

# Your Guide to DSHR Membership



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# Fundamental Principles of the The International Red Cross and Red Crescent Movement

**Humanity** – The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavors, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation, and lasting peace amongst all peoples.

**Impartiality** – The International Red Cross and Red Crescent Movement makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavors to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

**Neutrality** - In order to continue to enjoy the confidence of all, the International Red Cross and Red Crescent Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

**Independence** - The International Red Cross and Red Crescent Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the Principles of the Movement.

**Voluntary Service** - It is a voluntary relief movement not prompted in any manner by desire for gain.

**Unity** - There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

**Universality** - The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

## The American Red Cross Mission

The American Red Cross, a humanitarian organization led by volunteers and guided by its Congressional Charter and the Fundamental Principles of the International Red Cross Movement, will provide relief to victims of disaster and help people prevent, prepare for and respond to emergencies.

# Your Guide to DSHR Membership

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# Your Guide to DSHR Membership

## Overview

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**Introduction** Welcome to the Disaster Services Human Resources (DSHR) System. You are joining a proud group of disaster workers dedicated to serving others. Ever since 1881, when Clara Barton sent Julian Hubbell to support the communities in Michigan devastated by forest fires, the American Red Cross has been sending skilled workers to support communities where local resources were overwhelmed.

We have honed the methods over the years and in the 1980s established the Disaster Services Human Resources (DSHR) System as our nationwide system and database. The DSHR System supports the efforts of Red Cross units in disaster-affected areas by having trained, experienced and readily available workers who can be alerted and moved to disaster sites quickly and efficiently. The DSHR System also outlines career development opportunities for disaster workers.

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**Purpose** This guide is intended to help you derive the maximum benefit from your Disaster Services career. It is your guide to understanding the DSHR System and is intended for new and current members.

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**Contents** The following chart outlines the topics covered in *Your Guide DSHR Membership*.

<b>Topic</b>	<b>See Page</b>
Enrollment into the DSHR System: <ul style="list-style-type: none"><li>• information about DSHR groups and activities</li><li>• basic requirements</li><li>• deployment requirements beyond the local community</li><li>• applying for DSHR membership</li><li>• roles and responsibilities of DSHR members and their local chapter</li></ul>	3
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We hope this guide will be a good resource for you. If you are reading it in paper form, all documents and forms that are italicized are available for downloading from CrossNet, the Red Cross intranet for all communications. If you do not have access rights to CrossNet, your local chapter volunteer coordinator can help you obtain access. If you need more information or have any questions about the DSHR System, we invite you to ask your chapter DSHR administrator for clarification.

## Enrollment into the DSHR System

### Introduction

Enrollment into the DSHR System indicates you are willing and able to carry out the tasks necessary to provide appropriate and timely service to respond to the needs of people affected by disaster; you understand the way a relief operation is organized; and you have completed the training that matches your interests.

You may be included in the DSHR System if you:

- meet the requirements to become either a volunteer or employee of the American Red Cross;
- wish to take part in a Red Cross disaster services program;
- meet the criteria for enrollment; and
- are available for assignment to disaster relief operations, either solely within your unit of affiliation or beyond.

Communication channels for DSHR System members are always through their local chapter. The chapter is a member's point of contact and, in times of disaster, the contact point for doing disaster relief work.

### DSHR Groups and Activities

To help you with your choices for the work you want to do, review the [DSHR Group and Activity Chart](#), located in the appendix of this document. This chart depicts all possible groups and activities (seven groups and thirty-two activities) performed on a disaster relief operation. It does not illustrate lines of authority or communication. The groups and activities are organized into four categories of service on a disaster relief operation: Operations Management, Direct Services, Internal Support Services and External Support Services. You may also want to look at the [Physical Capacity Grid](#), a chart designed to list the physical requirements for each DSHR group and activity. The grid is located on CrossNet and in the appendix of this document.

Also available are activity-specific training courses (instructor-led and online) offered at the chapters and training institutes. For more information on the training needed for positions in each group and activity, refer to the [Activity Descriptions](#) on the [DSHR Membership](#) page on CrossNet.

**Basic Enrollment Requirements**

To enroll in the DSHR System, you must meet the following criteria and competencies:

Criteria/Competency	Description
Education	<p>Received a formal education sufficient to meet the demands of disaster work:</p> <ul style="list-style-type: none"> <li>• achieved at least a high school diploma or equivalent (not a rigid requirement)</li> <li>• able to read, write, follow verbal and written instructions</li> </ul> <p><i>Note: The Red Cross recognizes a high school diploma or high school equivalency certificate as a baseline measure of these competencies.</i></p>
Interpersonal Skills	Interact well with other people and operate independently within society.
Red Cross Training	Minimum requirement: completion of the <a href="#">Disaster Services: An Overview</a> course.
Participation in your Unit's Disaster Program	<p>Successful participation is defined as active, regular (at least once each calendar quarter) participation in a unit's disaster program. The degree of participation must be to the satisfaction of your unit of affiliation.</p> <p>Examples: serve as a disaster action team (DAT) member; serve as an instructor of disaster training courses; serve as a member on a disaster committee or leadership team, or provide consultant services to the unit of affiliation; work on specific disaster-related projects in planning, preparedness, response or community disaster education.</p> <p>Under this requirement, unit refers to your unit of affiliation. Your unit may be a chapter, station on a military installation or national headquarters. It must be either the unit that provides service to the area in which you reside, the unit that employs you or the unit to which you can reasonably commute to on a daily basis.</p>
Health Status	You must complete a <a href="#">Health Status Record</a> to show you are in good health and are able to work on disaster assignments, whether you are designated as 'local only' or a Chapter Disaster Responder (CDR). The health statement must be completed and signed annually following the

	initial submission.
Background Check	Everyone affiliated with the American Red Cross, volunteers and employees, must go through a background check. Since this is an organization-wide requirement, background checks are not tracked in the DSHR System and the password-protected DSHR field cannot be updated. You should ignore the DSHR background check field in your member record.
Current First Aid and CPR certification	It is recommended that DSHR members hold current first aid and CPR certification recognized by the American Red Cross. If you hold a current certification from another organization, you are encouraged to take an American Red Cross course.

**Deployment Requirements beyond Local Community**

Once you have met the basic enrollment requirements and want to go on a disaster assignment beyond your local community, you must meet the following criteria, applicable competencies and conditions:

<b>Criteria/Competency/Condition</b>	<b>Description</b>
Minimum age	You must be at least 18 years of age so you can move freely across state lines unaccompanied or in the company of non-custodial adults; share sleeping rooms with non-custodial adults and participate in disaster relief activities anywhere required without the consent of a parent or guardian.
Group/Activity/Position	You must meet the requirements and competencies for your group, activity and position within the DSHR System. Your DSHR administrator will carefully assess and guide you into the appropriate group, activity and position based on your individual abilities and program guidelines including, but not limited to the <a href="#"><i>DSHR Membership-Activity Position Requirements</i></a> and the <a href="#"><i>Physical Capacity Grid</i></a> .
Physical requirements	The <a href="#"><i>Physical Capacity Grid</i></a> describes the physical requirements you must meet to participate in each activity. If you are unable to meet the requirements, based on your <a href="#"><i>Health Status Record</i></a> , you may choose a different activity or discuss involvement in the desired activity with the chapter health reviewer or your DSHR administrator. This screening process must occur any time you change or add activities to ensure that you meet all of the physical requirements.

Valid driver's license	<p>All DSHR members must have a valid driver's license. This requirement is needed to ensure qualified drivers are readily available whenever management on a DRO deems it necessary.</p> <p>This requirement may be waived if you:</p> <ul style="list-style-type: none"> <li>• have a disability that prevents you from obtaining a driver's license and have requested the waiver before enrolling in the DSHR System.</li> <li>• become disabled after enrollment and have requested a waiver.</li> </ul> <p>To maintain nationwide consistency and adherence to federal laws, all waivers must be approved by the Disaster Operations Human Resources director at national headquarters.</p>
Serve with little or no advance notice	<p>Once assigned to a disaster relief operation, you must be able to travel to the disaster site as quickly as possible. In the case of sudden-onset disasters, the recruitment call and the assignment call may be immediate and simultaneous. You are expected to prepare, travel and arrive at your assigned location within 24 hours.</p>
Flexibility with travel plans	<p>Since there is a great degree of uncertainty in the response to disaster relief operations, especially immediately after the disaster event and in the early stages of the operation, you must be able to cope with sudden changes in plans.</p>
Flexibility with disaster assignments	<p>It is not uncommon to reassign members to a different location, group and activity, or even to a different disaster relief operation. Deployment to a particular disaster relief operation, location, group and activity, or assignment with relatives, friends or other DSHR members from your unit of affiliation cannot be guaranteed.</p>
Transportation to a DRO	<p>To avoid disrupting or delaying the response, you must be willing to accept any mode of transportation assigned to get you to the DRO. You will be required to agree in advance to travel by the authorized mode of transportation for disaster relief operations. The most common forms of transportation are: plane, bus, train, private or rented automobile or Red Cross vehicle.</p>

Adverse conditions	<p>Working on disaster relief operations requires long hours, including nights and weekends, with little time off.</p> <p>Other adverse conditions include:</p> <ul style="list-style-type: none"> <li>• working outdoors in extreme temperatures (hot or cold)</li> <li>• driving at night or long distances to an assignment location</li> <li>• working or sleeping in crowded or noisy facilities, such as shelters</li> <li>• working with disaster-affected individuals who may express intense emotions</li> <li>• working under the threat of a possible recurrence of a disaster</li> </ul>
Dress Code	<p>DSHR members represent the American Red Cross while serving on disaster relief operations. Standards of dress must be followed and are explained in the <i>Standards for Identification and Personal Attire of Red Cross Workers</i> document located in Appendix H of the <a href="#"><i>Disaster Services Human Resources Handbook</i></a> on CrossNet.</p> <p>The following areas are addressed in this document:</p> <ul style="list-style-type: none"> <li>• standards of identification: official American Red Cross vest and name badge</li> <li>• standards of personal attire: clothing that is professional and appropriate for the task</li> <li>• prohibited attire: apparel that may not be worn, such as short shorts, flip flops, garments bearing offensive or inappropriate slogans, excessive jewelry, etc</li> <li>• compliance with standards: all disaster relief operation workers are individually accountable for supporting and complying with the standards of identification and attire</li> <li>• exceptional situations: exceptions to the standards may be made at the discretion of the relief operation director in consultation with Operations Management at national headquarters</li> <li>• purchase and distribution of official apparel: DSHR members may purchase official Red Cross identifying attire through their local chapter</li> </ul>

**Note:** For more information regarding deployment requirements, see your chapter DSHR administrator.

**Applying for DSHR Membership**

To become a member of the DSHR System, follow the steps in the chart below.

<b>Step</b>	<b>Action</b>
1	Review the requirements outlined above and make sure you meet all criteria.
2	Identify a Red Cross unit of affiliation, such as a chapter, station on a military installation or national headquarters with which you wish to work and develop your DSHR career.
3	<p>Meet with the DSHR administrator of your unit of affiliation to discuss becoming a member and the obligations and requirements of membership. The following topics will be discussed:</p> <ul style="list-style-type: none"> <li>• the groups and activities that you are interested in working with while serving on disaster relief operations.</li> <li>• the qualifications, as described in the <a href="#">Activity Position Requirements</a> charts, needed for each of the groups and activities you have selected, and whether you meet the qualifications.</li> </ul> <p><i><b>Note:</b> Your unit of affiliation is responsible for endorsing your application, assisting you in your career development and making you aware of opportunities for training and operational experiences that will assist you with your disaster career.</i></p>
4	Determine where you are available to help; either locally with your unit of affiliation, within your regional grouping, statewide or nationwide.
5	<p>Complete the following forms (located on CrossNet):</p> <ul style="list-style-type: none"> <li>• <a href="#">DSHR System Enrollment</a> application</li> <li>• <a href="#">Health Status Record</a> (requires an annual update)</li> <li>• <a href="#">Personal Statement of Understanding</a></li> </ul>
6	<p>Submit your completed application to the DSHR administrator at your unit of affiliation.</p> <p><i><b>Note:</b> The unit representative must sign your application indicating the unit's endorsement of you as a member of the DSHR System.</i></p>

**New DSHR Members**

Upon enrollment into the DSHR System, the chapter will issue you:

- a letter of acceptance to the DSHR System
- a DSHR number, which is your Red Cross personal ID number
- a DSHR ID badge with scan-able bar code that corresponds to your DSHR number
- a DSHR Self-Serve user ID and password to be used to update your own availability in the DSHR System
- a printed copy of this document, *Your Guide to DSHR Membership*

***Note:** Contact your local chapter DSHR administrator if you have not received any of these items.*

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## Roles and Responsibilities

Once you have enrolled in the DSHR System, both you and your chapter have a responsibility to one another for ongoing support and development. The table below outlines these roles and responsibilities.

<b>Role</b>	<b>Responsibility</b>
DSHR member	Provides support to the chapter by being an active Disaster Services program participant. Other roles and responsibilities may include: <ul style="list-style-type: none"><li>• an instructor of disaster training courses</li><li>• a disaster committee member</li><li>• a consultant for the chapter</li></ul>
Local chapter	Provides support to you, the DSHR member, by making available: <ul style="list-style-type: none"><li>• disaster program materials</li><li>• disaster training courses in the American Red Cross Learning Center (LMS)</li><li>• other learning opportunities, such as workshops, disaster exercises and disaster action team training</li><li>• disaster response opportunities</li></ul>

## DSHR Member Responsibilities

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### Introduction

It is the responsibility of every DSHR member to be prepared for disaster assignments and to keep their DSHR System record up to date. Review and update your DSHR record annually to ensure your information is accurate.

It is also your responsibility to go on CrossNet and view the disaster pages, to ensure you have the most up to date information and have submitted all paperwork.

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### Updating your DSHR Record

To update your DSHR System record, use the DSHR Self Serve. Your chapter DSHR administrator will provide you with a username and password. In the DSHR Self Serve, you can view your entire DSHR System record, but you will only be able to edit your address, emergency contact and availability information. To update other information or if you discover any missing documents (to be addressed later in this document), contact your DSHR administrator at your local chapter.

To access the DSHR Self Serve, follow these steps:

<b>Step</b>	<b>Action</b>
1. Log into the DSHR System	<ul style="list-style-type: none"><li>• Go to the DSHR System logon screen at <a href="https://dshr.redcross.org">https://dshr.redcross.org</a>.</li><li>• Log in using the username and password given to you by your DSHR administrator.</li></ul>

2. Change your Password	<p>The first time you log in, you will be required to change your password (the login fields are case sensitive).</p> <ul style="list-style-type: none"> <li>• Create a new password, different from the one your DSHR administrator assigned to you and enter it in the 'New Password' field.</li> <li>• Re-enter it in the 'Confirm New Password' field</li> <li>• Click Submit. You will now see the main screen.</li> </ul>
3. Change your Information	<p>On the main screen, you will see a list of Member Information Categories. The only categories of information you can edit are your address, emergency contact and availability. If any other information needs to be changed, please contact your chapter DSHR administrator.</p> <p><b>To edit your address and emergency contact information:</b></p> <ul style="list-style-type: none"> <li>• Go to the Member Information Categories list and point your mouse to either 'Address Information' or 'Emergency Contact Information', whichever one you want to edit.</li> <li>• Click when the category turns blue. The information screen for that category appears.</li> <li>• Point your mouse to the section that needs editing, when it turns blue, click. A pop-up window appears.</li> <li>• Edit each field of information, as appropriate, by highlighting it and typing in the new information.</li> <li>• Click the 'Submit' button when you have finished. It will return you to the previous screen with the updated information. If you do not make any changes to the information in the pop-up window, click the 'Close' button.</li> <li>• Click on the 'Add New' button, in the information screen if you have another address or emergency contact to add to your DSHR record,.</li> <li>• Fill in the fields of information when the pop-up window appears, then click the 'Submit' button. If you do not enter information into this pop-up window, click the 'Close' button.</li> </ul> <p><b>To edit your availability information:</b></p> <ul style="list-style-type: none"> <li>• Go to the Member Information Categories list on the main information screen and point your mouse at 'Availability Information'.</li> <li>• Click when that category turns blue. The information screen for that category appears.</li> <li>• Click the 'Edit Record' button. A pop-up window appears.</li> <li>• Enter the dates you will be available in the 'Available Begin Date' field and the 'Available End Date' field. To update these fields with new dates, highlight the old date and type in the new date.</li> </ul>

	<ul style="list-style-type: none"> <li>Click the 'Submit' button when you have finished. It will return you to the previous screen with the updated information. If you do not make any changes to the information in the pop-up window, click the 'Close' button.</li> </ul> <p><b>Note:</b> <i>In the availability section, do not leave the available begin and end dates blank. If you will be available for more than 60 days, update your DSHR Self Serve record each month to reflect your availability.</i></p>
4. Print your Profile	<p>To print your profile:</p> <ul style="list-style-type: none"> <li>Click on the 'Print Profile' button in the upper right corner. A pop-up window will appear with all of your information in a printer-friendly view.</li> <li>Right click in the upper left corner of the page (in the blank area) and select 'Print'.</li> <li>Print as usual.</li> <li>Click on the 'View Full Record' button to return to the main information screen.</li> </ul>
5. Log out of the DSHR System	<p>When you are done editing/viewing your profile, please log out of the DSHR System.</p> <ul style="list-style-type: none"> <li>Point your mouse to 'LogOff' in the upper right corner of the main screen. When it turns pink, click. A pop-up window appears.</li> <li>Click the 'OK' button when you are ready to exit the DSHR System. It will return you to the DSHR System login page. If you click the 'Cancel' button, it will return you to the information main screen.</li> </ul>

## Ongoing Membership

The table below describes the steps and actions you need to take to keep your DSHR System record up to date. It contains the forms and documents that need to be in your DSHR record, as well as the information you need to review and update every year, or whenever your information changes.

To remain in good standing in the DSHR System, follow these steps:

Step	Action
1	<p>Update required paperwork:</p> <ul style="list-style-type: none"> <li><a href="#">Health Status Record</a>, submit to the chapter health reviewer.</li> <li><a href="#">Disaster Relief Work-Annual Statement of Intent for Nonexempt Employees</a>, submit to the DSHR administrator if you are a nonexempt Red Cross employee.</li> </ul>
2	<p>Update your DSHR record:</p> <ul style="list-style-type: none"> <li>home address</li> <li>home and cell phone numbers</li> <li>email address</li> <li>emergency contact name, address and phone numbers</li> </ul>

	<ul style="list-style-type: none"> <li>• availability (it is recommended that you update this section quarterly)</li> </ul> <p>Once or twice a year, ensure these documents are included in your record, when applicable:</p> <ul style="list-style-type: none"> <li>• <a href="#"><i>Voluntary Service Agreement for Nonexempt Employees</i></a> (nonexempt Red Cross employees must complete one for each disaster assignment)</li> <li>• <a href="#"><i>Disaster Relief Operation Work Performance Evaluation</i></a></li> <li>• <a href="#"><i>Personal Statement of Understanding</i></a></li> <li>• Transcript of completed training courses (in LMS)</li> <li>• letters requesting promotion or reassignment</li> <li>• letters of appreciation, recognition or commendation</li> <li>• documentation relating to mentoring</li> <li>• documentation of licensure/certification, if applicable</li> <li>• documentation of DSHR System personnel actions and grievances</li> </ul>
3	<p>Adhere to Disaster Services guidance located on CrossNet:</p> <ul style="list-style-type: none"> <li>• <a href="#"><i>American Red Cross Code of Business Ethics and Conduct</i></a></li> <li>• group and activity handbooks</li> </ul>
4	<p>Complete disaster training in the activities for which you are assigned.</p>

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## Career Development

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**Introduction** When you become a member of the American Red Cross Disaster Services team, your Red Cross chapter will help you create a career development plan.

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**Chapter Role** As a disaster staff member, your chapter will maintain contact with you concerning your career development. Your chapter will:

- develop a career development plan with you that meets your goals.
- identify career development resources for you and proactively work with you to take advantage of such resources.
- provide you with opportunities to develop your skills and abilities, and pursue promotion within the DSHR System through mentoring, training, working on disaster relief operations and advocating for specific assignments.

**Note:** Promotion within the DSHR System is not a requirement; you may remain at the level where you feel the most comfortable.

- ensure that relief operation evaluations are discussed with you and that career development opportunities are offered in accordance with your wishes and recommendations from work performance evaluations.

**Promotion**

To be considered for a promotion, you must:

- ensure your DSHR System record is up to date; including an up to date [Health Status Record](#) (signed within the past year).
- be available for assignment sometime within the next year (and the availability entered into the DSHR System).
- meet the training and experience requirements for the position you are pursuing.

**DRO Supervisor Role**

Your career development within the DSHR System is significantly enhanced by interaction with your supervisor(s) on a disaster relief operation. Recommendations written on performance evaluations about career development from your supervisor on a DRO are considered when your evaluation is reviewed with your chapter. All decisions regarding the progress and support you need to assist you with your DSHR career is made during this chapter review process. The [DRO Work Performance Evaluation](#) is the tool used to provide this information. It is located on CrossNet.

**Position Levels**

This chart provides lists the positions in the DSHR System.

<b>Position</b>	<b>Description</b>
Service Associate (SA)	Provides basic services for DSHR groups and activities. Service associate positions in some groups will require licensure as part of the competencies required for specific activities and tasks.
Supervisor (SV)	Oversees a work unit composed of service associates. Competencies for this position include experience and ability in leadership and management. Supervisors are accomplished in the activities and tasks of the work unit staff and are able to answer common questions on a day-to-day basis.
Manager (MN)	Oversees the work of the supervisors and are subject matter experts within the group or a specific activity within the group. In addition to team leadership skills, they must have extensive technical knowledge of the activity and tasks and be able to provide technical guidance and support to all staff within the service group or an activity within the service group.

<p>Chief (CH)</p>	<p>Leads a group of activities, such as Staff Services or Logistics, or a specific activity. Chiefs must be familiar with the structure and management of very large relief operations and have demonstrated the ability to work within that environment.</p> <p>A chief of a group of activities must be knowledgeable in aspects of each of the activities within the group, be able to identify problem areas within any of their assigned activities and decide on corrective action. A chief of a specific activity must have extensive experience in the activity and be a subject matter expert for the activity.</p>
<p>Generalist Manager (GM)</p>	<p>Provides greater capacity to lead groups on smaller relief operations. For large relief operations, chiefs are assigned for management and oversight. The generalist manager must be at least an activity manager within the group.</p>

**Assignment Changes**

If you have the appropriate competencies and meet the requirements in the [\*Physical Capacity Grid\*](#), you may request assignment to any position within the DSHR System; for example, you may request and be promoted from a supervisor to a chief. You may also request a reassignment to a position with lesser supervisory authority within the DSHR System.

The organization at any level may also request that you consider accepting either a promotion or reassignment to a different position based on:

- the needs of the organization.
- your performance in the assigned position.
- the occurrence of a significant personnel issue.
- a substantial change of knowledge, skills and abilities for the position or changes to procedures.

All requests or recommendations for position or activity changes must be in writing. All hard copy records of the action will reside at your chapter. For more information see your chapter DSHR administrator.

**Transferring Membership**

If you relocate or need to change chapter affiliation for any reason, your DSHR System membership must be transferred to your new unit. The transfer must be completed as quickly as possible so that your contact information for possible assignment is current. Contact the DSHR administrator at your chapter to initiate a membership transfer. Further information on transferring membership from one chapter to another can be found on CrossNet.

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**Ending  
Membership**

If you choose to resign from the DSHR System, you must notify your chapter of your decision. Notice of confirmation of removal will be forwarded to you through your chapter from national headquarters.

If you resign from the DSHR System for any reason and wish to re-enroll, you must meet all of the requirements for membership as if you had never been a member. While consideration will be given to your current and prior experience, the position in which you re-enroll may or may not be the same position you held when you resigned.

Returning members must meet the same competency criteria as anyone else enrolled in that position, regardless of past experience, training and position held. In addition, your chapter must check your hard file to ensure you left in good standing. If restriction codes were imposed when you left, the chapter must ensure the situation or condition has been resolved prior to re-enrollment.

Separation of membership in the DSHR System may also arise due to termination for cause. Serious violations of [Red Cross personnel policies](#) may result in immediate termination from the DSHR System. For more information regarding serious violations on a disaster relief operation speak to your chapter DSHR administrator.

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## Responding to Disasters

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**Introduction**

As you move through your career, you will have the opportunity to go on disaster assignments. Use the DSHR Self Serve to indicate your availability for assignments. When you are selected for a disaster assignment, you will receive a call from your chapter.

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**Levels of  
Operational  
Status**

There are five levels of operational status that are used for disasters, particularly when there is a warning time, as in the case of hurricanes. Your chapter should be clear which operational status is in place when they contact you.

The operational status levels apply to the following Red Cross resources:

- DSHR members
- Emergency response vehicles (ERVs)
- Emergency communications response vehicles (ECRVs)
- Shelter facilities

**Note:** These resources are also referred to as American Red Cross assets.

The table below defines each operational status.

<b>Status</b>	<b>Definition</b>
<b>Available</b>	The DSHR member, or custodial chapter in the case of facilities, commits to a disaster relief assignment for a specified time period; however, there is no commitment from the organization to deploy/activate the Red Cross asset. Vehicles are assumed available unless noted otherwise.
<b>Alert</b>	The DSHR member, or custodial chapter in the case of vehicles/facilities, commits to activate within 24 hours. The DSHR member, or custodial chapter in the case of vehicles, remains available and has updated contact information for further instructions. Shelter has been identified for use, if needed, in the immediate future.
<b>Standby</b>	Deployment is imminent and the Red Cross asset is assigned. The DSHR member packs and secures a loaded staff card from the chapter. Vehicles are loaded with required supplies and ready to roll. No travel plans are made at this time. Shelter has been chosen for use, is ready to be resourced and is waiting for instructions to open.
<b>Activate</b>	The assignment is confirmed. The DSHR member has all reporting information and makes travel plans to depart immediately. ERVs and ECRVs receive destination and reporting information and depart immediately. Shelter is open, staffed and ready for clients.
<b>Stand Down</b>	The alert or standby is canceled and formal notification is made. The Red Cross asset is no longer needed on the relief operation. There is no longer a commitment for this particular assignment.

**Note:** A mobilization call for DSHR members, vehicles or facilities may request immediate activation without prior notification of alert or standby status. The chapter that places an asset on alert or standby status must notify DSHR members and shelter facilities with an update status by phone or electronic message at least every 24 hours to verify continued alert/standby status or change the status to stand down.

*Exception: Vehicles remain on alert until notified to stand down.*

## Preparing to Deploy

To assist DSHR members in preparing for deployment, the [\*Going on a Disaster Assignment\*](#) booklet is available on CrossNet. This booklet explains how to prepare for and complete your disaster assignment. Take some time to read through the information and become familiar with what it takes to have a successful disaster assignment. Whenever you are placed on alert status, make sure you have a copy of the [\*Going on a Disaster Assignment\*](#) booklet to take with you on the disaster assignment.

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# Appendix

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## Appendix Documents

Copies of the following documents are in the appendix.

<b>Document</b>	<b>Description</b>	<b>See Page</b>
<a href="#"><u><i>DSHR Group &amp; Activity Chart</i></u></a>	Lists and defines the DSHR groups and activities.	19
<a href="#"><u><i>DSHR Group &amp; Activity Descriptions</i></u></a>	Provides descriptions of the DSHR groups and activities.	21
<a href="#"><u><i>Physical Capacity Grid</i></u></a>	Provides the physical requirements for each DSHR activity.	26
<a href="#"><u><i>Hardship Code Definitions</i></u></a>	Located in appendix E of the DSHR System handbook, it lists the hardship codes and definitions that could be assigned to a disaster relief operation.	27

Group / Activity / Position Definitions

Operations Management <u>(OM)</u>		Site Director <u>(SD)</u>		Multi-Site Director <u>(MD)</u>		Assistant Director <u>(AD)</u>		Director <u>(DIR)</u>		
Individual Client Services <u>(CLS)</u>	Mass Care <u>(MC)</u> CH	External Relations <u>(ER)</u>	Information & Planning <u>(IP)</u> CH	Logistics <u>(LOG)</u> CH	Staff Services <u>(SS)</u> CH	Disaster Services Technology <u>(DST)</u> CH				
Client Casework <u>(CC)</u> *	Sheltering <u>(SH)</u>	Government Operations <u>(LG)</u> CH	Disaster Assessment <u>(DA)</u>	Facilities <u>(FAC)</u>	Local Community Volunteers <u>(LCV)</u>	Computer Operations <u>(RCO)</u>				
Recovery Planning & Assistance <u>(RPA)</u> *	Feeding <u>(FF)</u>	Community Partnerships <u>(CPS)</u> CH	Information Dissemination <u>(ID)</u>	In-Kind Donations <u>(IKD)</u>	Staff Planning & Support <u>(SPS)</u>	Communications <u>(RCM)</u>				
Disaster Health Services <u>(HS)</u> CH	Bulk Distribution <u>(BD)</u>	Public Affairs <u>(PA)</u> CH	Financial & Statistical Information <u>(FSI)</u>	Warehousing <u>(WHS)</u>	Staff Relations <u>(SR)</u>	Networking <u>(RNT)</u>				
Disaster Mental Health <u>(DMH)</u> CH	Safe & Well Linking <u>(SWL)</u>	Fund Raising <u>(FR)</u> CH	Finance <u>(FIN)</u>	Transportation <u>(TRA)</u>	Staff Wellness <u>(SW)</u>	Customer Service <u>(RCS)</u>				
* There is one chief position which oversees these two activities, CC/RPA Chief				Life Safety & Asset Protection <u>(LSAP)</u>		Training <u>(TR)</u>				
				Procurement <u>(PRO)</u>						
				Supply <u>(SUP)</u>						
<b>Positions</b>										
Service Associate <u>(SA)</u>	Supervisor <u>(SV)</u>	Manager <u>(MN)</u>	Chief <u>(CH)</u>							July 2010

## Definitions

**Operations Management**-Provides operational oversight and direction to the disaster relief operation.

**Individual Client Services**-Provides for clients using a casework process, which may include financial assistance, and counseling, health-related, and reunification services.

**Client Casework**-Evaluates needs, provide services and maintain records for clients

**Recovery Planning & Assistance**-When client recovery needs are not met through personal, community and government resources, ARC will work to address remaining needs.

**Disaster Health Services**-Provides assistance to meet disaster caused emergency health needs such as medications, medical equipment, treatment and health recovery information.

**Disaster Mental Health**-Provides crisis interventions, mental health screening and assessment, emotional care and support, psychosocial education and mobilization.

**Mass Care**-Provides activities and services on a congregate basis to the community as a whole, such as sheltering, feeding, bulk distribution.

**Sheltering**-Provides congregate care for people displaced due to disaster.

**Feeding**-Provides snacks, meals, drinks and water using ERVs or other vehicles on routes within the impacted area or at a fixed location such as community center.

**Bulk Distribution**-Provides more than one item to more than one individual at one time. Traditionally this has been clean up items, flashlights, food coolers, gloves, etc.

**Safe & Well Linking**-Facilitates notification from “inside” to “outside” disaster-affected areas. Performs searches for people with pre-existing health conditions in a disaster area.

**External Relations**-Coordinates the services and necessary liaison activities with government and private agencies.

**Government Operations**-Coordinates services with local, state, federal, and Tribal government partners, as well as internal ARC partners, for the benefit of disaster victims.

**Community Partnerships**-Ensures interests, needs, concerns, and resources of individuals and organizations representing a broad array of groups are represented on a disaster.

**Public Affairs**-Writes press releases, take photographs, represent in the JIC/JOC, coordinate VIP visits, produce internal communications such as newsletters.

**Fundraising**-Develops a Disaster Fund Raising strategy appropriate for the event, implementation of the Disaster Fund Raising plan.

**Information & Planning**-Provides assessment and operational data required for effective management, including information about the scope of the disaster.

**Disaster Assessment**-Gathers, analyzes, interprets and distributes accurate and timely information about the extent of damage, overall impact and scope of the incident.

**Information Dissemination**-Captures data and information from a multitude of sources to analyze, synthesize, organize into logical formats and disseminate reports internally.

**Financial & Statistical Information**-Obtains accurate, timely and consistent statistical and financial information.

**Finance**-Ensures the established control structure for relief operations is operating effectively to reduce financial risk during a DRO.

**Logistics**-Supports activities and services necessary to conduct a disaster relief operation, including the securing of facilities, supplies and equipment.

**Facilities**-Manages the facilities and systems required to support the DRO. Look after and keep in good condition all appropriate resources.

**In-Kind Donations**-Fundraises for in-kind materials and supplies required for DRO.

**Warehousing**-Manages the inventory of materials and supplies required for the DRO. Distribute, transport and/or install, as appropriate, materials and supplies.

**Transportation**-Looks after and keep in good condition all appropriate resources, including, but not limited to, rental and national vehicles, wheeled storage and refrigerated units.

**Life Safety & Asset Protection**-Provides an environment that is as safe and secure as is reasonably possible.

**Procurement**-Procures and/or replenish purchased or in-kind materials and supplies required for DRO.

**Supply**-Provides a conduit for gathering and disbursing supplies to disaster relief operations.

**Staff Services**-Supports activities and services necessary to ensure the ability of Red Cross staff, including spontaneous volunteers, to meet the needs of the people and communities.

**Local Community Volunteers**-Provides recruitment, placement, training, processing, assigning and recognition for all volunteers from within the affected area.

**Staff Planning & Support**-Provides in/out-processing, lodging, travel, and funding for staff. Coordinates staffing needs with other activities.

**Staff Relations**-Provides HR management services, as appropriate.

**Staff Wellness**-Ensures a healthy workforce by providing physical and mental health services. Determines appropriate staff assignments according to current health status.

**Training**-Provides consultation, tools and training to support the other activities and the field in service delivery.

**Disaster Services Technology**-Responsible for all the technology that is deployed on DROs.

**Computer Operations**-Handles all desk equipment (phones, computers, etc) from arrival to setup at DRO.

**Communications**-Handles all two-way radio and traditional phone service on DRO.

**Networking**-Handles connectivity between DRO locations and NHQ.

**Customer Service**-Supports end-users and issues equipment (including cell phones) to workers.

Your Guide to DSHR Membership

September 2011

## **DSHR System Group and Activity Descriptions**

### **Operations Management (OM)**

Responsible for providing operational oversight and direction to the disaster relief operation. Establishes and administers the disaster relief operation within existing regulations and procedures.

### **Site Director (SD)**

Site directors are approved by chapter management and have demonstrated competencies to lead the response to chapter disasters. Chapter disasters affect one or more families and are contained entirely within a single chapter's jurisdiction. Chapter disasters are generally Level I and small Level II relief operations, costing up to \$10,000. The majority of chapter disasters are recurrent incidents and can be financed solely from chapter assets.

### **Multi-Site Director (MD)**

Multi-site directors are approved by national headquarters. Multi-site directors have the expertise to lead the response to multi-chapter disasters exceeding the resources of the chapter in whose jurisdiction the disaster occurred. Multi-site disasters affect multiple families, occur within the jurisdiction of more than one Red Cross chapter or one or more states, require the focused commitment of human and material resources from the affected chapters and/or require support and assistance from national headquarters. Disasters of this type were previously called "state disasters" and are generally Level II and Level III disasters, costing less than \$250,000.

### **Assistant Director (AD)**

Assistant Directors are approved by national headquarters. They assist the director of the relief operation to coordinate the organization and administration of the disaster relief operation. They assist in the provision of leadership and technical support to assigned staff. Assistant Directors may also be called upon to be director of medium to large relief operations.

### **Director (DIR)**

Directors are approved by national headquarters and have the expertise to lead large relief operations. National disasters exceed the capabilities of the involved service area to respond or involve a Red Cross response in partnership with one or more federal agencies. The partnership responses include, but are not limited to: aviation disaster; National Response Plan disaster; catastrophic disaster and an incident of national consequence.

### **Individual Client Services (CLS)**

Services provided on an individual basis to victims of disasters through a casework process. These activities and services may include direct financial assistance for replacement of essential items, counseling services and health-related services.

### **Client Casework (CC)**

Evaluates needs, provides services and maintains records for clients. It provides direct assistance to individuals affected by man-made or natural disasters, ranging from single-family home incidents to larger events such as tornadoes, floods, hurricanes, and catastrophic incidents. Assistance can be issued in two forms: hard assistance and soft assistance. Examples of soft assistance include listening, providing information, advocacy, counseling and referral. Hard assistance includes mass sheltering, feeding and the bulk distribution of personal care items and cleaning materials, as well as emergency financial assistance to all clients in order for them to be able to purchase items that are needed immediately in order to begin their recovery.

### **Recovery Planning & Assistance (RPA)**

When recovering from the effects of a disaster, individuals and families are expected to use all available personal, community and government resources. When recovery needs are not met through these resources, the American Red Cross will work inclusively with External Relations to address clients' remaining needs.

**Disaster Health Services (HS)**

Provides health-related services and secures resources to meet the health needs of people affected by disaster. It provides emergency and preventive health services to disaster victims and to Red Cross Disaster Services staff assigned to provide disaster relief services. The role of Disaster Health Services is to provide support to persons who have disaster-related or disaster-aggravated health needs; help clients find resources to meet health-related financial obligations and provide Red Cross financial assistance to clients for medical expenses, as necessary. All Disaster Health Services personnel must have a current license or certificate in their field.

**Disaster Mental Health (DMH)**

Provides crisis interventions, mental health screening and assessment, emotional care and support, referrals, advocacy, mediation, consultation, psychosocial education and mobilization and psychological triage. On critical incidents spiritual care and child care will provide services as a component of disaster mental health.

**Mass Care (MC)**

Provides activities and services on a congregate basis to the community as a whole. These include sheltering, feeding, bulk distribution of items, reunification services, information about the availability of these services, as well as recovery information.

**Sheltering (SH)**

Provides congregate care for people displaced as a result of a disaster.

**Feeding (FF)**

Provides meals, snacks, beverages and water through fixed Red Cross service delivery locations and mobile delivery using emergency response vehicles (ERVs) or other vehicles on routes within the impacted area.

**Bulk Distribution (BD)**

Provides relief, clean-up and salvage supplies to those affected by a disaster. Provides more than one item to more than one individual at one time. Traditionally this has been clean up items such as flashlights, food coolers, gloves and protective masks.

**Safe & Well Linking (SWL)**

Facilitates notification from “inside” to “outside” disaster-affected areas. Performs searches for people with serious, pre-existing health or mental health conditions in a disaster area.

**External Relations (ER)**

Coordinates services and necessary liaison activities with local, state, federal and Tribal government partners, non-government partners, private agencies and/or organizations and members of the affected communities for the benefit of disaster victims.

**Government Operations (LG)**

Coordinates services and necessary liaison activities with local, state, federal, and Tribal government partners, members, and representatives of the affected communities as well as internal American Red Cross partners for the benefit of those suffering from disasters.

**Community Partnerships (CPS)**

Establishes relationships with community leaders and organizations in disaster response activities for the purposes of building response capacity, coordinating response activities, integrating expertise in serving diverse communities, and providing channels to reach traditionally underserved communities. CPS liaisons work to coordinate with community response and recovery organizations through local collaborative groups such as VOAD; engage the labor and business communities; and work to ensure people with disabilities, racial and ethnic minorities, various religious groups, immigrants, people with limited English proficiency (LEP), seniors, children, the LGBT community, lower income families and pet owners are all receiving equitable and appropriate services from the American Red Cross. Effective,

cooperative and collaborative working relationships with community and national partners are a critical component of a successful relief operation.

### **Public Affairs (PA)**

Serves as a knowledgeable Red Cross point of contact and public information liaison to local, state and federal agencies involved in providing disaster relief services. Identifies the best methods of targeting messages regarding the Red Cross response, relief and recovery efforts to appropriate media and/or other outlets to reach all disaster victims. Uses all forms of media (print, broadcast and electronic) in order to help the Red Cross to disseminate disaster response, relief and recovery information to all populations affected by the disaster. Provides technical guidance for proper identification of all Red Cross service delivery and administrative sites. Writes press releases, takes photographs, represents the Red Cross in the JIC/JOC, coordinates VIP visits, produces internal communications such as newsletters, media relations, media management, community outreach and town meeting representation.

### **Fundraising (FR)**

Develops a Disaster Fund Raising strategy appropriate for the event. Implements the Disaster Fund Raising plan, donor acknowledgment and recognition and reporting. Attends board meetings, solicits donations, manages fund raising leadership volunteers, arranges check presentations and recognition opportunities, coordinates Fund Raising messaging with Public Affairs.

### **Information & Planning (IP)**

Gathers assessment and operational data required for effective management of the response, including information about the scope of the disaster and the effectiveness of the response. This information will support reports to donors about the effective use of the resources that they have provided to the organization.

### **Disaster Assessment (DA)**

Gathers, analyzes, interprets, and distributes accurate and timely information about the extent of damage, overall impact, scope of the incident, weather conditions and demographics of a disaster-affected community, as well as providing mapping support.

### **Information Dissemination (ID)**

Captures data and information from a multitude of sources in order to analyze, synthesize and organize it into logical formats. Disseminates reports with a variety of internal audiences and ensures that operational communications are received.

### **Financial & Statistical Information (FSI)**

Obtains accurate, timely and consistent statistical information regarding service delivery, human and material resources and financial commitments.

### **Finance (FIN)**

Ensures the established control structure for relief operations is operating effectively to reduce financial risk during a DRO. Collaborates, evaluates, adapts and develops controls as needed during a DRO.

### **Logistics (LOG)**

Supports activities and services necessary to conduct a disaster relief operation, including the securing of facilities, supplies and equipment required for an effective response.

### **Facilities (FAC)**

Identifies and/or interprets requirements for all types of facilities and acquire services, materials and supplies that are needed for the operation of these facilities during a disaster relief operation. Manages the facilities and systems required to support the DRO. Looks after and keeps in good condition all appropriate resources.

**In-Kind Donations (IKD)**

Fundraises for in-kind materials and supplies required for DRO.

**Warehousing (WHS)**

Manages the inventory of materials required for the DRO. Distributes, transports and/or installs, as appropriate, materials required for the DRO. Gathers or retrieves remaining materials from the DRO. Returns, as appropriate, materials from the DRO.

**Transportation (TRA)**

Looks after and keeps in good condition all appropriate resources, including, but not limited to, rental and national vehicles, wheeled storage and refrigerated units. Manages services as required, e.g. shuttle services, mail system, courier.

**Life Safety & Asset Protection (LSAP)**

Provides an environment that is as safe and secure as is reasonably possible.

**Procurement (PRO)**

Procures and/or replenishes supplies through donations, loans, rentals and/or purchases, as required for disaster relief operation activities. Acquires services as required for the DRO. Gathers or retrieves remaining materials and supplies from the DRO. Returns, as appropriate, materials and supplies from the DRO.

**Supply (SUP)**

Provides disaster response activities with a conduit for gathering and disbursing supplies into disaster relief operations.

**Staff Services (SS)**

Provides services necessary to ensure the ability of Red Cross staff, including spontaneous volunteers, to meet the needs of the people and communities affected by the disaster. These activities and services include travel, housing, physical and mental health care, training, job placement, staff relations, performance management and personnel/performance counseling, as well as staff safety and security measures.

**Local Community Volunteers (LCV)**

Determines and acquires local staff needed to carry out all facets of the relief operation. Recruits and promotes the use of local resources to fill open positions. Strives for local human resources to represent at least 75% of all staff assigned to a DRO.

**Staff Planning & Support (SPS)**

Provides services to staff members; including: lodging, travel arrangements, financial etc. Establishes and maintains staff related records.

**Staff Relations (SR)**

Provides guidance to supervisors and all workers on resolving personnel issues at the lowest level possible. Investigates and resolves personnel issues that occur on a relief operation. Works to develop and maintain a positive work environment and provides appreciation certificates to DRO workers.

**Staff Wellness (SW)**

Ensures a healthy workforce by providing physical and mental health services. Determines appropriate staff assignments according to current health status and advise DRO management concerning environmental and workplace issues.

**Training (TR)**

Provides consultation, tools and training to support the other activities and the field in service delivery. Determines the training needs of the disaster relief operation and develops/implements a plan to meet those needs.

### **Disaster Services Technology (DST)**

Disaster Services Technology is responsible for all the technology that is deployed on DROs. DST builds the technology infrastructure for the other groups/activities to use. This includes cell phones, laptops, network connectivity, satellite dishes, cellular air cards, two-way radio and the customer service to ensure it all works.

### **Computer Operations (RCO)**

Handles all desk equipment (phones, computers, etc) from arrival to setup at DRO.

### **Communications (RCM)**

Handles all two-way radio and traditional phone service on DRO.

### **Networking (RNT)**

Handles connectivity between DRO locations and NHQ.

### **Customer Service (RCS)**

Supports end-users and issues equipment (including cell phones) to workers.

### **Positions**

Positions are based on the competencies required in order to accomplish the activities associated with the position. A member must successfully demonstrate the identified competencies in order to be assigned to any position.

### **Service Associate (SA)**

Service associates provide basic services within one of the groups. Service associate positions in some groups will require licensure as part of the competencies required for specific activities and tasks.

### **Supervisor (SV)**

Supervisors oversee a work unit composed of service associates. Competencies for this position include experience and ability in leadership and management. Supervisors are accomplished in the activities and tasks of the work unit staff and are able to answer common questions on a day-to-day basis.

### **Manager (MN)**

Managers oversee the work of the supervisors and are the subject matter experts within the group or within a specific activity of the group. In addition to team leadership skills, they must have extensive technical knowledge of the activity and tasks. They must also be able to provide technical guidance and support to all staff within the service group or to an activity within the service group.

### **Chief (CH)**

Chiefs can be the head of a group of activities, such as Staff Services or Logistics, or can be head of a specific activity. As Chief of a group of activities, they must be knowledgeable in aspects of each of the activities within the group. They are able to identify problem areas within any of their assigned activities and corrective action when called for. As Chief of a specific activity, they must have extensive experience in the activity and is a subject matter expert for the activity. Chiefs must be familiar with the structure and management of very large relief operations and have demonstrated the ability to work within the environment of very large relief operations.

# Physical Capacity Grid

DSHR Group / Activity		Physical Requirements																		
		Lift / carry 20 lb. Multiple times/shift	Lift / carry 50 lb. Multiple times/shift	Stand for two-hour periods	Sit for 2 hours periods	Walk on uneven terrain	Walk for two miles during a shift	Bend or stoop multiple times a shift	Crawl on the floor or ground	Work outdoors in inclement weather	Work in extreme heat and/or humidity	Work in extreme cold	Able to step up/down 18 inches	Spend hours writing	Speak clearly on phone and in person	Read small print for extended periods	Work for long periods on computer	Climb two or more flights of stairs	Drive in day time and at night	
Operations Management	OM																			
Director	Dir	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Assistant Director	AD	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Multi-Site Director	MD	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Site Director	SD	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Individual Client Services	CLS																			
Client Casework	CC																			
Recovery Planning & Assistance	RPA																			
Disaster Health Services	HS	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Disaster Mental Health	DMH	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Mass Care	MC																			
Sheltering	SH	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Feeding	FF	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Bulk Distribution	BD	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Safe & Well Linking	SWL	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
External Relations	ER																			
Government Operations	LG																			
Community Partners	CPS	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Public Affairs	PA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Fund Raising	FR																			
Information and Planning	IMS																			
Disaster Assessment	DA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Information Dissemination	ID																			
Financial & Statistical Info Management	FSI	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Finance	FIN	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Logistics	LOG																			
Facilities	FAC																			
In-Kind Donation	IKD																			
Warehousing	WHS																			
Transportation	TRA	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Life, Safety and Asset Protection	LSAP	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Procurement	PRO	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Supply	SUP	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Staff Services	SS																			
Local Community Volunteers	LCV	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Staff Planning and Support	SPS																			
Staff Relations	SR																			
Staff Wellness	SW	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Training	TR																			
Disaster Services Technology	DST																			
Computer Operations	RCO	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Communication	RCM	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Network	RNT	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Customer Service	RCS	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

Revised 11/2010

## Hardship Code Definitions

**C1. Water Disruption.** The regular water system of the area may be affected by the disaster. This may result in the lack of public water service in shelters, hotels and work sites. The water may be unsafe to drink, requiring special precautions or use of bottled water. Other inconveniences could include inoperable restroom facilities, limited shower/bathing facilities and the need to carry water supplies for personal use.

**C2. Power Outage.** Power outages may be widespread, sporadic and of an undetermined duration during a disaster. This may affect electric and/or gas utilities. The result may be no lights and no use of electrical appliances, including office machines, computers and cooking facilities. The power outage could also affect the use of elevators, heating, air conditioning, water pumps, traffic signals, communication sources and equipment with rechargeable batteries, as well as required health care equipment (e.g., CPAP machine — assists with sleep apnea).

**C3. Limited Food Availability.** The relief operation may not be able to accommodate special dietary needs, and the food choices may be limited. Military rations may be the only source of food. Working and living locations may be isolated from nearby food sources. The demanding work schedules may not allow for regularly scheduled meals.

**C4. Extreme Heat and/or Humidity.** Temperatures may average over 90 degrees Fahrenheit, and/or high humidity may be present. Air conditioning may not be available in housing or at work sites. Heat and humidity could affect those with a variety of conditions including asthma, chronic obstructive pulmonary disease (COPD), skin disorders and photosensitivity reactions from certain medications. Humid climates can increase bacterial or fungal growth, making a healthy immune system essential.

**C5. Extreme Cold.** Disasters in a cold climate could include average temperatures below freezing and adverse conditions such as snow, sleet, ice, and so on. This could cause various health issues and may make some medical conditions worse. Adequate heating may not be available in housing or at work sites. Travel and driving will be affected.

**C6. Housing Shortages.** Staff may have to share rooms with other workers, which may provide little or no privacy. The housing may be dormitory style with shared bathroom and shower facilities. There may be occasions when staff will be housed in a shelter for relief workers or, depending on the damage to the infrastructure, workers may be placed in shelters housing disaster clients.

**C7. Working Conditions.** In some situations, the working environment can cause hardships. Work areas that are tight, noisy and/or perceived to be unsafe can be stressful for members. Field assignments may include walking on uneven or slippery terrain, walking long distances, getting in and out of vehicles multiple times, accessing homes, using stairs without handrails and working in tents. The conditions may require endurance and stamina, and the assignment may include long work hours.

**C8. Limited Health Care Access.** Following a disaster, particularly in remote locations, the community infrastructure can be affected so that normal health care systems, including emergency medical services, are not in place or are difficult to access. In some medically underserved areas advanced cardiac life support, specialized procedures and medications are not available. This can cause a hardship for people with chronic medical conditions who might need a hospital or a doctor's attention. In some rural or island locations there may already be a shortage of specialized medical assistance that members may need on an ongoing basis due to certain disease processes. This hardship code includes members who have medical conditions that require frequent monitoring or have recurrent exacerbations.

**C9. Extreme Emotional Stress.** Many stressors can occur during a disaster. Members may witness sickness, serious injury, distressed victims, death or mass casualties and destruction. Members may also be exposed to victims expressing grief, anger and frustration. There may be personal safety issues and possible recurrence of the disaster. Absence from personal support systems may contribute to these stressors.

**C10. Travel Conditions.** Travel on the relief operation may be difficult. Roads may be congested, partially impassible or single lane. The relief operation covers a wide area and staff may routinely spend hours in transit while on the relief operation and then spend additional time commuting from their assigned work location to their housing. Due to the disaster, street signs may be missing and locations may be difficult to determine.

**C11. Transportation Limitations.** Transportation to the relief operation may be complicated and difficult. The travel arrangements may require use of alternate routes, unusual or multiple connections, noncommercial/military carriers or assignment through a staging area. On the relief operation, transportation may be scarce, with options limited to walking, mass transit, van pool or car pool with three or more people. Transportation may also involve watercraft or small commuter planes that require physical agility to board.

**C12. Air Quality.** Certain disasters may involve elements such as smoke, dust, ash and poor air quality. These have the potential of aggravating respiratory conditions such as COPD, emphysema and chronic asthma. Additionally, operations that include flooding increase the potential for mold and mildew, which may trigger allergic reactions, reactive airway disease (RAD) and asthma.

**C13. Lifting Limitation.** Various disaster work assignments require members to lift and carry heavy items. If members attempt to lift and carry more than they are physically able, they may injure themselves or worsen already existing conditions. This code should be used when a member is not physically able to lift or carry the amount required by a specific activity. Occasionally, a member may be asked to lift and carry when it is not a normal part of his or her activity. In these cases, each member is responsible for knowing his or her lifting limitations and avoiding harmful situations on disasters, regardless of the work assignment.