RESOURCE 19: Staff Debriefing Form

SAMPLE INTERNATIONAL STAFF DEBRIEFING FORM
(adapted from Concern Worldwide’s Staff Debriefing)

Employee’s name: __________________________________________
Job title: __________________________________________
Country of assignment: ______________________________________
Assignment dates: __________________________________________
Normal end of contract: yes ☐ no ☐
If no, reason for leaving: ____________________________________
Continuous start date: ______________________________________
Debriefed by: ____________________________________________
Debrief date: ____________________________________________
Confidential debriefing: ☐ yes ☐ no
Professional counselling offered: ☐ yes ☐ no

Introduction
a) Introduce debriefer(s)
b) Purpose of debriefing for employee: reflection on assignment, resolve any outstanding issues, sense of closure
c) Purpose of debriefing for organisation: interest in employee’s opinion, establish trends, act on feedback
d) Confidentiality
c) Notes will be taken and kept in the HR department
f) If debriefing is confidential, highlight that notes may be still be used for statistics and reports

SECTION A: PRE-DEPARTURE:
1. How did you find the recruitment process? (feedback on interview(s), delays...)
2. Did you come to HQ for the induction? If yes, was it useful for you? Anything not covered? Recommendations for the future?
3. If induction not completed in HQ: Do you know the reason why?
4. How was the support provided by the HR department during your pre-departure? Contact with any other department?
5. Did you receive any country specific information prior to your departure (type of programmes, cultural norms, currency, climate, things to bring, arrival notes)? Was this information adequate?
## SECTION B: ARRIVAL IN-COUNTRY

1. Were you picked up at the airport by a staff member?
2. What accommodation was provided during the first couple of days? Any comments?
3. Was an in-country induction provided? If yes, what areas were covered (systems, programmes, security, policies...). Any recommendations?
4. Did you receive a handover from your predecessor *(if applicable)*?
5. How was the support during your first couple of days in-country?

## SECTION C: THE ASSIGNMENT

1. Was your job description a realistic reflection of your tasks and responsibilities? Was it adapted throughout your assignment?
2. Were the reporting lines clear? Any suggested changes to the reporting lines?
3. Did you have work objectives set? Did your manager conduct performance reviews with you?
4. **For managers:** Did you conduct performance reviews with your staff?
5. Did you feel sufficiently supported by your manager, team and colleagues? Did you participate at any training / workshops?
6. How was your relationship with national staff? How would you rate the capacity of the country team? *(Working with others)*
7. How was your relationship with the Country Director, the team, other stakeholders, other Programme Participants? *(Self-awareness/ Working with others)*
8. Were there any staff (management) issues? How much staff turnover was there? Are there any other issues we should be aware of?
9. How would you rate our activities in country? Are they appropriate considering beneficiary needs, priorities? Any recommendations?
10. What was the worst or most stressful situation / incident for you? Did you feel supported in-country / by HQ?
11. What was the best part of your assignment? What were the positive aspects of your assignment?
12. Reasons for leaving?
13. Did you do an exit interview? If yes, with whom?
14. Did you leave handover notes?

## SECTION D: PERFORMANCE

1. Were you able to quickly understand the context of this humanitarian response; your role and that of our organisation? What could have been done to improve this? *(Understanding the humanitarian context)*
2. How well were you able to include gender and diversity considerations in your work? Give an example. *(Understanding the humanitarian context)*
3. How satisfied are you with your contribution to the quality of your project/programme?
What could you have improved to increase the impact? *(Programme quality/ Impact/ Self-awareness)*

4. Were you able to build effective relationships with your colleagues, staff and manager? What worked and what could have been improved? What could you have done differently? *(Listening and Dialogue/ Working with others/ Self-awareness)*

5. What steps did you take to minimise or manage stressful situations in this role – for yourself and for your colleagues/staff? *(Personal safety and security/ Resilience)*

6. What would you say were your strengths? Were you able to use them to the full in this role? If not, why was this? *(Self awareness/ Impact)*

**SECTION E: SECURITY**

1. Was there a security management plan in place? Did you have a security briefing? Do you feel the SMP/ security guidelines are sufficient and adequate? Any recommendations?

2. Were there any general security issues? Did you have any personal security incidents?

3. What was the policy on driving vehicles in-country? Did you have any concerns about staff driving practices?

4. What did you personally do to raise security awareness and standards? *(Personal safety and security)*

**SECTION F: ORGANISATIONAL ASPECTS**

1. In relation to the HR policies and procedures, did you have enough information on them? Any feedback in relation to other organisational policies?

2. How did you find the quality and quantity of support and contact provided by HR, HQ, Technical Support, etc? Any recommendations?

3. Were there any field visits from HQ staff during your assignment? Any recommendations?

4. Do you have any feedback on the Terms and Conditions, i.e. baggage allowance, hardship allowance, salary, annual leave?

**SECTION G: SOCIAL ASPECTS**

1. Did you have to work in remote/isolated places? Was enough work/life balance provided? What were your working hours? R&R? Any recommendations?

2. How were your accommodations? Any recommendations?

3. How did you cope with the local culture, the language?

4. How was your health on mission? How was the support when you were sick in-country? Any recommendations?
SECTION H: COMING HOME

1. Have you already had/scheduled your post medical examination?
2. Can you confirm your contact details for any outstanding questions, payslip....?
3. What are your plans for the future?
4. Would you consider working for us again?
5. Do you feel a sense of personal and professional accomplishment? Do you feel that what you did was useful?
6. Any other comments / suggestions / recommendations? In particular, do you have any suggestions on how we should review the job profile to take account of tasks or competencies that you consider are missing but were required?