

A photograph of a WCMRC patrol boat, the 'BARKLEY SENTINEL', is shown on the water. The boat is white with a prominent orange stripe along its side and a blue hull. It has a radar scanner on its deck and a cabin with the WCMRC logo. The background shows a coastal town built on a hillside, surrounded by dense evergreen forests and large mountains under a cloudy sky. A dark blue banner is overlaid at the bottom of the image, containing the title text.

Convergent Volunteer Management Guide

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1 Abbreviations

ABBREVIATION	DESCRIPTION
BC	British Columbia
CCG	Canadian Coast Guard
CSA, 2001	Canada Shipping Act, 2001
CWS	Canadian Wildlife Service
EOC	Emergency Operations Centre
ERA	Enhanced Response Area
FOG	Field Operations Guide
GAR	Geographic Area of Response
GVIRP	Greater Vancouver Integrated Response Plan for Marine Pollution Incidents
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IMH	Incident Management Handbook
IMP	Incident Management Plan
IMT	Incident Management Team
IPIECA	International Petroleum Industry Environmental Conservation Association
OHF	Oil Handling Facility
OSRP	Oil Spill Response Plan
PAR	Primary Area of Response
SRM	Spill Response Manager
WCMRC	Western Canada Marine Response Corporation

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1. INTRODUCTION

During an incident, large numbers of local community members may converge on-scene at the incident site(s) or express an interest in volunteering to their community or government leaders. Collectively referred to as convergent volunteers, these individuals can play an important role in a spill response, providing local knowledge and expertise relating to wildlife and their habitats and the local marine environment. They can also act as a bridge to communities affected by the response and support response awareness within a community.

A primary objective of any response is to ensure the health and safety of the public and responders. The safety risks associated with spill response operations prohibits the use of volunteers in all operational response activities. However, it is important for the response to find safe response-related activities for convergent volunteers and/or ensure there is adequate security to protect the public from danger.

1.1 PURPOSE

This Convergent Volunteer Management Guide details the procedures and protocols necessary for the use of convergent volunteers in a response operation. It is intended to serve as a tool and guideline to ensure the safe and effective management of convergent (and other) volunteers who offer their services during an emergency incident.

1.2 HOW TO USE THIS GUIDE

The Convergent Volunteer Management Guide is based on the principles of Incident Command System (ICS). The plan is intended for use in the operational periods immediately following the decision by UC to incorporate convergent volunteers into the response. Once a system has been created for managing convergent volunteers, and the scale of volunteer activism and interest is known, this plan may no longer be required.

1.3 OBJECTIVES

The objectives of the plan are as follows:

1. Provide a framework within which the Incident Management Team (IMT) can operate when convergent volunteers emerge during an incident.
2. Support UC's decision-making process, including providing policy options, considerations and tools, to help facilitate the integration of convergent volunteers in real-time without causing undue delays or disruptions to response operations.
3. Allow for real-time implementation during a response operation in the operational periods immediately following UC's decision to incorporate convergent volunteers into the response.

1.4 DEFINITIONS

For the purposes of this document, and in line with Canadian and International Standards on Volunteer Management, the following terms are defined to provide guidance in implementing this plan. The below terms also reflect Emergency Management BC's definition of volunteers.

TERM	DEFINITION
Affiliated Volunteer	An individual who is affiliated with either a governmental agency or Non-Government Organization (NGO) and who has been trained for a specific role or function in disaster relief or response.
Convergent Volunteer	Any individual who is suddenly motivated to help in a time of crisis and self-identifies to provide service and support during response or recovery activities. A convergent volunteer is not affiliated with any other organization involved in the response and often joins with the intentions of supporting for a short period of time. This includes volunteers that emerge during an Emergency Management BC (EMBC) Public Safety Lifeline (PSL) incident and is signed into the task but is not a registered PSL volunteer.
Independent Volunteer	A Convergent Volunteer that insists on participating in response activities but will not accept employment as a Temporary Worker or join as an Affiliate Volunteer.
Onboarding	The process of recruitment, screening, orientation and training required prior to a convergent volunteer participating in the response.
Temporary Worker	A volunteer that offers their service and/or expertise during an incident response, who is accepted and offered paid, temporary employment by the Polluter or Canadian Coast Guard (CCG).

1.5 CONSIDERATIONS

When deciding whether to incorporate volunteers into a response, Unified Command (UC) must weigh the interests of the local community and the benefits of volunteer inclusion against a variety of factors, including:

- ▶ Health and safety concerns
- ▶ Required resources for volunteer supervision and training
- ▶ Liability and insurance concerns

Local government decision-makers can provide a wealth of knowledge to UC when considering the initial decision to use volunteers.

1.6 HEALTH & SAFETY CONSIDERATIONS

If UC determines a dangerous condition(s) exist such that volunteers cannot be used safely, volunteers will be restricted from operations in those areas. Specific considerations could include:

- ▶ Primary safety hazards (e.g. size, type, and toxicity of discharged oil)
- ▶ Secondary safety hazards (e.g. weather, visibility, slips/trips/falls)
- ▶ WorkSafeBC guidance
- ▶ The spill specific Site Safety and Health Plan (SSHP)
- ▶ Possible cleanup locations (including shoreline cleanup)
- ▶ Weather/tidal conditions
- ▶ Safety Officer (SOFR) assessment of dangerous conditions and safety concerns

1.7 OPERATIONAL CONSIDERATIONS

Generally, volunteer use and coordination in an oil spill offers complications not normally encountered during an incident response. UC should consider the following when deciding whether to accept volunteers as temporary workers. ^{[[1]]}_{SEP}

- ▶ The Planning, Operations, and Logistics Sections will need to incorporate temporary worker efforts into many aspects of their duties, including training, equipment requirements, multi-jurisdictional coordination and public information. This paradigm shift will require time, effort and resources during an incident.
- ▶ The timing of the Incident Action Planning process could be more immediate than the lead time required to train and deploy temporary workers. The cycles could be mismatched and difficult to manage.
- ▶ Temporary workers are usually provided training at the time of a spill (“Just in Time” training). This creates a higher risk of injury and liability than other oil spill responders who are trained and exercised on a regular basis.
- ▶ More risk and cost may occur in order to train temporary workers at a minimum level, which could achieve a lower performance result at a higher threat to safety

1.8 LEGAL CONSIDERATIONS

- ▶ Under Canadian law, the Polluter is liable for all costs associated with volunteer management including volunteer insurance and liability. The Polluter may use volunteers according to their contingency plan and/or manage volunteers to minimize their risk.
- ▶ If no Polluter has been identified and CCG is operating as Federal On-Scene Commander, the responsibility for funding of volunteers and volunteer liability will need to be determined.
- ▶ Insurance policies may have specific requirements for volunteer training in order for coverage to be granted and volunteers accepted into the response

2 Volunteer Management in Canada

2.1 FEDERAL VOLUNTEER MANAGEMENT PROGRAM

[Volunteer Canada](#) provides national leadership and expertise on volunteerism. It aims to increase and support volunteerism and civic participation through close collaboration with volunteer centres, organizations and business, governments, and educational institutions across the country. Volunteer Canada provides programs, research, training, tools, and resources that may be helpful during a response.

2.2 PROVINCIAL VOLUNTEER MANAGEMENT PROGRAM

The province of British Columbia’s Emergency Program Act, 1996, discusses liability and compensation for emergency volunteers, including those registered with EMBC’s PSL volunteer program. An overview of coverage and liability for PSL volunteers can be found [here](#).

2.3 LOCAL GOVERNMENTAL VOLUNTEER MANAGEMENT PROGRAM(S)

Regional and municipal governments in British Columbia have differing volunteer programs. Affected governments should be contacted by a representative of UC (Liaison Officer (LNO) or Volunteer Unit Leader (VUL)) if volunteer use is being considered and agency representatives are incorporated into the response to support volunteer management.

3 Role of Local Government & NGOs—Supporting Volunteers in a Response

3.1 LOCAL GOVERNMENT ASSISTING AGENCIES

Volunteer management in oil spill response can often most effectively be managed by a UC ICP with the assistance of local government (Assisting Agency) and other established local volunteer organizations (Cooperating Agency).

An Assisting Agency has direct responsibility for incident response, whereas a Cooperating Agency is simply offering assistance. A local government Agency Representative can work with the LNO and/or Volunteer Unit to identify the best volunteer management practices for a specific incident. Local government can provide experienced local personnel through the LNO to staff selected positions. Local volunteer organizations may have Memorandum of Understandings with local government jurisdictions, which can be activated to support UC ICP volunteer management.

3.2 NGOS

If NGO-affiliated volunteers are approved to participate in a response, all NGO volunteers must register with UC-run Volunteer Coordination Centres (VCC) and complete UC-required training. NGOs generally provide training specific to their organization's mission that may not be related to oil spill response. They may keep an affiliated volunteer database to maintain current volunteer training records and communication. NGOs may also accept in-kind donations of money or materials. British Columbia has NGOs that focus on environmental and/or wildlife interests. NGOs usually have the ability to reach out to a large segment of the public and can have great influence over public perception.

NGOs may have volunteers which can be coordinated and tasked more quickly than unaffiliated volunteers, therefore NGO volunteers may be considered first for initial volunteer tasks. For example, UC may make use of the Coast Guard Auxiliary for ICP volunteer tasking opportunities. Depending on response proprietary concerns, other NGOs could be tasked external to the ICP.

UC and VU coordination with NGOs can provide affiliated volunteers with work, as well as an organization to funnel volunteers into. If local government is not able to assist in volunteer management, the VUL can coordinate with NGOs to manage the influx of volunteers.

4 TEMPORARY WORKER POLICIES

The following policies for the use of temporary workers should be followed to ensure their safety and to maximize the effectiveness of the response:

1. All volunteers that are hired as part of the response (temporary workers), will be paid a wage, and will be required to go through mandatory safety and other training programs prior to beginning any official role. Members of the public and/or affiliated organizations wishing to provide their services without registering and completing UC-required training will not be recognized as temporary workers for the oil spill incident.
2. The hiring of skilled or specialized volunteers is preferred over the use of unskilled volunteers. Interested unskilled volunteers may be encouraged to join local affiliated volunteer organizations or sign up with [Emergency Management BC's Public Safety Lifeline](#) volunteer program as [General Service Volunteers](#).
3. Temporary workers should be used in minimal-risk activities, such as staffing of response-run VCCs and Community Information Centres (CIC), and not for the physical removal of oil-contaminated materials. However, in certain circumstances, temporary workers may be used for more intensive activities, such as wildlife rehabilitation, if they have received appropriate training through affiliated volunteer organizations.
4. Temporary workers will NOT be deployed within Safety Zones or to areas deemed hazardous to their personal safety or health.

5 INITIAL RESPONSE & PLAN ACTIVATION

5.1 DETERMINING VOLUNTEER INCLUSION

Reasons for activating volunteer use during an emergency could include:

- ▶ When the nature, location, size, or media coverage of the incident makes convergent volunteers likely
- ▶ When convergent volunteers with particular skills and/or special knowledge of the affected community or impacted area could enhance response and recovery efforts
- ▶ When the response is spread over a large area that is very publicly assessible
- ▶ When community members and other stakeholders have begun to converge, are organizing to converge, or are expressing interest in supporting the response

5.2 ACTIVATION OF THE VOLUNTEER MANAGEMENT PLAN

Once UC has decided the use of volunteers is warranted or necessary, the Convergent Volunteer Management Guide should be activated. Immediate tasks include:

1. Determine the scope of volunteer inclusion. For incidents that do not require the management of a significant amount of volunteers, a Volunteer Coordinator (VUC), within Liaison, will manage volunteer activities. If there are a significant number of volunteers, the will transition to become the VUL) under the Planning Section Chief (PSC). Refer to the ICS Organizational Chart in [Appendix 2](#) for further details.
2. Upon UC approval, public information on the use of volunteers should be released immediately in an effort to provide public outreach and education on the response (see Volunteer Public Messaging Samples, [Appendix 7](#)). Messaging should also be provided to established public call-in phone lines to ensure alignment in messaging and the most up-to-date information is being provided.

3. If volunteer interest is anticipated, volunteer organizations can also be included in standby notifications. Volunteer organizations can be reached directly or through local government representatives. See below for more information on liaising with local governments and NGOs to staff volunteer positions during a response.
4. The VU can work with UC to approve the immediate use of skilled or pre-trained subject matter experts identified and pre-screened through WCMRC's Coastal Response Program database.
5. The first operational priority of the VU will be to determine the need to establish response-run VCCs and/or CICs, which will serve as centres for managing volunteers.

5.3 COORDINATION WITH LOCAL GOVERNMENTS

The VUL and LNO may conduct outreach to local government and agency partners and stakeholders to keep them apprised of the use of volunteers in response operations. As the incident unfolds and the scope of volunteer use/public interest becomes clear, the VU may coordinate outreach to local government emergency volunteer management systems and/or NGOs for support.

5.4 INITIAL TACTICS FOR VOLUNTEER UNIT

- ▶ The VU will coordinate the review of UC/IC Decision Making Tree ([Appendix 1](#)) with UC to determine when/how to use temporary workers and recommend suitable tasks for UC consideration and approval
- ▶ If required, the VU will begin the process of standing up VCCs and CICs. See Standing-up a VCC and/or CIC ([Appendix 8](#)) for more information.
- ▶ The VU will begin customizing the Volunteer Use Plan (VUP). A Volunteer Safety Plan will be incorporated into the VUP.
- ▶ The VU will work with the Planning Section Chief to approve a volunteer [ICS 204](#) (work assignment) for inclusion in the Incident Action Plan (IAP). The VU will participate in UC briefings and ensure the VU staff provides updates to the Joint Information Center (JIC) and LNO for local government Agency Representatives (AREP) briefings regarding the VUP.
- ▶ The VU staff will also gather information from the JIC, LNO and AREPs regarding ongoing volunteer interest

6 VOLUNTEER WORK ASSIGNMENTS

6.1 VOLUNTEER COORDINATION CENTRES

VCCs are hubs for matching potential volunteers with temporary worker opportunities. All volunteers must register with UC-approved VCCs and complete UC-required training to become temporary workers in a response. VCCs will be administered by the ICP. If required, joint administration may occur with local government and/or NGOs, as necessary.

See Volunteer Intake Centre—Sample Floor Plan ([Appendix 9](#)) for suggestions on how to setup a VCC facility.

6.2 VCC ACTIVITIES

VCCs have various capabilities and are primarily administrative organizations with limited staff. Most VCCs have capacity to:

- ▶ Coordinate with the VU and local government to receive, screen and register volunteers
- ▶ Coordinate and host training operations to fulfill mission requests
- ▶ Ensure UC approved volunteer registration forms are completed by all volunteers
- ▶ Coordinate volunteer management with local NGOs and their affiliated volunteers
- ▶ Work with the VU and VUC/VUL to convey volunteer mission tasking
- ▶ Coordinate public outreach using approved public messaging from ICP JIC
- ▶ Ensure VCC volunteer tracking information is shared with the AREPs, the VUL and/or the LNO, and provide status updates on volunteer management

6.3 COMMUNITY INFORMATION CENTRES

Community Information Centres (CICs) are information and gathering hubs for concerned community members. These centres can be staffed and run by temporary workers from the community. Similar to VCCs, all volunteers must register with a UC-approved CIC and complete UC-required training to become a temporary worker in a response. CICs will be administered by the ICP. If required, joint administration may occur with local government and/or NGOs.

6.4 CIC ACTIVITIES

VCCs have various capabilities and are primarily community-centred hubs with a small staff. Most CICs have capacity to:

- ▶ Coordinate with the VUL and local government to provide updated information to the public
- ▶ Coordinate public outreach using approved public messaging from ICP JIC
- ▶ Provide updated information on volunteer requirements and direct community members to the appropriate facilities and resources
- ▶ Provide status reports to VUL and LNO on stakeholder feedback related to the response
- ▶ House town halls and community meetings organized and hosted by the response

7 ONBOARDING POLICIES & PROCEDURES

7.1 RECRUITMENT

Volunteer recruitment will be facilitated via official response information channels. Initially this will be limited to online platforms in use by the response's JIC. If VCCs and CICs are established, these hubs will also provide updated information to stakeholders on volunteer opportunities.

The scope of recruitment will be based on the jobs available, the skills required and the ability of local community members to meet these demands. Once volunteers are identified through the application process, they will be assigned specific tasks and proceed to the screening process.

Depending on the situation, volunteers may be divided into two categories:

- ▶ Affiliate Volunteers
- ▶ Convergent Volunteers hired into the response as Temporary Workers

7.2 AFFILIATE VOLUNTEERS

Some communities and NGOs may have pre-established volunteer organizations with a database of pre-trained and pre-screened volunteers representing a variety of skills and levels of expertise.

During an incident, preference will be given to these affiliated volunteers. The benefits of engaging affiliate organizations and their volunteers in a response include:

- ▶ Simultaneous engagement of a large group of volunteers with similar backgrounds
- ▶ One primary designate contact who will support the coordinating of other group members
- ▶ Volunteers have previously been screened
- ▶ Volunteers come with some level of training and adaptability
- ▶ Volunteers are already familiar with the volunteer management processes

The community may have additional organizations or groups that volunteers could be sourced from, including:

- ▶ Neighbourhood groups
- ▶ Volunteer organizations/agencies
- ▶ Corporations/businesses
- ▶ National service programs
- ▶ Civic associations
- ▶ Faith-based organizations

7.3 CONVERGENT VOLUNTEERS

Convergent volunteers refer to stakeholders who are interested in supporting the response but are not part of any organization or agency responding to the incident. Convergent volunteers often arrive on-site ready to help but are unaware of the response systems or processes already in place.

Convergent volunteers can contribute the following benefits to a response:

- ▶ Insight and knowledge on the local community and culture
- ▶ A specific skillset or viewpoint
- ▶ Speaking positively about the response
- ▶ Imbuing the response with a familiar and trusted face that concerned community members and other stakeholders can engage with and seek comfort from
- ▶ Increasing the capacity of personnel to aid in the response

In situations where the response has engaged affiliate volunteer programs, UC will direct convergent volunteers to those organizations provided they are willing to accept them. This will reduce the need for the response to set up their own VCC, while providing an outlet for community members to volunteer and engage in the response.

7.4 TEMPORARY WORKERS

For the safety and security of convergent volunteers, and due to liability issues, volunteers will only be converted into paid staffing roles at established VCCs and/or CICs run by the response. Volunteer use will be scaled according to the needs of the incident, and UC may decide to incorporate temporary workers into other roles, such as those identified in [Appendix 6: Possible Temporary Worker Roles](#).

7.5 TEMPORARY WORKER MISSION TASKING

Temporary Worker mission tasking will begin in the same manner as other resource tasking:

- ▶ When preparing for the tactics meeting, the Operations Section Chief, the Planning Section Chief and the Resource Unit Leader will outline work assignments and determine the requisite volunteer resources. The Volunteer Unit Leader will identify required roles, review responsibilities and conduct a rapid risk assessment on each role. The assessment will confirm and identify any additional risks to add to the Job Assignment sheet.
- ▶ During the tactics meeting, the Safety Officer will determine safety and support needs for temporary workers
- ▶ Following the Planning meeting and UC's tacit approval, the temporary worker tasking will be incorporated into the IAP
- ▶ Upon completion of the IAP, the Branch or DIV/Group Supervisor will convey to the appropriate Staging Area Manager the volunteer tasking assignments as delineated on ICS 204 ([Appendix 10](#))

7.6 TEMPORARY WORKER WORK SHIFTS

To limit risk exposure and balance the demands of other community members wanting to participate in the response, temporary worker shifts may be limited to four hours per IAP. Volunteers may be assigned to consecutive assignment days not to exceed five consecutive days. At the end of five consecutive days, the temporary worker will be demobilized unless the temporary worker requests to be placed in an Out of Service (OOS) status for two consecutive days. Following the two days of OOS status, the individual may be reassigned provided the task for which the temporary worker is trained is still being employed in accordance with the approved IAP.

7.7 TEMPORARY WORKER PLACEMENT PROCESS

When placing a convergent volunteer into a temporary worker role, the following should be considered:

- ▶ The role is vacant
- ▶ The available role matches the skillset and interests of the temporary worker
- ▶ Expectations are aligned (work hours, responsibilities, risks, etc.)
- ▶ The placement is documented in the Temporary Worker File/Registration Form, and on the Status Board
- ▶ The time and place of the temporary worker's orientation and training is

The process and requirements when placing a temporary worker into a task may alter based on the situation, placement locations, and the direct needs of the response.

7.8 TEMPORARY WORKER DEPLOYMENT & RESOURCES

Once trained, registered temporary workers will check in with the Status Recorder at the appropriate check-in location. After they have checked in, temporary workers may be deployed or remain in an availability status and/or staging area until tasked. Temporary worker resources will be ordered using [ICS 213RR](#) if needed.

8 TEMPORARY WORKER SCREENING

8.1 TEMPORARY WORKER CRITERIA

In order to become a temporary worker during an oil spill incident, convergent volunteers **MUST** satisfy the following requirements:

- ▶ Be at least 18 years of age
- ▶ Sign a Photo Release Form
- ▶ Fill out the Volunteer Skills Form, which will include SIN and other employment information so payment can be made for services
- ▶ Pass a criminal record check
- ▶ Complete health and safety training requirements
- ▶ Review and sign Site Safety and Health Plan
- ▶ Review and sign an employment contract

8.2 TEMPORARY WORKER SCREENING

Following the [Volunteer Canada's 10-Step Guide to Volunteer Screening](#), the response's screening process ensures volunteers:

- ▶ Are familiar with the response's mandate, mission and priorities
- ▶ Are aware of the risks and are provided the appropriate equipment to stay safe
- ▶ Develop a clear understanding of the steps towards becoming a temporary worker
- ▶ Become familiar with the skillset required for each temporary worker job assignment
- ▶ Are aware the response cares about its workers and takes its plan seriously

The screening process is applied to all convergent volunteers interested in becoming temporary workers. The process is completed in-person and will use a Temporary Worker Registration Form and Temporary Worker Interview/Screening Guide.

The screening process is also an opportunity to view any relevant certifications and training history of the candidate. Should police or reference checks be needed for the job assigned, these should be completed and cleared prior to the temporary worker engaging in the response.

8.3 IN-PERSON SCREENING

In-person screening will take place at a facility removed from the ICP, for example in local hotels, community centres or at VCCs, if established. When conducting in-person recruitment, the following steps should be taken:

- ▶ Welcome the volunteer
- ▶ Determine the interest and availability of the volunteer
- ▶ Request the volunteer complete a Temporary Worker Recruitment Package
- ▶ Verify the volunteer's training history and certification
- ▶ Forward the package to the Volunteer Coordinator for review and possible job assignment
- ▶ Confirm whether the volunteer is looking for a paid role within ICS structure
- ▶ Confirm the job assignment with the temporary worker
- ▶ Schedule the temporary worker for orientation and training relevant to the job assigned

Once the screening process is complete, the worker will be scheduled or immediately forwarded to the orientation and training process.

9 TEMPORARY WORKER ORIENTATION & TRAINING

Prior to engaging a temporary worker, orientation and training sessions must take place. These sessions provide an opportunity to communicate critical information and direction to the temporary worker regarding the response, and aim to ensure:

- ▶ Temporary worker safety
- ▶ Temporary worker expectations are set and managed appropriately
- ▶ Temporary workers maintain a clear understanding of their roles and responsibilities within the response when completing their assigned task/role
- ▶ Temporary worker questions are addressed

9.1 TEMPORARY WORKER ORIENTATION

Orientation sessions should provide participants with as much detail as they need to effectively participate in the response. These sessions will run a maximum of 60 minutes and be conducted in a quiet area. The initial orientation sessions should include:

- ▶ A welcome statement to be drafted in conjunction with the JIC
- ▶ A general overview of spill response operations and ICS
- ▶ A broad overview of the ICS organization for the current spill response, emphasizing the importance of knowing one's supervisor during any given shift
- ▶ An overview and update on the current spill incident and impacts, including:
 - ▶ Environmental and cultural concerns related to the response
 - ▶ Liability issues
 - ▶ Relevant developments from the most recent operational periods
- ▶ An outline of what a temporary worker can expect during their first shift of work
- ▶ An overview of the expectations and risks for temporary workers
- ▶ Practical information, such as the location of the temporary worker communication board, shift schedules, breaks, areas of rest and washrooms
- ▶ An overview of confidentiality: **all aspects of the response are confidential**. Reinforce media protocol, especially if media arrive on-scene.
- ▶ An overview of the feedback mechanisms available to temporary workers
- ▶ A walkabout of the facility or temporary worker work area/location

Orientations will be provided at the start of each shift and continue until demobilization of the VU.

10 Temporary Worker Training

UC will determine the level of training needed for the temporary worker tasks approved. The Safety Officer will review requisite training using provincial standards as guidelines. If circumstances dictate, UC may authorize incident-specific training standards.

All temporary workers must complete training to their specific role prior to engaging in the response. Temporary workers wishing to advance to new or higher-responsibility roles may be asked to attend further training sessions.

During a response, temporary workers may be trained in two ways:

- ▶ Group training
- ▶ On-the-job training

10.1 GROUP TRAINING

Group training is the most efficient way to train temporary workers, allowing for large numbers of people to be trained simultaneously. As the preferred method of training, it ensures a consistent number of workers can be integrated into the response on an ongoing basis.

10.2 ON-THE-JOB TRAINING

When group training sessions are not available, on-the-job training should be conducted by the temporary worker's supervisor or an experienced repeat worker.

10.3 SAFETY TRAINING FOR TEMPORARY WORKERS

The Safety Officer will provide initial training to temporary workers hired to staff the VCC. Should the VCC operate on a prolonged basis, the Safety Officer will train temporary workers to become worker trainers themselves.

10.4 DESIGNING ORIENTATION & TRAINING SESSIONS

The Volunteer Unit Leader will develop the orientation and training sessions to ensure familiarity with the roles, responsibilities and challenges that a temporary worker may undertake during the response. When designing these sessions, pre-existing training materials, including those developed for other staff, should be used and referenced where possible.

Orientation and training should include:

- ▶ An overview of the tasks and challenges the temporary worker may face
- ▶ Concrete instructions and examples on how to complete specific tasks. This is especially relevant where the completion of forms is required.
- ▶ Enough time to ensure temporary workers' questions are answered

11 ONGOING TEMPORARY WORKER MANAGEMENT

11.1 SUPPORT & SUPERVISION

Once a temporary worker has begun their assigned role, there is a continued need for support and supervision to address worker questions and monitor for workers who become overwhelmed by the task. The complexity and risk of each role will determine the level of support and supervision required. Depending on the priorities and stage of the response, roles and responsibilities may vary for the position from one shift to the next.

11.2 SUPERVISOR RESPONSIBILITIES

The supervisor's responsibilities include:

- ▶ Providing briefings and guidance
- ▶ Overseeing operations at their sites
- ▶ Ensuring the health and safety of temporary workers
- ▶ Ensuring temporary workers have the everything they need to complete their tasks
- ▶ Answering questions and providing guidance to their team

11.3 TEMPORARY WORKER SHIFT BRIEFINGS

Shift briefings should be given at the start of each shift in order to minimize confusion, especially as processes and procedures change throughout the response. Each briefing is critical to simultaneously share information, limit frustrations and misunderstandings, and provide insight to manage the response's reputation by supporting workers with key messages.

To ensure each worker has the required information prior to starting their shift, the following information should be delivered:

- ▶ An update on the current situation, including a review of the latest situation report
- ▶ An update on the current on-scene organization and resource assignments
- ▶ A review and update of any changes to procedures or new communications
- ▶ A review of safety procedures

Shift briefings can be done as a large group at the start of every shift, or by the supervisor once temporary workers report to their assigned roles. The VUL will confirm the process based on the response situation and location of job assignments.

11.4 SHIFT DEBRIEFINGS

At the end of each shift, the supervisor should conduct a debriefing session with assigned workers to provide an opportunity for workers to ask questions and provide feedback. It also represents an opportunity for the supervisor to address unresolved issues and clarify information.

11.5 FOLLOW-UP & FEEDBACK

Follow-up and feedback mechanisms gauge worker satisfaction while providing an outlet to assess the worker's performance in meeting the organizational mandate of the response.

11.6 TEMPORARY WORKER FEEDBACK MECHANISM

As front-line workers, paid volunteers (temporary workers) often see and experience small challenges that can easily be improved when they are brought forward. Providing an independent outlet for workers to provide a solution supports them in feeling they are a valuable member of the team and enables the collection of solutions without disrupting the flow of their regular duties.

Although feedback mechanisms can vary depending on the response and the location of workers reporting to specific job assignments, a box with a lid that has a slit in the top (and ideally a lock) is sufficient. Place boxes in areas highly used by workers, such as:

- ▶ Worker sign-in/sign-out desk

- ▶ Worker communication board
- ▶ Training and orientation area
- ▶ Break room or snack area

Supervisors should encourage the use of the feedback mechanism. The VUC should review the feedback mechanism box regularly and implement suggestions where possible. Where solutions may require more development, these should be included in the post-incident response report.

11.7 PROVIDING FEEDBACK TO TEMPORARY WORKERS

Ongoing reviews will be conducted to monitor the performance of a temporary worker and constructive feedback should always be provided to the worker on-the-spot to avoid confusion and errors later in the response. Supervisors should provide positive, constructive feedback and direction throughout the response.

11.8 DEPARTING TEMPORARY WORKER

Screening, orientation, and training are in place to provide the workers with safety and success as they support the response. In some circumstances, a worker may need to be transferred into another role or may no longer be required to support the response. Any need for transferring or ending a worker term should be indicated on a Volunteer Incident Form and brought promptly to the attention of the VUC. In such circumstances, the VUC should:

- ▶ Meet with the supervisor to better understand the situation
- ▶ Meet with the worker privately in a confidential location
- ▶ Complete the Volunteer Incident Form
- ▶ Provide concrete examples and explanation on the areas of concern
- ▶ Discuss options of other job assignment transfer or conclusion of service from the response
- ▶ Document the meeting, and the result, for response records and the worker's records
- ▶ Gather all badges and other response identification and material in possession of the worker
- ▶ File the documentation accordingly

12 SAFETY & SECURITY

Safety and security are at the forefront of all response activities and is the responsibility of all personnel working the response.

12.1 SITE SECURITY

All personnel, including temporary workers, who are admitted into the site must have authorization to do so. The VUC is responsible for assigning an identification badge and site authorization tag to the worker once they have completed their onboarding, orientation and training. For the safety and security of all personnel involved in the response, workers who arrive on-site without an identification badge and authorization pass will not be admitted.

12.2 SITE SAFETY

Each job assignment will be analyzed and reviewed daily to determine levels of safety. Temporary workers should be notified of any risks on a daily basis and provided guidelines on how to stay safe when supporting the response. This is the responsibility of the VUC, in conjunction with the Safety Officer. At a minimum, all volunteers should be provided with:

- ▶ A temporary worker identification badge
- ▶ A site authorization tag
- ▶ All required equipment to perform their role and complete assigned tasks

12.3 TEMPORARY WORKER WELLBEING

The safety and wellbeing of all response personnel, including workers, is paramount during the response. Managing personnel stress and creating a positive environment can increase productivity, limit communication confusion, and lead to workers returning to continue working throughout the response. The wellbeing of workers can be supported by:

- ▶ Encouraging workers to take regular breaks
- ▶ Providing healthy snacks and water
- ▶ Sharing information by providing clear and concise briefings at the start of each shift
- ▶ Ensuring adequate resourcing for the situation
- ▶ Completing a shift debrief and acknowledge the experience and obstacles faced during that shift

Should a person or persons demonstrate psychological stress symptoms:

- ▶ Direct them kindly and firmly away from their current task or location
- ▶ Offer a compassionate ear
- ▶ Identify the person to the VUC or VUL

The VUC is responsible for:

- ▶ Gauging whether further, or more professional intervention, may be required
- ▶ Suggesting crisis intervention to help manage intense feelings of panic or grief
- ▶ At the end of the response, providing the opportunity for workers to complete an exit survey and debrief session, and to share their experience

13 RECORD KEEPING

The Volunteer Unit Leader should conduct a brief training for all supervisors and designate a specific area for all records to be filed at the end of the day. The VUL should file records at the end of the response, as directed by UC. Critical documents for record keeping may include, but are not limited to:

- ▶ Briefing and debriefing forms
- ▶ Sign-in/sign-out sheets
- ▶ Incident reporting forms
- ▶ Temporary worker assignment sheets

- ▶ Temporary worker application packages

13.1 Record Keeping for Public Information

The VUL should liaise with the LNO and JIC to determine volunteer management statistics that may be useful for when reporting back to the community. Statistics and information could be utilized for reporting to municipalities and First Nations, affiliated volunteer groups, media and the public.

Examples of possible areas for reporting include:

- ▶ Number of volunteers and temporary workers used
- ▶ Number of volunteer or temporary workers' hours
- ▶ Names of affiliated groups or individuals supporting the response
- ▶ Positive stories where affiliate volunteers and temporary workers have contributed and/or supported the community

14 DEMOBILIZATION

The VUL, in conjunction with the LNO and UC, is responsible for determining the timeframe for beginning demobilization of volunteer resources. Generally speaking, the VU will follow the pre-established demobilization plan in conjunction with the rest of the ICP.

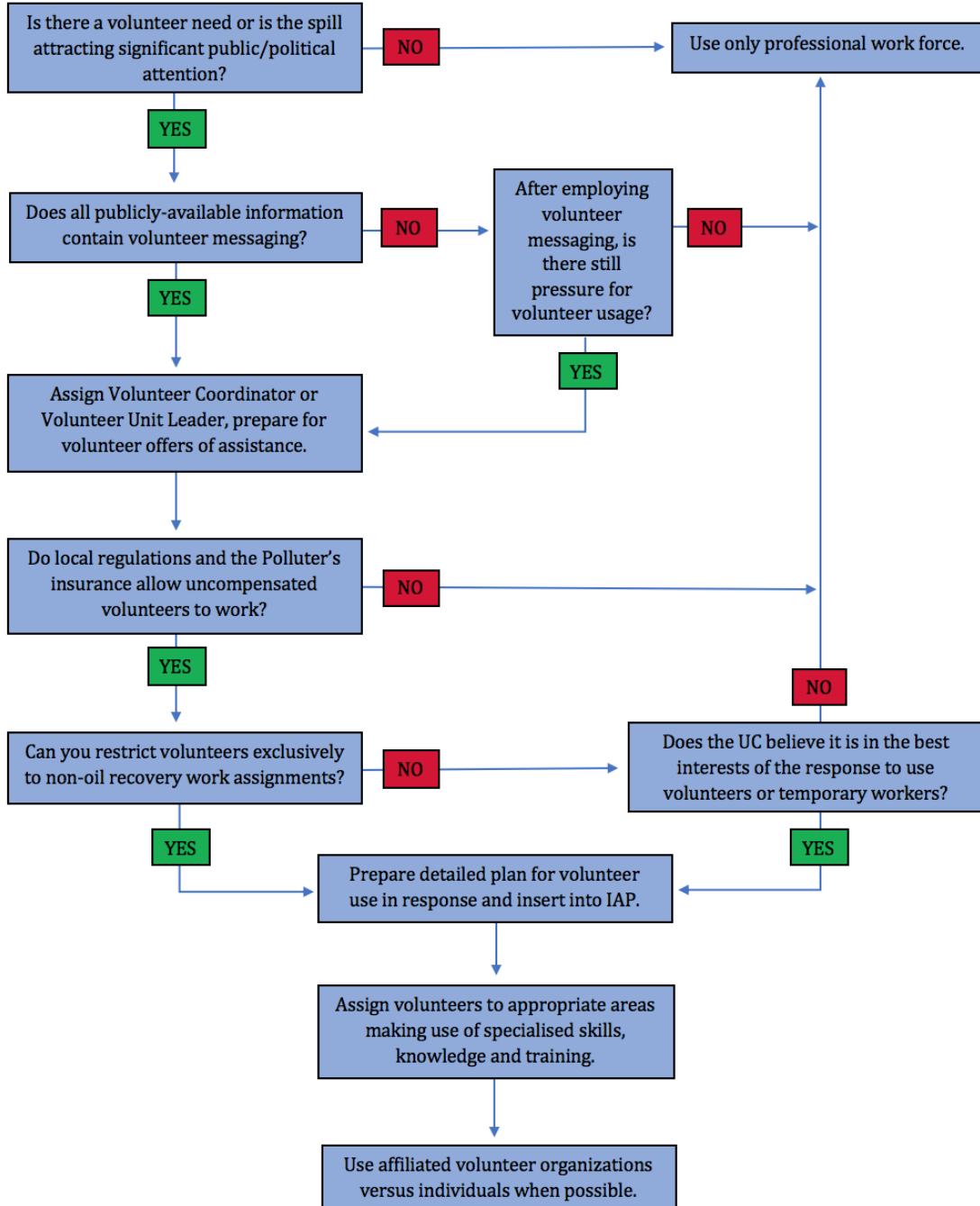
Demobilization tasks for VCCs and CICs could include:

- ▶ Completing documentation and status reports to release remaining temporary workers
- ▶ Collecting and evaluating information provided by temporary workers
- ▶ Filing paperwork, records and legal documents pertaining to temporary workers
- ▶ Discharging resources and disbanding the VCCs and CICs
- ▶ Working with Logistics to track inventory and store remaining materials
- ▶ Holding debrief sessions for interested volunteers and temporary workers who want to discuss their experiences

15 APPENDICES

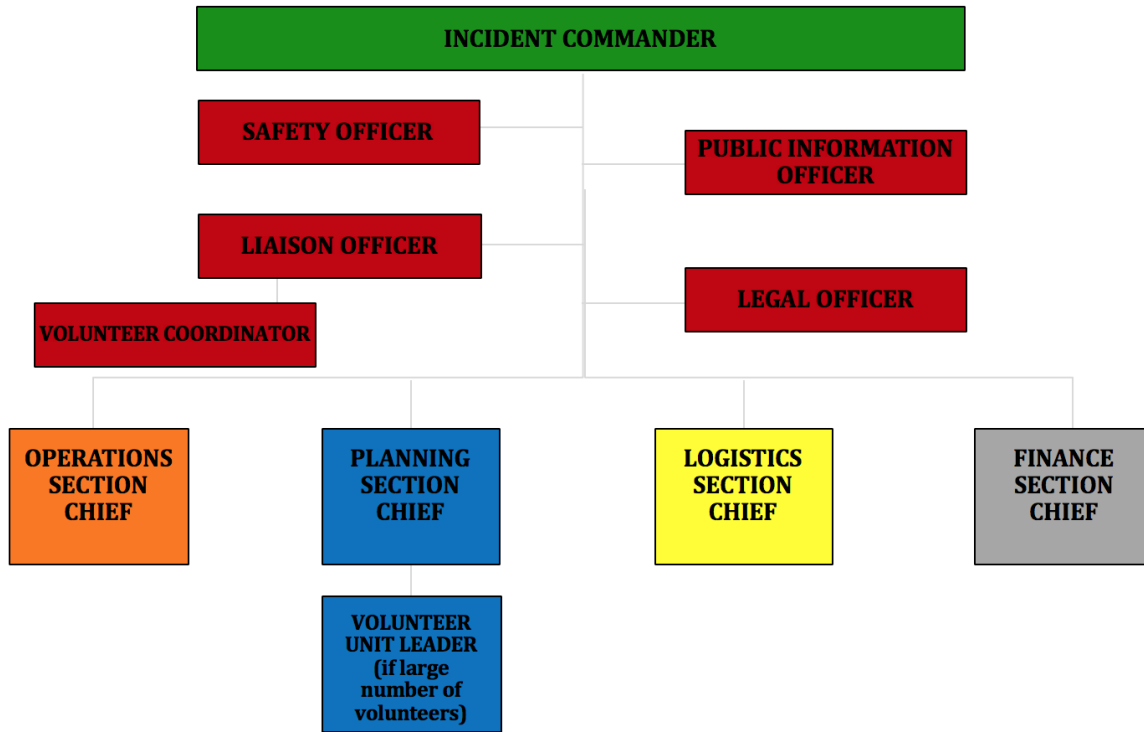
15.1 APPENDIX 1: UC/IC VOLUNTEER DECISION MAKING TREE

Start here:



15.2 APPENDIX 2: ICS ORGANIZATION CHART WITH VOLUNTEER UNIT

This organizational chart reflects the structure of the CCG's ICS organizational chart.



15.3 APPENDIX 3: VOLUNTEER COORDINATOR/VOLUNTEER UNIT LEADER ROLES & RESPONSIBILITIES

The Volunteer Coordinator/Volunteer Unit Leader role leads the convergent volunteer management functions and manages the VCC and/or CIC.

VOLUNTEER UNIT LEADER/VOLUNTEER COORDINATOR ROLES & RESPONSIBILITIES
General Responsibilities
<input type="checkbox"/> Liaise with the LNO, Operations Section and Planning Section to determine the needs of the response and coordinate appropriate volunteer resources
<input type="checkbox"/> Set-up and manage the VCC/CIC
<input type="checkbox"/> Ensure a friendly and supportive environment for volunteers
<input type="checkbox"/> Ensure organizational volunteer management processes are consistently applied
<input type="checkbox"/> Maintain an effective training, orientation, and briefing program for convergent volunteers
<input type="checkbox"/> Revise volunteer job descriptions and skill set required based on the response
<input type="checkbox"/> Assign volunteers to appropriate jobs based on skill set, interest and availability
<input type="checkbox"/> Provide volunteer status updates as directed by UC, keeping UC apprised of local and internal ICP sensitivities regarding volunteer issues
<input type="checkbox"/> Work with VCC/CIC staff to ensure appropriate policies, procedures and paperwork are implemented in volunteer management systems
<input type="checkbox"/> Initially reports to UC. Once established, reports to the PSC.
<input type="checkbox"/> Ensure demobilization and volunteer recognition at the end of the response
Activation
<input type="checkbox"/> If not previously completed, coordinates review with UC, appropriate Section Chiefs and IC staff to determine when/how to use volunteers and recommends suitable volunteer tasks for UC consideration and approval
<input type="checkbox"/> Complete Volunteer Use Plan for inclusion in IAP. This includes: <ul style="list-style-type: none"> <input type="checkbox"/> Volunteer Site Safety Plan <input type="checkbox"/> ICS 213RR <input type="checkbox"/> ICS 204 <input type="checkbox"/> Acquiring PSC approval, as appropriate <input type="checkbox"/> Acquiring UC approval <input type="checkbox"/> Working with PSC, OSC and LSC to ensure effective and proper use of volunteers in IAP
<input type="checkbox"/> Conduct stand-by notifications for local volunteer operations, gather intelligence on local volunteer assistance capacity and interest
<input type="checkbox"/> In coordination with the appropriate Section Chiefs, determine an appropriate location to establish VCC/CIC operations, if not pre-designated
<input type="checkbox"/> Establish the VCC/CIC
<input type="checkbox"/> Ensure VCC/CIC is staffed and equipped
<input type="checkbox"/> Assign VU Assistants as needed
<input type="checkbox"/> Work with LNO to activate local government volunteer management systems as necessary
Ongoing Tasks

<input type="checkbox"/> Ensure the VU is appropriately staffed for the event size
<input type="checkbox"/> Establish volunteer intake, screening, orientation and training processes, incl. scheduling mechanism, safety briefings, response updates, etc.
<input type="checkbox"/> Ensure shift briefings and debriefings are conducted daily
<input type="checkbox"/> Establish a volunteer feedback mechanism
<input type="checkbox"/> Ensure volunteer intake process is established
<input type="checkbox"/> Ensure safety briefings are provided at VCC/CIC
<input type="checkbox"/> Work with VCC to ensure volunteers have registered and completed required training
<input type="checkbox"/> Work with VCC to ensure volunteer statistics are maintained
<input type="checkbox"/> Maintain operations of VCC/CIC, incl. coordinating logistical requirements for food, safety and other equipment, transportation, etc.
<input type="checkbox"/> Provide guidance and support to supervisors or volunteers, as needed
<input type="checkbox"/> Ensure volunteers take breaks
<input type="checkbox"/> Coordinate with UC via the LNO to determine ongoing requirements for volunteers, incl. assignments based on operational requirements
<input type="checkbox"/> Coordinate with the JIC on approved news releases, public call-in line, website content, public messaging, and town hall or other community meetings regarding status updates and volunteer requirements as well as volunteer statistics
<input type="checkbox"/> Ensure VCC/CIC information is coordinated with JIC messaging
<input type="checkbox"/> Coordinate with the LNO to ensure appropriate sharing of information in a timely manner with all community, municipal, provincial and federal partners
<input type="checkbox"/> Coordinate with the Safety Officer regarding any volunteer injuries or to manage symptoms of psychological stress
<input type="checkbox"/> Maintain and file records of volunteers, training and certification, hours worked and assigned activities as well as paperwork required for insurance, information management or other areas of volunteer record keeping
<input type="checkbox"/> Ensure the VU demobilization follows the pre-established demobilization plan

15.4 APPENDIX 4: ICS ROLES & RESPONSIBILITIES THAT SUPPORT VOLUNTEER UNIT

Many positions within the ICP will have additional responsibilities added in the event volunteers and/or temporary workers are integrated into a response. The below lists indicate some of the additional activities specific positions may be responsible for to support the VU.

15.5 UNIFIED COMMAND

15.6 FEDERAL ON-SCENE COORDINATOR (FOSC) OR POLLUTER

- Make decision to accept volunteers as temporary workers
- Determine temporary workers tasks
- Determine method and frequency of temporary worker updates to UC
- Work with Operations and Planning Sections to ensure effective temporary worker operations

- Work with the JIC to ensure effective public information is released in a timely manner
- Work with the LNO to ensure local government volunteer and temporary worker issues are addressed
- Communicate with the Polluter or the appropriate federal agency when dealing with funding issues for temporary workers

15.7 LIAISON OFFICER

- Work with the VU and local governments to activate VCC operations, as requested by UC
- Refer local government agency representatives to the VUL for temporary worker issues
- Ensure efforts in the VU are communicated to the affected community via local government Agency Representatives, and feedback is received and relayed to the VUL/UC
- Provide volunteer phone-in/website information to community stakeholders
- Work with the PIO/JIC to support Town Hall or other community meetings
- If UC establishes a NGO Coordinator (NGO-C), the LNO will shift applicable NGO interaction to the NGO-C
- Support VU in coordinating temporary worker operations and messaging between UC and local government leadership
- Keep UC informed of situation in local communities
- Report temporary worker and volunteer statistics to local government leadership

15.8 PUBLIC INFORMATION OFFICER OR JIC

- Ensure UC public messaging is developed and communicated on the proper channels
- Create and distribute prepared public/volunteer education packets to media, NGOs and other community organizations
- Assign a Public Information Officer-Support Specialist(s) to key shoreline access points, VCCs/CICs, and provide direction and materials to them

15.9 SAFETY OFFICER (SOFR)

- Be prepared to immediately work with the VU and establish a Volunteer Safety Plan
- Ensure temporary workers have appropriate training and site safety assignments
- Ensure Site Safety and Health Plan (SSHP) guidelines are followed
- Review and sign the Site Safety and Health Plan
- When notified of a temporary worker injury, ensure all injuries are immediately reported to UC, the AREP via the LNO, and the VUL
- Ensure appropriate temporary worker injury forms are completed in-full

15.10 OPERATIONS SECTION

15.11 OPERATIONS SECTION CHIEF (OSC)

- Activate and supervise volunteer and temporary worker organizational elements in accordance with the IAP

- Direct implementation of volunteer and temporary worker operations
- As necessary, expand the ICS structure to accommodate the use of temporary workers

15.12 BRANCH DIRECTOR (OPBD)

- Ensure implementation of the volunteer portion of the IAP

15.13 DIVISION/GROUP LEADER (DIVS)

- Ensure implementation of the volunteer portion of the IAP for the Division/Group

15.14 STRIKE TEAM LEADER (STLCR)

- Work under respective DIVS to assist in volunteer and temporary worker operations and deployment and monitoring, focusing on access to and departure from assignment
- Coordinate with other Strike Team Leaders
- Coordinate with and assist Assistant Safety Officer in temporary worker logistical support
- Meet temporary workers at assigned locations, take accountability of workers using ICS 204, ensure temporary workers receive safety briefing per the SSHP and distribute logistical support (equipment, food, water) if/when needed
- Report any temporary worker injuries in accordance with approved incident SSHP
- Call in temporary worker 'no shows' to the Resource Unit
- Make status report as required by the ICS 204, or as directed

15.15 STAGING AREA MANAGER (STAM)

- Ensure temporary workers' check-in is ready
- Manage check-in of temporary workers
- Issue IDs card and authorization tags indicating an approved temporary worker status
- Manage temporary workers in staging area to ensure deployment

15.16 PLANNING SECTION

15.17 PLANNING SECTION CHIEF (PSC)

- Establish a Volunteer Unit when UC authorizes the use of a significant number of temporary workers
- Ensure the Volunteer Unit is appropriately staffed and supported

15.18 RESOURCES UNIT LEADER (RESL)

- Ensure resource needs related to the use of temporary workers are fully incorporated into all Resource Unit activities
- Coordinate with the VUL to ensure accurate temporary worker numbers, locations, activities and status

15.19 CHECK IN/STATUS RECORDER (SCKN)

- Receive, record, and maintain temporary worker status information on Resource Status Cards (ICS 219) for incident-assigned workers and stand-by workers

15.20 SITUATION UNIT LEADER (SITL)

- Ensure temporary worker information is incorporated into the normal collection, processing, and organizations of information relating to the event
- Ensure Field Observers are deployed to assigned operational temporary worker locations

15.21 NGO COORDINATOR (NGO-C)

- Once established, report to the VUL/VUC
- Coordinate outreach and NGO operations with local government
- Coordinate UC information and communication with NGOs
- Work with the NGO, VCC and CIC to ensure all temporary workers are registered and complete the incident-specific required UC training
- Ensure and facilitate requisite training is provided based on temporary worker assignments

15.22 DEMOBILIZATION UNIT LEADER (DMOB)

- Ensure temporary worker demobilization procedures, processes, and methodologies are established and fully incorporated into the DEMOB Plan
- Work closely with the VU on all aspects of temporary worker demobilization

15.23 LOGISTICS SECTION CHIEF (LSC)

- Ensure resource needs related to temporary workers are incorporated into all aspects of the Logistics Section

15.24 FINANCE SECTION CHIEF (FSC)

- Ensure temporary workers activities are represented in all aspects of Finance Section
- Be prepared to track all costs associated with the incident and convey those costs to the FOSC and/or Polluter, including obtaining important information from temporary workers (SIN, etc.)

15.25 APPENDIX 5: TEMPORARY WORKER ROLES & TRAINING MATRIX

Volunteer assignments could include the following positions and training:

POSITION DESCRIPTION	SKILLS REQUIRED	TRAINING REQUIRED	DEPLOYMENT
<p>Administrative Support</p> <p>Provide phone bank, file management, and/or record-keeping support, temporary worker scheduling, distribution of equipment and supplies to managers of VCCs and CICs. Duties may vary and multiple positions may vary.</p>	<p>Ability to work in chaotic environment and under direction of agency employees.</p> <p>Must be detail oriented and able to keep up with a system of written records of conversations and decisions.</p> <p>Good working knowledge of computer word processing and spreadsheet software. Excellent organizational and communication skills are very helpful.</p>	Site safety	VCCs or CICs
<p>Facility and Site Maintenance</p> <p>General organization and maintenance of various types of facilities.</p> <p>Could include maintaining supply rooms and clean-up of work areas, identification and/or correction of the VCCs' safety hazards, setting up training rooms and sessions, setting up/putting away equipment, etc.</p>	<p>Ability to work in chaotic environment and under direction of agency employees.</p> <p>Able to lift and move tables and chairs, operate basic TV/DVD/ video equipment. Ability to properly handle cleaning equipment and products.</p> <p>Willingness to do basic but essential tasks such as maintaining garbage and recycling areas, rest areas, etc.</p>	Site Safety	VCCs or CICs
<p>IT and/or Data Entry Support</p> <p>Provide data entry, database or general computer maintenance and support to managers at VCCs and CICs. Duties may vary and multiple positions may be needed.</p>	<p>Ability to work in chaotic environment and under direction of agency employees.</p> <p>Good working knowledge of computer word processing, database, GIS, and spreadsheet software, and familiarity with computer hardware and networking systems, is desirable.</p> <p>Excellent organization and communication skills are required, as is ability to follow directions in the use of existing computer</p>	Site Safety	VCCs or CICs

	software and systems.		
<p>VUL and/or VUC</p> <p>Ensure the VU is appropriately staffed for the event, assigns VU assistants as appropriate.</p> <p>Coordinate with the JIC on approved news releases including public call-in line/website information</p> <p>Work with the LNO and local governments to activate local government volunteer management system.</p> <p>Work within the ICS to ensure volunteer issues are being addressed.</p> <p>Ensure proper ICS forms for volunteers are being initiated and completed.</p>	<p>Ability to work ONLY under the direction and discretion of the Unified or Incident Command. This position will ideally be staffed by an individual with experience in ICS/ICP and environmental/disaster response.</p> <p>Excellent organization and communication skills are required, as is ability to follow directions and adhere to providing only the required trainings.</p>	<p>Site Safety</p> <p>Best qualified for the position will have completed ICS100, ICS200 and ICS300.</p> <p>A working knowledge of local emergency response and oil spill response policies and procedures is an asset.</p>	ICP
<p>Volunteer Center Coordinator (VCC-C)</p> <p>Report to the VUL.</p> <p>Coordinate outreach and VCC operations with local government.</p> <p>Ensure and facilitate requisite training based on volunteer assignments approved by UC and the Safety Officer.</p> <p>May assist the JIC with Town Hall meetings.</p> <p>May also be tasked with contacting/coordinating trainers from a list of trainers provided, coordinating training room arrangements, troubleshooting training equipment issues, providing directions and support to volunteers receiving training, and working with Facility and Site Maintenance volunteers to set up training rooms.</p> <p>Maintain written and computer records of training each volunteer has</p>	<p>Ability to work ONLY under the direction and discretion of the Unified or Incident Command. This position will ideally be staffed by an individual with experience in ICS/ICP and environmental/disaster response.</p> <p>Ability to work in chaotic environment and under direction of agency employees.</p> <p>Excellent organization and communication skills are required, as is ability to follow directions and adhere to providing only the required trainings.</p>	<p>Site Safety</p> <p>Best qualified for the position will have completed ICS100, ICS200 and ICS300.</p> <p>A working knowledge of local emergency response and oil spill response policies and procedures is an asset.</p>	VCC and/or other off-site training center

completed. Multiple positions and shifts may be needed. May need to communicate and/or travel between VCC and off-site training centers.			
Non-Government Organization (NGO) Coordinator Report to VUL. Coordinate outreach and NGO operations with local government. Ensure and facilitate requisite training based on volunteer assignments approved by UC and the Safety Office. May assist the JIC with Townhall Meetings	Ability to work in chaotic environment and under direction of agency employees. Excellent organization and communication skills are required, as is ability to follow directions and adhere to providing only the required trainings.	Site Safety Best qualified for the position will have completed ICS100, ICS200 and ICS300. A working knowledge of local emergency response and oil spill response policies and procedures is an asset.	VCC and/or other off-site training center

15.26 APPENDIX 6: POSSIBLE TEMPORARY WORKER ROLES

Generally speaking, the types of roles temporary workers could undertake during a response operation will vary according to the requirements of the response and outside considerations. The lists below indicate a selection of roles that may be required.

15.27 VOLUNTEER COORDINATION CENTRE ROLES

Meeters & Greeters

- Greet everyone who comes into the centre
- Explain the process to them
- Direct them to the Sign In/Information Desk

Sign In/Information Desk

- Provide general information re: volunteer roles in response
- Explain role of VCC
- Sign in/Sign out all those who enter the VCC
- Provide Volunteer Registration number and direct to Waiting Area

Volunteer Registration

- Register volunteers
- Provide volunteers with forms for completion
- Verify all information is filled out appropriately and completely
- Direct volunteers with next steps

Screening & Placement

- Review volunteer forms, incl. those submitted from CICs
- Screen and place volunteers into appropriate roles
- Inform volunteers if they have been selected, and direct them with next steps
- Inform volunteers if they have not been selected, and explain why

Interviewing

- Interview volunteers screened for possible temporary worker role in response
- Determine suitability
- Forward completed applications to Scheduling

Scheduling

- Schedule all volunteers into designated roles
- Communicate scheduling to volunteers and VCC staff
- Provide scheduling updates or changes to volunteers and VCC staff

Orientation & Training

- Provide site safety overview daily to VCC staff
- Provide orientation to work placements and overview of response operations
- Train all volunteers

Refreshments

- Ensure refreshments table is always fully stocked and ready to accommodate the VCC

Runners

- Transport forms, obtain answers and perform other small messenger tasks within the VCC
- Accompany visitors within the VCC if Meeters & Greeters are not available

Facility

- Ensure VCC has needed furniture, equipment, supplies, space, etc.
- Ensure and maintains cleanliness of VCC during operational hours—including inspection of restrooms, garbage, and recycling collection, etc.

Volunteer Liaison (Waiting Area)

- Answer questions for those waiting in the VCC Waiting Area
- Ensure no one tries to skip ahead in the process

15.28 COMMUNITY INFORMATION CENTRE ROLES

Meters & Greeters

- Greet everyone who comes into the centre
- Direct them to the Sign In/Information Desk

Information Desk

- Provide general information re: volunteer roles in response
- Provide general information on response operations and what they entail
- Explain role of CIC

Volunteer Registration

- Register interested volunteers
- Provide volunteers with forms for completion
- Verify all information is filled out appropriately and completely
- Direct volunteers with next steps

- Submit forms to VCC Screening & Placement on behalf of volunteers

Response Liaison

- Provide updated information to community members on available volunteer roles
- Provide updated information to community members on response operations using approved communications materials

Feedback Liaison

- Collect feedback from community members
- Document and send to VCC for processing in the response

Refreshments

- Ensure refreshments table is always fully stocked and ready to accommodate the CIC

Runners

- Transport forms, obtain answers and perform other small messenger tasks within the CIC
- Accompany visitors within the CIC if Meeters & Greeters are not available

Facility

- Ensure CIC has needed furniture, equipment, space, etc.
- Ensure and maintain cleanliness of CIC during operational hours—including inspection of restrooms, garbage, and recycling collection, etc.

15.29 OPERATIONAL ROLES FOR TEMPORARY WORKS AND/OR AFFILIATE WORKERS

Shoreline Conditions

- Conduct pre- and post-impact beach patrol and surveillance
- Report conditions to SCAT

Wildlife Impact

- Conduct aquatic and wildlife surveillance
- Report impacts to VUL

Community Notification

- Distribute community notifications to affected residents
- Provide general response-related information to affected community members

Transportation

- Transport equipment and/or personnel between ICPs and other operational sites
- Transport wildlife from the field to recovery and treatment centres

15.30 APPENDIX 7: SAMPLE COMMUNICATIONS MESSAGING

1. There has been a tremendous outpouring of support and offers to help from the community. We appreciate the public's desire to assist with the oil spill response and understand their concern.
2. The Unified Command will decide on whether to use volunteers. It will depend on a variety of factors, including the type of oil spilled, the location and size of the spill, and, most importantly, the safety of volunteers.

3. Volunteering does not necessarily mean cleaning up oil. Oil is a toxic substance and dangerous if handled or disposed of improperly. Only trained personnel are authorized to conduct oil spill cleanup.
4. A volunteer can either be pre-trained or come forward during a spill event with no prior oil spill volunteer experience. Each spill response is unique, and the skills needed may be different each time.
5. We are currently looking for members of the public with professional marine biology or wildlife management experience, as well as people interested in working at local volunteer coordination and community information centres.
6. Volunteers must first register before participating in a spill response. They must be at least 18 years old, in good health, capable of lifting 25-35 pounds, and able to follow both written and oral directions. They must also be willing to attend any necessary training. If you are qualified and interested in volunteering, please call the 24-hour public reporting line at **1-555-555-5555**.
7. The best way to become a volunteer is to contact your local community Volunteer Center, nonprofit environmental group, local humane society, service organization, faith-based organization, or government agency volunteer program. Some of these organizations train volunteer to be long-term environmental monitors or to work in various types of emergencies.
8. For shoreline areas that have been impacted by oil, Shoreline Cleanup Assessment Technique teams have been deployed and are assessing the impact and recommending appropriate cleanup tactics. Please report fumes, oiled beaches, and other oiled public access areas to the 24-hour public reporting line at **1-555-555-5555**.
9. Please avoid contact with the oiled wildlife and leave it where it is. Please report sightings to the 24-hour public reporting line at **1-555-555-5555**. **[Organization]** has been activated and is managing wildlife recovery and rehabilitation. They will attend to the oiled wildlife you have discovered.

15.31 APPENDIX 8: STANDING-UP A VCC AND/OR A CIC

The following checklist has been prepared to support the VU and ensure quick activation of operations during a response.

ORGANIZING YOUR TEAM
<input type="checkbox"/> Contact your Volunteer/Staff Management team members and place them on alert
<input type="checkbox"/> If you don't have a team to help you, begin the recruitment process through the ICP
<input type="checkbox"/> Arrange a staff meeting
<input type="checkbox"/> Determine how long team members can help for. Assign a preliminary schedule of operations.
<input type="checkbox"/> Assign roles in the following areas: <ul style="list-style-type: none"> <input type="checkbox"/> Intake/Recruitment <input type="checkbox"/> Interviewing/Screening/Placement <input type="checkbox"/> Orientation/Training <input type="checkbox"/> Scheduling <input type="checkbox"/> Record keeping/reporting

<input type="checkbox"/> VCC/CIC management
<input type="checkbox"/> Secure an interim location for volunteer intake, if required
<input type="checkbox"/> Secure a location for the VCC. Your centre will require space for intake, interviewing, a waiting area, and separate rooms for orientation and training.

ORGANIZING YOUR WORKSPACE

Recruitment Area

- Provide a list of instructions for those team members answering the phone, including:
 - Key messaging to use when answering the phones and greeting newcomers
 - Updated information on response operations
 - What information can be given about volunteer opportunities
 - Phone numbers, addresses, and other information volunteers may need (post on wall)
- Prepare recruitment binders complete with personnel request forms and other necessary information. Have one for each person handling offers to help.
- Set up tables and chairs and each individual room
- Designate some telephones for receiving calls and others for recruiting

Interviewing

- Establish a waiting area
- Establish an interview area, preferably in a separate room

Orientation Area

- Establish an orientation room: a classroom-style set-up with flip charts that will accommodate 10-25 volunteers at a time

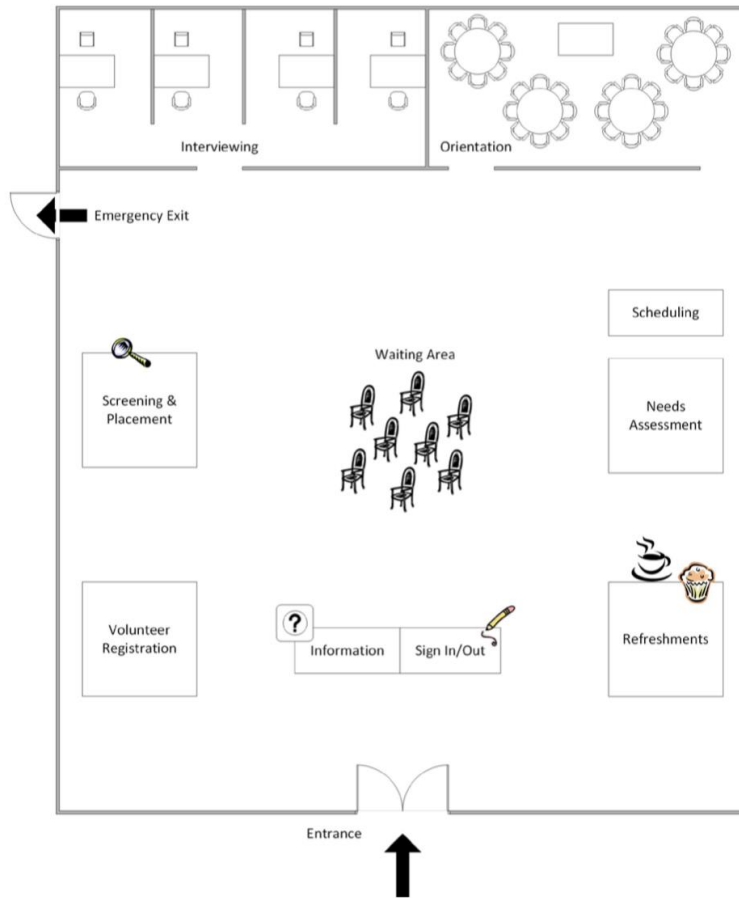
Equipment and Supplies

- Obtain the necessary equipment and supplies. This could include:
 - Telephones
 - Tables
 - Chairs
 - Computers
 - Cell phones
 - Extension cords
 - Printers and scanners
 - Position/Function Checklists and Function Aids
 - Signage
 - Copies of all required forms
 - Refreshments for volunteers and community members
 - Volunteer Name/Authorization Tags
 - Vests/hats for Volunteers
 - Volunteer Assignment Cards
 - Office supplies (staplers, pens, pencils, tape, duct tape, hole punches, scissors, file folders, accordion folders, binders, dividers, white boards and markers, clipboards, note books, markers)

Gathering Demographic Information

- Gather as much of the following information as you can:
 - How many volunteers are expected?
 - How many do you already have?
 - How many should you recruit?
 - What skills are required?
 - How long will they be required for and/or what is the expected duration of the response?

15.32 Appendix 9: Volunteer Coordination Centre—Sample Floor Plan



15.33 APPENDIX 10: TEMPORARY WORKER ICS FORMS

15.34 ICS 204



ASSIGNMENT LIST

ICS 204

INCIDENT NAME & NUMBER				OPERATIONAL PERIOD			
				From: MMM - DD - YYYY HH:MM		To: MMM - DD - YYYY HH:MM	
DIV/ASSIGNMENT NUMBER		ASSIGNMENT LOCATION			REPORTING LOCATION		
OPERATIONAL PERSONNEL							
		Name / Position		Affiliation		Contact Number	
Section Chief:							
Branch Director:							
Division/Group Supervisor:							
RESOURCES USED AS PART OF THE ASSIGNMENT - Detail Specs Re: Equipment (E.g. Size of pump, capacity of barge)							
Equipment:				Personnel: IOP Personnel, Boat Op, Deckhand, etc.			
Qty.	Equipment Resources		WCMRC	Other	Qty.	Dedicated Personnel Resources	
Support Resources: Those resources that will remain deployed on scene							
Qty.	Division Code	Equipment Resources		WRRL/WCMRC	Other	Out of Service Decon	Staging
ALL RESOURCES (Section 7.) have been sourced by either Resource Unit or Logistics: <input type="checkbox"/> Yes <input type="checkbox"/> No if no highlight outstanding items							
ASSIGNMENTS: (What, Where, Why, When, How)							
COMMUNICATIONS (Radio and/or phone contact numbers needed for this assignment)							
Name/Function		Radio: Freq/System/Channel (UHF/VHF)			Phone		
UHF							
VHF							
Medical:		Evacuation:			Other:		
SPECIAL INSTRUCTIONS/COMMENTS							
PREPARED BY:		DATE/TIME		APPROVED BY (Section Chief)		DATE/TIME	
		MMM - DD - YYYY HH:MM				MMM - DD - YYYY HH:MM	
REVIEWED BY (Resource Unit Leader)				DATE/TIME			
				MMM - DD - YYYY HH:MM			

		()		
Are you certified in any of the following? <input type="checkbox"/> Bird or Wildlife Rescue/Rehab <input type="checkbox"/> Hazmat/Hazwoper <input type="checkbox"/> First Aid/CPR <input type="checkbox"/> Coast Guard Licenses <input type="checkbox"/> Other. Please specify:	Certification Type/ Agency	Do you have any of the following skills/ experience? Select all that apply. <input type="checkbox"/> Administrative Support <input type="checkbox"/> Animal Care <input type="checkbox"/> Emergency Communication <input type="checkbox"/> Computer Skills <input type="checkbox"/> Construction <input type="checkbox"/> First Responder		
Placement preference: <input type="checkbox"/> Bird or Wildlife Rescue/Rehab <input type="checkbox"/> Basic Needs/Logistics <input type="checkbox"/> Shoreline/Beach Cleanup <input type="checkbox"/> Operations <input type="checkbox"/> Administrative/Clerical <input type="checkbox"/> Other				
Please check all times you are available:				
	Weekdays	Weekends	Specific Days	Anytime
Mornings				
Afternoons				
Evenings				
Nights				
Are you available on short notice? <input type="checkbox"/> Yes <input type="checkbox"/> No	Do you have any health problems or restrictions that may affect your ability to perform volunteer work? <input type="checkbox"/> Yes (Please discuss with Volunteer Intake Staff) <input type="checkbox"/> No			

EMERGENCY CONTACT INFORMATION			
Name:	Address:	Primary Phone No.: ()	Secondary Phone No.: ()
WAIVER <hr style="border: 0; border-top: 1px solid black; margin-bottom: 5px;"/> <div style="display: flex; justify-content: space-between;"> <i>Signature</i> <i>Date</i> </div>			

FOR OFFICE USE ONLY			
Training completed? <input type="checkbox"/> Yes <input type="checkbox"/> No	Date Training Completed: / /	Initials:	
Placed in:	Date placed: / /	Placed by:	

16 Document History

REVISION NO.	REVISION DATE	DESCRIPTION OF CHANGE	DOCUMENT OWNER
1.0	18 August 2020	Initial Version	RRT

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