soon as possible, and already during the 1st wave, HR should identify staff needs for 2nd wave in cooperation with functional Heads of Units in the field, regional bureau functional leads and the ERR team. Replacements should be identified 2-4 weeks before 1st wave deployments are due to leave.*

## Recruitment

As part of the preparedness phase, it is helpful to create a local roster and form partnerships e.g. with local & international NGO's, recruitment agencies etc. This widens the pool of candidates and assists in expediting the recruitment process when an emergency occurs. During an emergency, recruitment typically takes place throughout all 3 waves.

Below are some key points for country offices to consider when scaling up structures throughout an emergency:



### Short-term needs

Short-term contractual modalities are utilised in emergencies to ensure the country offices agility in scaling up/down to meet operational needs. Further details are provided below (as per HR Manual):

#### Casual Labour

are non-staff personnel engaged for short periods of time to perform duties, usually of a manual nature. Casual labour may typically be used when outsourced services are not available or possible. Casual labour may not be used for more than 3 continuous months, and not for more than 9 months in any 12-month period.

#### Consultants (CST)

are recognized authorities or specialists in a specific field, whose services are utilized in an advisory, consultative, or demonstrative capacity. Consultants are commonly used in emergencies as they provide continuity for the response when compared to TDYs. Consultants may be contracted for a maximum period of 11 months (after which a mandatory 1-month break is required).

#### Short-Term Professionals (STP)

are recruited for posts at levels equivalent to those in the Professional or General Service categories, in order to meet temporary and/or short-term needs caused by the absence of regular staff. In areas where it is difficult to source staff, STP contracts can be considered as this widens the pool of candidates. Short-term professionals will be engaged in a contract of less than 12 months.

#### Special Service Agreements (SSA)

are used as a flexible contractual tool and hiring mechanism to recruit consultants, temporary professionals and support personnel locally to perform duties over a relatively short period of time. SSAs are suitable for activities that are less than 6 months duration or activities which will not be extended beyond eleven 11 months, during emergency or relief operations, peak workload periods etc.

#### Service Contracts (SC)

are a decentralized contracting instrument that is cost effective and flexible for use only by WFP country offices and regional bureaux. It is usually recommended for temporary functions determined to be limited and for specific periods such as emergencies, special operations and programme activities. Service Contracts should be for a period of more than 6 months, otherwise the SSA contract must be used.

#### UN Volunteers (UNVs)

are professionals with specialized knowledge that work with organisations to help them achieve the Sustainable Development Goals. UNVs may be considered a cost-effective hiring mechanism that may be utilised towards the end of the second wave of an emergency, as the recruitment process generally takes longer than other short-term contract modalities.



**Note:** Make sure to advertise positions early. Wherever possible, longer-term solutions should be considered e.g. recruitment of short-term national staff and/or international staff. The same concept applies at the end of the 2nd wave approaches – HR should ensure that longer term staffing plans have been made for the 3rd wave (e.g. reassignment/recruitment of fixed-term staff).

## Recruitment

### Long-term needs

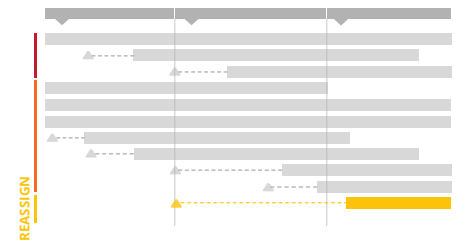
Towards later phases of emergency, consideration should be made to nationalise the response resources in terms of sustainability and costs going forward. National staff form the backbone of WFP's workforce. They ensure business continuity in fluid security situations, especially when international staff are evacuated.



## Reassignment

If certain roles are required long-term (third wave onwards), consideration should also be given to fill the role via process of reassignment (**Note:** certain measures will be put in place to speed up reassignment process to L3 emergencies).

Queries can be directed to: [reassignment@wfp.org](mailto:reassignment@wfp.org)





## HR Information Management & Reporting

HR should ensure information is up to date, safeguarded and accessible both offsite and offline. This is critical to the management of an emergency (up to date staffing lists for management decision making, admin note for deployments etc.) and also a mandatory requirement for auditing purposes.

### Preparedness

HR should ensure all relevant staff information is updated and documented. This is also the case throughout the response and deactivation phases of an emergency. This includes actively liaising with other functions to get information on time (e.g. contractual status, UNLP, visa, emergency contact details, etc.).

### Response

Country office management and other functions rely on HR to provide them with the most updated staffing information (e.g. staffing lists, emergency contacts, [deployment lists](#) etc.). HR also plays a crucial role in providing relevant information, within short time frames, in cases of Medevac, arrest, detention or hostage-taking.

### Deactivation

HR may be requested to capture lessons learned and circulate them to relevant parties as required, and ensuring handover and closure reporting. Depending on the length of the emergency, these inputs may be requested during the response phase, it is therefore important for HR to keep a record throughout the emergency. The country office must send a final deployment list to [hr.erroster@wfp.org](mailto:hr.erroster@wfp.org).



## Capability Development



HR is responsible for, **supporting capability development efforts, developing HR staff capabilities** to enhance performance in emergencies, and **tracking mandatory trainings**.

### Preparedness

HR should track completion of mandatory trainings (e.g. 'Basic Security in the Field II', 'Advanced Security in the Field'), follow up on completions and encourage completion of other emergency trainings (e.g. '[Getting Ready for Emergencies](#)' - GRFE and '[What to Expect When Deploying](#)').

### Response

HR supports the promotion of capability building efforts for new staff, especially when a very quick upskill/knowledge transfer is required in the case of an emergency. This may involve advising and guiding functions on different methods/strategies to build staff capabilities to best respond to an emergency.

Staff should also be encouraged to document on-the-job training and stretch activities for inclusion in their PACE.

### Deactivation

An assessment should take place to identify what worked well, relevant gaps and trainings that would help build staff capabilities for emergency preparedness, response and deactivation. This will typically take place during the deactivation phase and include capability building considerations based on lessons learned.

However, for long-standing emergencies it is encouraged that this take place once the emergency has reached greater stability. Once the capability development requirements have been identified, a focus on building staff capabilities can take place as part of the preparedness phase.

## ► KEY PARTNERSHIPS IN EMERGENCIES

HR needs to collaborate closely with other functions (particularly **Security, Health & Wellness** and **Admin**) to carry out various activities before, during and after an emergency. Further details are provided below:

### Security



#### Preparedness

HR contributes to the Contingency Plan and collaborates with Security and other functions to identify/execute security requirements & emergency preparedness actions (e.g. SOP for evacuation, remote control management etc.).

#### Response

HR may support Security in contacting staff members to ascertain their health & safety and provide country office management with staffing status update. In event of a security threat that requires relocation or evacuation, HR is responsible for quickly retrieving staffing information and providing emergency contact details.

### Health & Wellness



#### Preparedness

Country office HR should coordinate medical clearance for staff and establish partnerships with staff counsellors. At this stage, it is also critical to connect with the Medical Focal Point and Wellness division to ensure country office is prepared in case of the need for a medical evacuation.

#### Response

In collaboration with the Wellness Division, HR may provide assistance in obtaining medical support, counselling services and assist in establishing a support system for families. In the event of a pandemic emergency, HR may be tasked with 'formal movement tracking' of staff, on a day to day basis (including R&R and post deployment periods). This is a critical health & wellness measure in any pandemic emergency.

#### Deactivation

HR is focused on addressing the long-term well-being of staff affected by the emergency.

### Admin



HR will need to have strong coordination with Admin during emergencies to ensure procedures are in place for visa, travel/transportation and accommodation for staff. HR and Admin will need to ensure the Admin note (Deployment Notice) is readily available and up to date - this information is crucial for staff deploying to an emergency.



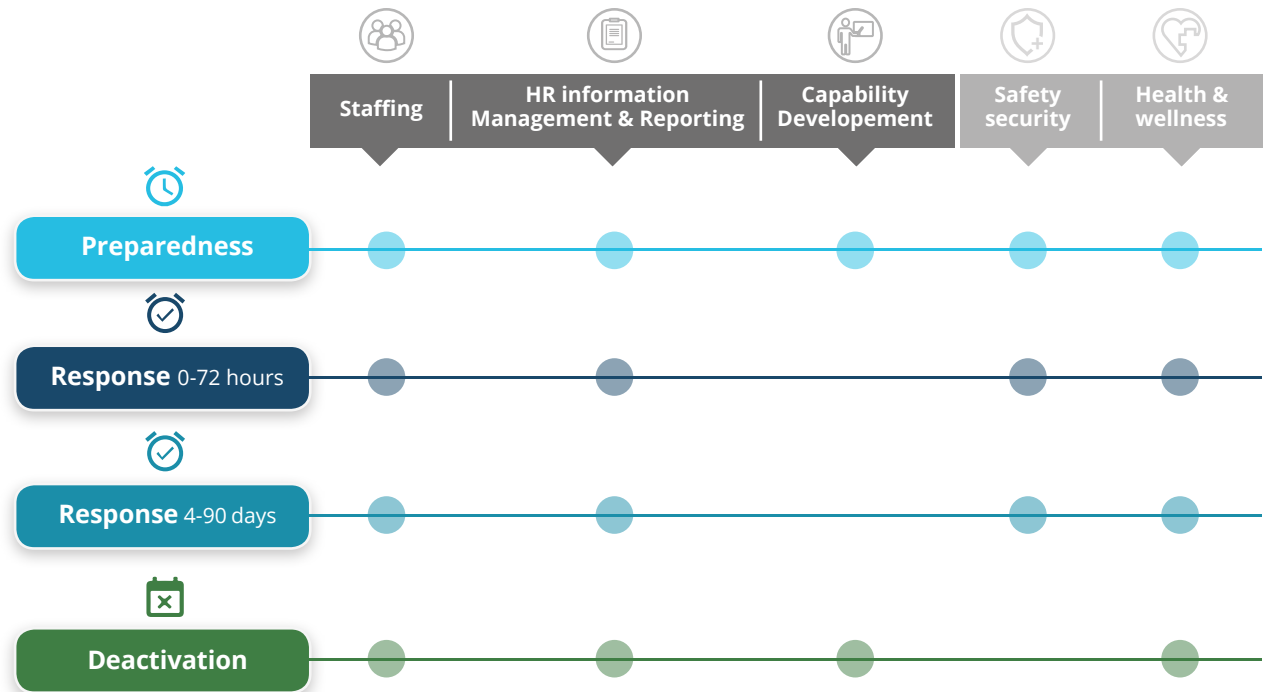
# HR EMERGENCY CHECKLISTS

This section provides checklists for each emergency phase:

- **Preparedness**
- **Response (0-72 hours)**
- **Response (4-90 days)**
- **Deactivation**

The **high-level checklists** include an overview of the overall actions to be carried out. The **detailed checklists** expand on the high-level checklists by providing details on how to carry out each of the activities, who should be involved as well as links to helpful resources. The detailed checklists are downloadable and can be marked off as you complete the activities, to keep track of your progress.

The checklists cover areas that HR will be involved in before, during and after an emergency: staffing, information management & reporting, capability development safety & security, as well as health & wellness.



*While the Toolkit sets a baseline for recommended HR activities for emergency preparedness, response and deactivation, additional focus may be required for some sections/activities, depending on the circumstances and/or needs of each country office.*








# HIGH-LEVEL PREPAREDNESS CHECKLIST



Detailed  
Checklist

Click on the button for the comprehensive activity checklist outlining steps for preparedness emergency phase

 <b>Staffing</b>	 <b>HR Information Management &amp; Reporting</b>	 <b>Capability Development</b>	 <b>Safety &amp; Security</b>	 <b>Health &amp; Wellness</b>
<ul style="list-style-type: none"> <li>Support management in creating &amp; updating CO organogram</li> <li>Understand/monitor CO context &amp; plan for potential staffing needs</li> <li>Create &amp; update local rosters</li> <li>Build partnerships with local networks</li> <li>Obtain access to Regional Emergency Roster</li> </ul>	<ul style="list-style-type: none"> <li>Review &amp; ensure all staff submitted/updated their emergency contacts</li> <li>Compile, update &amp; save key information of each CO staff member</li> <li>Review &amp; prepare HR guidelines as needed</li> <li>Ensure clarity of actions for creating TDY positions in WINGS</li> </ul>	<ul style="list-style-type: none"> <li>Ensure mandatory trainings are completed &amp; staff are informed of other critical trainings</li> <li>Develop HR staff capacity regarding HR emergency procedures &amp; protocols</li> <li>Ensure staff &amp; partners are informed about measures &amp; standards of conduct</li> <li>Contribute to roll out of Emergency Preparedness &amp; Response package</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to Contingency Plan</li> <li>Participate in defining Business Continuity Plan</li> </ul>	<ul style="list-style-type: none"> <li>Ensure CO is prepared in case of medical evacuation</li> <li>Ensure medical clearance is received for roster/deployable staff</li> <li>Establish partnership with staff counsellors</li> <li>Prepare &amp; update a healthcare facilities/physicians list &amp; disseminate to all staff</li> </ul>

*HR needs to collaborate closely with the Security & Wellness functions to carry out various activities before, during and after an emergency.*



# HIGH-LEVEL RESPONSE (0-72 HOURS) CHECKLIST



Detailed Checklist

Click on the button for the comprehensive activity checklist outlining steps for preparedness emergency phase

<b>Staffing</b>		<b>HR Information Management &amp; Reporting</b>		<b>Safety &amp; Security</b>	<b>Health &amp; Wellness</b>
<ul style="list-style-type: none"> <li>○ Assess scope of emergency situation</li> <li>○ Begin identifying CO capacity staffing needs &amp; draft preliminary Staffing Plan</li> <li>○ Align with RB HR &amp; HQ HR on roles/responsibilities &amp; support required for emergency operation</li> <li>○ Coordinate deployments to ensure speedy arrival of staff</li> <li>○ Expedite local recruitment of short-term staff</li> <li>○ Identify any changes to staff entitlements &amp; take action as necessary <i>*(changes could take place beyond the 72-hour period)</i></li> </ul>		<ul style="list-style-type: none"> <li>○ Update Deployment Notice</li> <li>○ Create &amp; update Staffing List and report</li> </ul>		<ul style="list-style-type: none"> <li>○ Support Security in ascertain health and safety of staff (depending on nature of emergency e.g. earthquake) &amp; update CO management</li> <li>○ Obtain instructions from CO management &amp; Security on security plan of action</li> </ul>	<ul style="list-style-type: none"> <li>○ Support well-being of staff &amp; dependents on ground</li> <li>○ Ensure CO is prepared in case of medical evacuation</li> <li>○ Obtain medical approvals for deployed/ recruited staff</li> </ul>

*HR needs to collaborate closely with the Security & Wellness functions to carry out various activities before, during and after an emergency.*







# HIGH-LEVEL RESPONSE (4-90 DAYS) CHECKLIST



Detailed  
Checklist

Click on the button for the comprehensive activity checklist outlining steps for preparedness emergency phase

 <b>Staffing</b>		 <b>HR Information Management &amp; Reporting</b>		 <b>Safety &amp; Security</b>		 <b>Health &amp; Wellness</b>	
<ul style="list-style-type: none"> <li>○ Formulate Staffing Plan for next 2-3 months &amp; revise plan regularly</li> <li>○ Contribute to budget design for staffing requirements</li> <li>○ Coordinate deployments to ensure speedy arrival of staff</li> <li>○ Manage recruitments for emergency response</li> <li>○ Carry out pre-deployment checks &amp; administration prior to staff arrival</li> <li>○ Coordinate preparatory arrangements/on-boarding process of new staff, to accelerate settling in &amp; transition between responders</li> <li>○ Manage debrief &amp; exit process for departing staff, including performance evaluation</li> <li>○ Monitor changes to staff entitlements &amp; take action as necessary</li> </ul>		<ul style="list-style-type: none"> <li>○ Update Deployment Notice</li> <li>○ Update WINGS Org Units (deployments &amp; recruitments) &amp; CO organogram regularly</li> <li>○ Create &amp; update Staffing List and report</li> </ul>		<ul style="list-style-type: none"> <li>○ Support Security with staff emergency contact list where required</li> </ul>		<ul style="list-style-type: none"> <li>○ Provide support/information to address staff well-being issues (if required)</li> </ul>	

*HR needs to collaborate closely with the Security & Wellness functions to carry out various activities before, during and after an emergency.*



# HIGH-LEVEL DEACTIVATION CHECKLIST



Detailed Checklist

Click on the button for the comprehensive activity checklist outlining steps for preparedness emergency phase



## Staffing

- Manage debrief & exit process for departing staff, including performance evaluation
- Facilitate organisational structure review & right-sizing of operations (where required)
- Reassess HR Delegation of Authority (DOA)



## HR Information Management & Reporting

- Support corporate lessons learned exercise
- Ensure handover & closure reporting



## Capability Development

- Report on HR Emergency capacity building requirements



## Health & Wellness

- Support long-term wellbeing of staff affected by the emergency

*HR needs to collaborate closely with the Security & Wellness functions to carry out various activities before, during and after an emergency.*



# SUPPORT RESOURCES

This section includes ready to use templates and guides designed to practically support HR Officers during emergencies, ensuring a consistent, global HR approach. It includes common resources needed in an emergency context, with a brief description of what each of these attachments entails.

## → TEMPLATES

### **Deployment List Template**

#### **Regular Deployment List**

Provides HR Officers with a standardized template to easily record and track emergency deployments. The excel file includes an interactive dashboard that prepopulates statistics and data trends, to assist with analysis and compilation of staffing reports.

#### **Pandemic Deployment List**

Includes the same functionality as the Regular Deployment List. Should be used specifically for pandemic emergencies (e.g. Ebola), where staff tracking is a mandatory requirement.

#### **Deployment Request Tracking**

A list to keep track of whether or not staff member has been approved for deployment by the Functional Head/Country Director.

### **Emergency Contact Address**

A form that staff members need to complete to provide/update their contact details and their designated emergency person(s) details.

### **Deployment Notice Email Template**

A form that staff members need to complete to provide/update their contact details and their designated emergency person(s) details.

### **Deployment Notice Template**

A template to simplify the process of preparing a deployment notice, providing mandatory and optional information that can be tailored to the relevant emergency. It also includes an attached template with further practical information that can be included if applicable to the duty station.

### **Standby Request Form**

A template to be completed when requesting Standby Partner (SBP) support, and includes a section to provide a Terms of Reference for the SBP.



## ➔ GUIDES

### [Service Contract Guide](#)

Provides guidelines, rules and processes for management of the Service Contract to all WFP Field Officers. It includes additional attachments such as a Checklist of Documentation & an SC Evaluation template.

### [Special Service Agreement Guide](#)

Provides overall guidance for the effective use and administration of Special Service Agreement (SSA) contracts in WFP field-based offices. It includes Annexes such as a Checklist of Documentations, Attendance & Hourly Time Sheets and an SSA Evaluation Template.

### [WFP E-Recruitment Quick Guide for Roster](#)

Outlines and includes snapshots of the step-by-step process for developing a roster pool using e-recruitment.

### ['What to Expect when Deploying' Guide](#)

An interactive resource intended to support employees before, during and after they deploy to an emergency. It includes resources, personalised to-do lists, tips, exercises and video interviews of WFP staff sharing valuable insights, tips and first-hand experiences.

### [TDY in WINGS Guide](#)

A guide outlining how to process TDYs in WINGS for locally recruited field employees in a smooth and timely matter.

### [Integrated Road Map & Organizational Readiness Toolkit](#)

Sets the baseline for recommended actions to adequately prepare for and roll-out the IRM people agenda; used as a guide while CSPs are being developed and during implementation.

### [A Country Director's Guide to Delegated Authorities for HR](#)

Provides an overview of the specific HR matters that are within a Country director's purview to lead, operate and manage.

### [WFP Staff Counsellors Emergency Contacts](#)

A list of contact details for staff counsellors in headquarters, regional bureaux and several COs to be referred to in case of emergency.

### [Providers with Direct Settlement](#)

A list of Allianz providers who are available for cashless access out-patient treatment for staff serving outside of headquarters.



## ➔ REFERENCES

- [Emergency Preparedness and Response Package \(EPRP\)](#)
- [WFP Emergency Response Activation Protocol](#)
- New WFP Emergency Activation Protocol OED2018/XXX (draft under review)
- [WFP's Programme Guidance Manual](#)
  
- Casual Labour, [HR Manual III.6](#)
- Consultants, [HR Manual III.2](#)
- Service Contract, [HR Manual III.7](#)
- Short-Term Staff Members, [HR Manual III.1](#)
- WFP Guidelines for the Use of Special Service Agreements (SSAs) in Field-Based Offices, [HR Manual III.8](#)

## ► ACRONYMS

<b>AED</b>	Assistant Executive Director	<b>MSS</b>	Manager Self Service
<b>ALITE</b>	Augmented Logistics Intervention Team for Emergencies	<b>NGO</b>	Non-Governmental Organization
<b>APA</b>	Advanced Preparedness Action	<b>NO</b>	National Officer
<b>ASITF</b>	Advanced Security in The Field	<b>NPO</b>	National Professional Officer
<b>BSITF</b>	Basic Security in The Field	<b>NS</b>	National Staff
<b>CD</b>	Country Director	<b>OS</b>	Operations Services
<b>CO</b>	Country Office	<b>OSE</b>	Emergency Preparedness and Support Response Division
<b>CRD</b>	Corporate Response Director	<b>OTF</b>	Operational Task Force
<b>CST</b>	Consultant	<b>PACE</b>	Performance and Competency Enhancement
<b>CSP</b>	Country Strategic Plan	<b>PSEA</b>	Protection from Sexual Exploitation & Sexual Abuse
<b>DOA</b>	Delegation of Authority	<b>R&amp;R</b>	Rest & Recuperation
<b>DOE</b>	Director of Emergencies	<b>RB</b>	Regional Bureau
<b>DRD</b>	Deputy Regional Director	<b>RD</b>	Regional Director
<b>EB</b>	Executive Board	<b>ROMA</b>	Request for Organizational Management Action
<b>EC</b>	Emergency Coordinator	<b>SBP</b>	Stand-By-Partner
<b>ED</b>	Executive Director	<b>SC</b>	Service Contract
<b>EPR</b>	Emergency Preparedness & Response	<b>SEA</b>	Sexual Exploitation & Sexual Abuse
<b>EPRP</b>	Emergency Preparedness & Response Package	<b>SOP</b>	Standard Operating Procedures
<b>ERR</b>	Emergency Response Roster	<b>SSA</b>	Special Service Agreement
<b>GRFE</b>	Getting Ready for Emergencies	<b>SSAFE</b>	Safe and Secure Approaches to Field Environments
<b>HQ</b>	Headquarters	<b>STF</b>	Strategic Task Force
<b>HR</b>	Human Resources	<b>STP</b>	Short-Term Professional
<b>HRMOC</b>	HR Contracts Branch	<b>TDY</b>	Temporary Duty Assignment
<b>HRMOF</b>	HR Field Support Branch	<b>TOR</b>	Terms of Reference
<b>HRMOG</b>	HR Global Services Branch	<b>UNCT</b>	UN Country Team
<b>HRMTA</b>	HR Global Talent Acquisition Branch	<b>UNDP</b>	United Nations Development Programme
<b>HRMTD</b>	Talent Deployment and Career Management Branch	<b>UNDSS</b>	UN Department of Safety & Security
<b>HRMTP</b>	HR Policy & Compliance Branch	<b>UNHCR</b>	United Nations High Committee for Refugees
<b>IASC</b>	Inter-Agency Standing Committee	<b>UNLP</b>	UN Laissez-Passer
<b>ICSC</b>	International Civil Service Commission	<b>UNV</b>	United Nations Volunteer
<b>IRM</b>	Integrated Road Map	<b>VA</b>	Vacancy Announcement
<b>MCS</b>	Medical Insurance/Coverage for Supernumeraries	<b>WFP</b>	World Food Programme
<b>MPA</b>	Minimum Preparedness Action	<b>WINGS</b>	WFP Information Network and Global Systems

## **Human Resources Division/ Field Support Branch**

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