

Disaster Services Human Resources (DSHR) System Handbook

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INTRODUCTION

The Disaster Services Human Resources (DSHR) System is designed to provide a world-class workplace that is a compelling and rewarding place to be and to continuously cultivate a world-class, nationwide workforce of employees and volunteers to provide unparalleled, passionate and responsive disaster services. The DSHR System enables the American Red Cross to provide prompt and efficient disaster relief services to the American people. It is an integrated and consistent approach to managing the workforce over the long term using a common set of competencies that are linked to business strategies and results. The DSHR System requirements —

- Focus on leadership.
- Focus on demonstrated competencies.
- Measure competencies and outcomes.
- Increase responsibility, authority and accountability.
- Increase flexibility.
- Enhance the effectiveness and efficiency of the DSHR System structure.
- Increase communications and information management.

This handbook contains the procedures for managing the DSHR System at all levels of the organization.

1.0 Responsibilities for Managing the DSHR System

Note: Each level of the organization is responsible for budgeting the funds necessary to administer the DSHR System at that level. Requests for funding for extraordinary or unexpected items must be approved at the service area for chapter requests and at national headquarters for service area requests.

1.1 Chapters

Chapters initiate and manage responses to disasters within their jurisdiction. They also initiate responses to multi-chapter disasters and national disasters with the assistance of the service area or the Disaster Operations Center (DOC) at national headquarters. For a complete description of the types of disasters, see [Appendix A](#). To support a level of readiness to provide these services, chapters must identify a specific individual to be responsible for administering the DSHR System within the chapter. The primary duties of the chapter DSHR administrator include —

- Enroll and endorse DSHR System members.
- Manage the local DSHR System data, including —
 - entering member records into the database used to manage the DSHR System.
 - maintaining electronic and hard copy records of all DSHR System members in the chapter's jurisdiction, with all health and medical records maintained in a separate locked file.
 - ensuring that members meet the current DSHR requirements and are prepared to provide services in keeping with the policies, regulations and procedures of the organization.
 - provide career development for members.
 - communicating human resources requests and information to the service area.

1.2 Service Areas

Within their jurisdiction, service areas are responsible for implementing policies, regulations, procedures and financial authorities and controls relating to response (including the DSHR System) and providing administrative and technical support and guidance to the chapters. They are also responsible for entering electronic information into the database for staff whose unit of affiliation is the service area. Hard copy personnel files should be created for each of these staff members, following the rules for confidentiality set forth for national sector personnel files, [Human Resources Policy and Procedure Manual](#).

1.3 National Headquarters

American Red Cross national headquarters is responsible for establishing and implementing policies, regulations, procedures and financial authorities and controls relating to response (including the DSHR System) and for providing administrative and technical support and guidance to the service areas. Primary responsibility for the DSHR System is delegated to Staffing & Deployment Coordination within the Response Department, Operations Section at national headquarters, identified through the remainder of this document as Staffing & Deployment Coordination. Staffing & Deployment Coordination is responsible for modifying the DSHR System to ensure that it reflects any organizational changes that would affect the conduct of relief operations.

Staffing & Deployment Coordination ensures nationwide uniformity in the use of the DSHR System by conducting system audits and issuing correction notices when appropriate.

National headquarters is responsible for entering electronic information into the database for all staff whose unit of affiliation is national headquarters, including disaster reserves. Hard copy personnel files should be created for each of these staff members, following the rules for confidentiality set forth for national sector personnel files, [Human Resources Policy and Procedure Manual](#).

1.4 Record Keeping

Units of affiliation at all levels are responsible for entering member information into the electronic database. There is no requirement for hard copy personnel files to be at any location other than at the member's unit of affiliation unless personnel issues are involved. DSHR System member records at all levels are confidential documents. This information has been entrusted to the organization by its employees and volunteers with the expectation that it will be used only in relation to their disaster work and career development. Records, including both paper and electronic files, must be kept in a secure area. Security measures, such as requiring passwords to log on to computers and storing paper files in locked cabinets, must be used. Access to member information must be limited to those with a business need-to-know and will be granted only for the purpose of managing the DSHR System.

On a disaster relief operation, activity supervisors, managers or administrators, as required by circumstances, may request specific information related to members assigned to their activity. Such requests must be made through the Staff Services on the relief operation. Only Staff Services and Operations Management on a relief operation are authorized to contact the Response Staff Deployment Center to request member information from the DSHR System.

2.0 Processing DSHR System Enrollment and Re-enrollment into the System

With the single exception of spontaneous volunteers who come forward at the time of a disaster, all employees and volunteers who meet the criteria for enrollment and who wish to take part in a Red Cross disaster relief operation may be included in the DSHR System, whether or not they are available for assignment to relief operations beyond their unit of affiliation. Enrollment in the DSHR System ensures that the worker is willing and able to carry out the activities necessary to provide appropriate and timely service to respond to the needs of disaster victims and other disaster response staff, understands the way a relief operation is organized, and has training opportunities to match his or her interests. Although a worker may not be available for assignment to a multi-chapter or national disaster beyond his or her unit of affiliation at the time of enrollment, there is no way to guarantee that such a disaster will not affect the worker's unit of affiliation.

Chapter youth volunteers under age 18 may continue to help provide disaster response under the current guidelines in [Youth Volunteers in Disaster Services](#) and may enroll in the DSHR System with parental consent, but they may not serve beyond their unit of affiliation until they have reached their 18th birthday.

Partner groups include volunteers and employees from partner agencies, organizations, companies and vendors with whom a Red Cross unit has an existing relationship. These groups may be used in two ways:

- partner members enroll and become a member of the DSHR System, meeting all of the criteria to become a member, completing the paperwork, etc.; or
- partner members are available/needed for a one-time assignment to support disaster relief operation activities or other Red Cross disaster related, approved activities and are enrolled at that time.

State volunteer leave agreements between the Red Cross and individual states allow state government employees special leave with pay to serve as volunteers with the Red Cross during disasters. Each state law or executive order is different. Qualifications for volunteering are the same for state employees as for any other disaster worker, including fulfilling all training and experience requirements for the group/activity in which they choose to serve.

2.1 Enrollment

A newly enrolled member may enter the DSHR System in **any** position for which he or she meets the criteria, subject to the appropriate approval found in [Appendix B](#). A review board shall review the competencies of potential members and place them solely on their expertise. (See section 3.4, Review Boards.)

The signature of a representative from the unit of affiliation on an enrollment form serves as proof that the unit endorses the person to become a member of the DSHR System. The representative's signature attests that the person wishing to enroll meets all qualifications and that the representative has screened the person and, to the best of his or her knowledge, believes the person is capable of performing the activities and tasks required for the position(s) listed on the enrollment form in a work setting that is uncertain and moderately to extremely stressful.

A chapter may enroll a new member with the appropriate competencies in the service associate, supervisor or chapter disaster relief operation (DRO) director positions. If the person has the competencies associated with the manager, administrator, Multi-chapter DRO director or National DRO director positions, the application must be forwarded to the service area review board. If the position being requested is above the approval authority of the service area, the service area review board will forward to national headquarters any request with which it concurs.

Once the request is approved, the DSHR administrator at the unit of affiliation enters the information into the DSHR System database and creates a DSHR System personnel file. Every DSHR System member must be classified in one of the following personnel categories:

- Volunteer
- Chapter employee, nonexempt
- Chapter employee, exempt
- National employee, nonexempt
- National employee, exempt
- *Disaster reserve

*A disaster reserve is a national headquarters employee hired to perform defined job responsibilities on disaster relief operations and who maintains an ongoing employment relationship with the organization between his or her assignments to disaster relief operations. A reserve can be placed on pay status only by national headquarters. Refer to the Human Resources Disaster Reserve Handbook for regulations and procedures regarding disaster reserves.

The following forms can be found on Crossnet and must be included in a newly enrolled member's DSHR System personnel file:

- [DSHR System Enrollment/Application](#)
- [DSHR System Member Data Record Update](#)
- [*Health Status Record](#)
- [Disaster Relief Work-Annual Statement of Intent for Nonexempt Employees](#) (nonexempt Red Cross employees only).
- [Personal Statement of Understanding](#)
- *Documentation related to any disability and requested accommodation(s) related to the disability

*All health and medical records must be maintained in a separate locked file.

The member's unit of affiliation is responsible for issuing the following items to newly enrolled members:

- *Disaster Services Human Resources (DSHR) System Handbook*
- *DSHR Identification Card* (DSHR ID Template using "free" Avery Design Pro5 software, <http://www.avery.com>)
- Letter of acceptance to the DSHR System listing the approved group(s), activity(s) and position(s).

Please see section 9.0 for additional forms and records required after enrollment, as applicable.

2.2 Baseline Criteria for Enrollment

The special nature of disaster relief work imposes requirements on those who wish to participate. These requirements are based on work-related, insurance and legal considerations. The requirements for participation are listed here, along with a short explanation of their necessity. Units may use the brief explanations to address current and prospective DSHR System member's questions about membership requirements.

- 1. Provide a Social Security number.** Social Security numbers are required because they are used as the primary file locator and member identification in the DSHR System software and because DSHR System members are routinely given travel advances or are required to obtain a Red Cross-authorized charge card for use on relief assignments. These activities involve accounting transactions and possible tax implications for which a Social Security number is required. Applicants who do not have or do not want to disclose a Social Security number **cannot** be enrolled in the DSHR System without approval from the Director, Staffing & Deployment Coordination.
- 2. Have received a formal education sufficient to meet the demands of disaster work,** preferably at least a high school diploma or equivalent. Disaster workers should be able to read, write, follow verbal and written instructions, interact well with other people and operate independently within society. The Red Cross recognizes a high school diploma or high school equivalency certificate as a baseline measure of these abilities. Either a diploma or equivalency certificate is preferred but is not a rigid requirement.
- 3. It is recommended that DSHR System members hold a current first aid and cardiopulmonary resuscitation (CPR) certification recognized by the American Red Cross.** Those who, upon enrollment, hold a current certificate issued by another organization are encouraged to take an American Red Cross course.

4. It is recommended that DSHR System members complete the following Red Cross training courses –

- [Introduction to Disaster Services](#)
- [Fulfilling Our Mission](#)
- [Serving People with Disabilities Following a Disaster](#)
- [Working with Total Diversity](#)

5. **Successfully participate in a unit’s disaster program.** Under this requirement, unit refers to a member’s unit of affiliation, whether that is a chapter, station on a military installation, service area or national headquarters.

“Successful participation” is defined as active, regular participation, at least once each calendar quarter, to the satisfaction of the unit of affiliation. The member may serve as a disaster action team member, an instructor of disaster training courses, a disaster committee or leadership team member, or a consultant to the unit of affiliation working on specific disaster-related projects in planning, preparedness, community disaster education or response.

6. **Be in good health and sign a statement to that effect.** The member must complete and sign the [Health Status Record](#). It must be completed every year following the initial submission. It is also recommended the unit go over the [Physical Capacity Grid](#), with the disaster worker.

Note: Active disaster workers who are designated “Local Only” and do not work in any of the DRO activities can be listed in Chapter Disaster Responder (CDR) in the DSHR System. This is a non-operational activity and individuals are not to be assigned to a DRO as a CLS/CDR.

Note: All new members must be aware of the Zero Tolerance policy of the Red Cross. While conditions on a disaster relief operation are typically difficult, too often there are examples of inappropriate treatment of workers by co-workers or supervisors. This led to implementation of the Zero Tolerance of Abusive Behavior policy, which was enacted in 2002, [Appendix I](#). Such behavior will not be tolerated.

2.3 Baseline Criteria for Travel beyond Unit of Affiliation

For DSHR System members who wish to be eligible for assignments beyond their chapter of affiliation, the following criteria must also be met. These criteria do not supersede the use of mutual aid agreements between contiguous chapters for sharing of local volunteers to assist in responses to chapter disaster relief operations.

1. Have attained the age of 18. An applicant must have attained the age of 18 so he or she can move freely across state lines unaccompanied or in the company of non-custodial adults; share sleeping rooms (if necessary) with non-custodial adults; and participate in disaster relief activities and other activities anywhere required, without consent of a parent or guardian.

For DSHR System purposes, the state of permanent residence is the address listed on the applicant’s federal income tax return or, if a return is not filed, the state in which the applicant resides for more than six months each year, or the state that issues the applicant’s driver’s license. A post office box is not a residence.

2. Meet the requirements and capabilities for their group, activity, and position. Units must carefully assess all applicants and guide them into the appropriate group, activity, and position based on their individual abilities in accordance with other program guidelines including, but not limited to,

the *Disaster Services Human Resources (DSHR) System* — [Competency Criteria](#), [Activity Requirements & Resources Chart](#), and the [Physical Capacity Grid](#).

3. Meet physical requirements. The [Physical Capacity Grid](#) is used to inform the DSHR member of the physical requirements he or she must meet to participate in each activity. If he or she is unable to meet the requirements, the member may choose a different activity or discuss involvement in the desired activity with the health reviewer based on his or her [Health Status Record](#) or with the chapter DSHR Administrator. This screening process must also occur any time a current DSHR member changes or adds activities in order to ensure that he or she meets all of the physical requirements.

4. Hold a valid driver's license. Any DSHR System member may be asked to drive an automobile alone to another location at any time of day and must be prepared and qualified to do so. This requirement ensures that a supervisor will not have to take time to determine who can drive and will not have to ask someone to drive staff incapable of transporting themselves to disaster relief site work locations. This requirement may be waived for DSHR System applicants who have a disability that would prevent them from obtaining a driver's license and who request a waiver before enrolling in the DSHR System, or for members who became disabled after enrollment in the DSHR System and request a waiver. For nationwide consistency of application and adherence to federal laws, all waivers must be approved by the Director of Staffing & Deployment Coordination.

5. Be available to serve on disaster relief operations, with little or no advance notice. DSHR System members must be able to travel to a disaster site as quickly as possible once they are assigned to a disaster relief operation. In the case of sudden-onset disasters, the recruitment call and the assignment call may be immediate and simultaneous. DSHR System members are expected to prepare, travel and arrive at their assigned locations within 24 hours.

6. Be flexible in their ability to make travel plans and serve on operations. There is a great degree of uncertainty in the response to disaster relief operations. This is especially true immediately after the event and during the early stages of the disaster relief operation. DSHR System members must be able to handle uncertainty and sudden changes in plans without becoming frustrated. They must be able to react to the changing needs of the disaster relief operation and their role as responders. It is not uncommon to reassign members to a different location or group/activity or even a different disaster relief operation. This is especially true when a member is initially assigned to a staging area. Members cannot be guaranteed deployment to a particular disaster relief operation, location or group/activity as part of a group or team, or be guaranteed assigned accommodations with relatives, friends or acquaintances or members who are from the same unit of affiliation.

7. Be willing to travel by the authorized common mode of transportation. DSHR System members must agree in advance to travel to disaster relief operations by plane, bus, train, private or rented automobile or Red Cross vehicle. They must be willing to accept any assigned mode of transportation to avoid disrupting or delaying response.

8. Be willing and able to live and work in adverse conditions. Disaster relief work requires long hours (sometimes 12 or more hours daily), including nights and weekends, with little time off. Other adverse conditions include working outdoors, sometimes in extreme temperatures; driving long distances to an assignment location; driving at night; working and sleeping in crowded or noisy facilities, such as shelters; working with disaster-affected individuals who may express intense emotions; and working under threat of possible recurrence of a disaster.

9. Adhere to the standards for identification of Red Cross workers (see [Appendix H](#)).

10. Have Internet access, including an e-mail address. Information for DSHR System members will be available via the Internet. It will take the form of e-mails to groups of members with updated materials and information and postings to CrossNet of pertinent information for all members.

2.4 Re-enrollment in the System

Former DSHR System members who left the System for any reason and wish to re-enroll must meet all of the requirements for membership as if they had never been members. While consideration will be given to their current and prior experience, the position in which they re-enroll may or may not be the same position they held when they left. 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, the unit of affiliation must check the former member's hard file to ensure that the member left in good standing. If restriction codes were imposed when the former member left, the unit of affiliation must ensure that the situation or condition has been resolved prior to re-enrollment.

3.0 DSHR System Groups, Activities, Specialty Tracks, Positions, Special Licensure or Certification and the Use of Review Boards

The DSHR System is organized by groups and activities. The groups represent the constituencies the Red Cross serves on disaster relief operations as well as those activities needed to support the response. Activities are the main things done for those constituent groups. Activities are further broken down into the tasks needed to be performed to carry out the activities. Each group/activity has its own training and life experience examples for assignment and re-assignment which are contained in [Activity Requirements and Resources Charts](#). Everyone in the DSHR System will be associated with a group and activity.

A DSHR System member may choose up to three activities in which he or she wishes to participate. The activities may all be within one group or may be in separate groups. For example, a nurse may enroll in the position for which he or she meets the competencies in Staff Services (providing health care services to relief operation staff) or Client Services (providing health care services to clients). The activities are listed in the member's order of preference, with the first activity being the *primary* activity. The member is usually recruited in the primary activity. Members who wish to be recruited in their second or third activity, select new activities or change the order of their activities should notify their unit of affiliation. Information concerning any changes made at any level must be changed in the electronic files and in the hard files of the unit of affiliation.

A member can also be enrolled in a specialty track. Specialties are created so that individuals can be identified, in the DSHR System, for a specific ability, licensure, or certification they have, and for which that is the primary reason they have been enrolled in the DSHR System. Specialty track designations are used to identify people for recruitment and assignment to very specific tasks on disaster relief operations. An example of a specialty track would be "ERV Crew Member". A person can be identified by this specialty track upon meeting specific, measurable, criteria. It is an assignment position for which we need to specifically recruit and assign people to DROs. An example of something that would not be a specialty track is "Lodging Coordinator" within Staff Services. This is an assignment that anybody in the Staff Support activity would be expected to be able to fill. A DSHR member can be trained to work that assignment without other specific certification or qualifications.

3.1 Groups and Positions

Each member of the DSHR System is placed in a position in one of the groups listed below based on the criteria in *Disaster Services Human Resources (DSHR) System* — [Competency Criteria](#) and the [Activity Requirements and Resources Charts](#). The positions are based on the competencies required to accomplish the activities associated with the position. A member must successfully demonstrate the identified competencies to be assigned to any position. The DSHR System positions are organized into

seven groups. The groups are based on the constituencies we serve and the vision of the Red Cross documented in the [Strategic Plan](#).

- [Mass Care](#). Services provided on a congregate basis to the community as a whole, such as sheltering, feeding, bulk distribution of items and information about the availability of these services, as well as recovery information.
- [Individual Client Services](#). 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, health-related services and reunification or welfare information services.
- [Partner Services](#). The coordination of the services of, and necessary liaison activities with, government and private agencies and/or organizations and members of the affected communities for the benefit of disaster victims.
- [Staff Services](#). 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.
- [Material Support Services](#). Support services necessary to conduct a disaster relief operation, including the securing of facilities, supplies and equipment required for an effective response.
- [Information Management Support Services](#). 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 they have provided to the organization.
- [Organization Support Services](#). Other elements of the Red Cross with a role in supporting disaster response and relief operations, such as raising funds and accounting for the funds used to provide services to the clients.

A list of activities identified for each group can be found in the [DSHR Group and Activity Chart](#).

Positions within the groups are as follows, ([Position Competencies](#)):

- **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 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.
- **Administrator (AM)**. Administrators lead the group on the relief operation. Their competencies include extensive supervisory and leadership experience and the ability to work within the operation management team providing oversight of the relief operation.

A relief operation director is appointed to every Red Cross DRO. This position provides the leadership oversight required to ensure that the seven groups carry out an organized, coordinated response. This position is engaged in [Operations Management](#) (OM) and is not included in the groups. Directors are appointed as follows:

- **Chapter DRO Directors (CD).** Chapter DRO directors are appointed by chapter management and have demonstrated competencies to lead the response to chapter disasters.
- **Multi-Chapter DRO Directors (MD).** Multi-chapter DRO directors are appointed by the service area executive and have the expertise to lead the response to multi-chapter disasters and large disasters exceeding the resources of the chapter in whose jurisdiction the disaster occurred.
- **National DRO Directors (ND).** National DRO directors are appointed by the Vice President of Response or designee, and have the expertise to lead national DROs.

A description of the three types of disasters is in [Appendix A](#).

3.2 Relief Operation Assignments

Assignments to disaster relief operations are based on the scope of the relief operation, the worker's competencies and the needs of the operation. Each member's leadership and technical abilities must be carefully considered before he or she is assigned to any disaster relief operation in a leadership capacity. Members are expected to accept assignment to disasters within the jurisdiction of their chapter, regardless of the scope of the disaster.

3.3 Special Licensure or Certification

Some activities require special licensure and/or professional education or technical training and certification from a recognized organization or government entity, [Activity Requirements and Resources Charts](#). The unit of affiliation (chapter, service area or national headquarters) is responsible for —

- Verifying the information at the time the person applies for membership.
- Maintaining a copy of the verified license and/or certificate.
- Ensuring that the license or certificate is renewed as required by the issuing authority.
- Ensuring that up-to-date information is maintained in the member's file and uploaded to the service area and national headquarters, as appropriate.

3.4 Review Boards

Review boards should be established at all levels to review applications and reassignment requests and address personnel actions in accordance with Red Cross personnel policies and procedures. A reassignment is the changing of a DSHR member's position within an activity, for instance, changing from service associate to supervisor. It is recommended that the review board be composed of a mix of employees and volunteers. Review boards at all levels should include the following:

- A licensed health care provider (R.N. or M.D.) who is or can become familiar with disaster relief assignments to review [Health Status Record](#).
- A human resources professional, preferably with expertise in employee relations.
- The DSHR System administrator for the unit.

At the service area and national levels the review board should also include the following:

- A service area or national headquarters (as appropriate) volunteer consultant.
- The activity leader for the worker's activity when reassignments are to the manager or administrator position.

It is also recommended that service area boards include two chapter representatives. Individuals selected to serve on this team must have demonstrated the ability to maintain confidentiality as a prerequisite for their participation. The team should meet on a regular basis and often enough to ensure that there are no unreasonable delays in considering reassignments and other personnel actions (at least once a quarter). Boards may meet in person or, if travel is involved, may convene by conference call or Web conferencing.

4.0 Responsibilities for Building Human Resources Capacity

4.1 Chapters

Chapter responsibilities for DSHR System capacity building are —

- Determining what human resources are available within the chapter.
- Assessing the need to recruit additional employees and volunteers based on missing competencies required for responding to disaster incidents.
- Identifying resources for recruiting additional employees and volunteers.
- Actively recruiting members of the community who have the required competencies and who are willing to assist the Red Cross.
- Tracking and maintaining appropriate records of disaster employees and volunteers pertaining to their recruitment, training, assignment, recognition and retention.
- Approving recommendations for reassignment to the supervisor level.
- Initiating recommendations for reassignment to manager or administrator.
- Determining what additional resources may be needed to augment existing human resources based on the chapter's five-year history and hazard analysis and identifying sources for these staff, such as local organizations and neighboring Red Cross chapters through mutual aid agreements. (See section 8.1.)

Note: This responsibility is specific to maintaining a disaster response database with necessary contact, recruitment and qualification information. It is important to work with the Disaster Services director and/or chair and coordinate with the chapter's volunteer managers responsible for overall chapter volunteer recruitment, development and support.

4.2 Service Areas

Service area responsibilities for DSHR System capacity building are —

- Ensuring leadership training opportunities for DSHR System members to build the capacity of the service area, including mentoring opportunities
- Monitoring staff performance review forms and following up on DSHR System-related personnel issues, consulting with chapters and national headquarters as appropriate.
- Assisting units with recognition of staff serving on a disaster assignment, as requested.
- Providing consultation on reassignments to units within the service area.
- Approving recommendations for reassignment to the manager and multi-chapter DRO director levels.
- Recommending members from the service area for reassignment to the positions of administrator and national DRO director.

4.3 National Headquarters

National headquarters responsibilities include —

- Establishing, publishing and amending, as necessary, the regulations pertaining to the DSHR System and the competencies required for all positions in the DSHR System.
- Selecting/approving recommendations for reassignment to national DRO director and group administrator positions. (See [Appendix B](#) for the reassignment recommendation/approval chart.)
- Ensuring that training addresses the competencies required of members in all positions at all levels of the organization.
- Administering the national reserve system.

5.0 Responsibilities for Career Development

Career development planning is a joint responsibility of the member and the unit of affiliation, and is based on the competencies required to carry out the work. Units of affiliation will assist members to increase their knowledge, skills and abilities as encouraged by the unit, requested by the member and suggested by comments on relief operation performance evaluations. They will also evaluate mentoring as a means of enhancing a member's skills and value to the organization.

5.1 Chapters

Chapter disaster services staff maintain close contact with DSHR System members concerning their career development. Chapters will —

- Develop a career development plan with the member that meets the member's goals.
- Identify career development resources for each member and proactively work with members to take advantage of the identified resources.
- Provide members with opportunities for developing competencies through training opportunities and meeting the needs of victims.
- Ensure that relief operation evaluations are discussed with the member and that career development opportunities are offered in accordance with the member's wishes and recommendations from work performance evaluations.
- Advocate, as needed, to help members reach their goals.

5.2 Service Areas

Based on recommendations and endorsements, and in consultation with the member's chapter, the service area is responsible for identifying mentoring opportunities beyond the unit of affiliation within the service area. The service area will identify mentors within its jurisdiction and will request assistance from national headquarters if no one within the service unit has the required competencies and mentoring skills. In cooperation with the member's chapter and Staffing & Deployment Coordination, the service area assists with identification of possible career paths and appropriate training opportunities and provides career development information to chapters for members within the service area.

The service area is also responsible for identifying human resources requirements and taking appropriate steps to increase the service area's capacity to respond to disasters. Career development ensures that trained DSHR System members who are qualified at the supervisor, manager and multi-chapter DRO director levels are available to help build a successful service area response. All capacity-building efforts must emphasize the identification and development of leadership personnel.

5.3 National Headquarters

National headquarters has appointed group leads and activity leads, whose responsibilities include —

- Coordinating activities involving more than one service area, to include working with Organizational Development and Training staff to identify training opportunities and organizational opportunities for learning.
- Participating in the human resources management of members in administrator and national DRO director positions by —
 - reviewing member profiles.
 - providing concurrence or non-concurrence for reassignment requests to the administrator and national DRO director levels.
 - recommending reassignments to the Director of Staffing & Deployment Coordination.
- Identifying, in concert with service areas, members for mentoring and special assignment opportunities.
- Assisting Staffing & Deployment Coordination to establish capacity-building and cultural diversity goals, and monitoring progress in these efforts.
- Working with service area staff to help resolve personnel and performance issues as appropriate.

A description of the roles and responsibilities of the group leads and activity leads is in [Appendix C](#).

6.0 Movement within the DSHR System

Change of group and/or activity within the DSHR System is based on the required Red Cross competencies for activity-specific criteria and the personnel needs of the DSHR System. The criteria for each position within each activity are listed in *Disaster Services Human Resources (DSHR) System* — [Competency Criteria](#) and the [Activity Requirements and Resources Charts](#). All changes to new groups and/or activities must include a review of the [Physical Capacity Grid](#), to ensure the member meets of the physical requirements for the new group/activity; as well as, have the appropriate approvals based on [Appendix B](#).

6.1 Assignment Changes

A member may request reassignment to a position with greater or lesser supervisory authority within the DSHR System at any time. A member who has the appropriate competencies may request assignment to any position within the DSHR System; for example, the member may request and be reassigned from a supervisor to an administrator. The member's request will be considered by the review board of the unit with the authority to assign individuals to the requested position.

The organization at any level may also request that the member consider accepting reassignment to a different position based on —

- The needs of the organization.
- Performance in the assigned position.
- The occurrence of a significant personnel issue, after careful review and investigation of the circumstances and in consultation with the member and the other units involved.
- A substantial change of knowledge, skills and abilities for the position or changes to procedures that would impair the ability of a member who has not been part of a relief operation for an extended period of time to implement appropriate actions.

A member may decline the organization's request to take a position with greater supervisory competencies without prejudice and may request such reassignment in the future. A member may also request reassignment to a position with fewer supervisory responsibilities and competencies. The request may be granted and will not reflect negatively if the member wishes to be considered for reassignment to a position with greater supervisory responsibilities and competencies in the future.

If a member disagrees with the organization's decision to reassign him or her to a position with fewer supervisory responsibilities and competencies, he or she may appeal the decision. Appeals of decisions concerning chapter-authorized positions will be made according to the human resources policies of the chapter. Appeals of service area or national headquarters review board decisions will be made according to the procedures established for grievances, which are found in [Appendix D](#).

All requests or recommendations for reassignment, whether initiated by the member, the member's unit of affiliation, the service area or national headquarters, must be documented in writing. Requests and recommendations from the service area or national headquarters for the positions they can approve must be discussed with the member's unit of affiliation. All hard copy records of the action will reside at the member's unit of affiliation.

6.1.1 Chapters

For reassignment from service associate to supervisor or supervisor to service associate, the DSHR administrator for the member's chapter verifies that the member has met the criteria in *Disaster Services Human Resources (DSHR) System* — [Competency Criteria](#) and in the [Activity Requirements and](#)

Resources Charts. If the reassignment is approved by the review board, the unit of affiliation enters the new information in the database, informs the member of the reassignment and ensures that the service area and national headquarters are notified of the change to the database. If the reassignment is not approved, the chapter documents the reasons in writing and files them in the member's permanent hard copy personnel file.

A DSHR System member may request reassignment to manager or multi-chapter DRO director by meeting with the DSHR System administrator for his or her unit of affiliation to discuss career development and leadership capabilities. If the administrator agrees that the member should be reassigned, the administrator writes a request stating that the member wishes to be reassigned and that the unit concurs with the reassignment request. This request (except for national sector staff) is sent to the service area.

6.1.2 Service Areas

The service area review board evaluates reassignments and, upon endorsement, notifies the member's chapter. If the reassignment request is to the manager or multi-chapter DRO director position, the service area may approve/disapprove the reassignments. If the reassignment is to the administrator or national DRO director position, the service area review board will forward to national headquarters any reassignments it approves, notifying the chapter of the action taken. If the service area review board does not approve the reassignment, it will return the request to the chapter with a written explanation of the reason the reassignment was denied. The unit approving the reassignment is responsible for making the necessary entries in the DSHR System database.

6.1.3 National Headquarters

National headquarters processes reassignments for national headquarters staff, including all disaster reserves, and approves or disapproves reassignment requests for administrator and national DRO director positions forwarded from service areas.

6.2 Field Reassignments

If a staff member rated at the position required is not available and a member is competent to serve in that position and has demonstrated most of the competencies required for the position, the director of the relief operation may approve the recruitment and assignment of the member to a position with greater supervisory responsibilities than the one for which that member is rated. However, it is not considered a field reassignment if a member is asked to serve in a position with greater supervisory responsibilities than he or she holds for less than four days until a fully qualified member is assigned to the relief operation. To qualify as a field assignment, the assignment must be made with the intent that the member serve in that position for the duration of the relief operation. An assignment of four days or less is a temporary field reassignment, and does not change the member's position in the DSHR System.

A member who is assigned twice to a position with greater supervisory responsibilities will be considered for permanent reassignment to that position by the member's unit of affiliation, provided the member has demonstrated the competencies required for the position and his or her performance review rating is fully successful. The work performance evaluation is based on the member's performance at the field reassignment position and not his or her current DSHR System position.

A member may decline a field reassignment without the decision affecting the member's DSHR System status.

7.0 Restrictions and Inactivity Codes

Restrictions may be imposed at any level of the organization. The unit that imposes the restriction is responsible for ensuring that the issue has been resolved and for removing the restriction. When a restriction

code is placed on a member's record, a note must be placed in the person's hard copy which will include the name of the person placing the restriction and the date. This must be noted in the electronic record as well. When updating the electronic record, do not enter any medical information into the database, only the appropriate code(s). When the restriction is a medical restriction, the unit of affiliation may send the information to the next level of the organization if there is not a designated person responsible for staff health in the unit of affiliation.

7.1 Restrictions

Restrictions are used to indicate limitations on a member's recruitment and/or assignment, and may be ongoing or temporary, requested by the member or imposed by the Red Cross (see [Appendix G](#) for DSHR Codes). All restrictions are confidential, are part of a member's DSHR System personnel file and are shared with Red Cross personnel only on a business need-to-know basis.

Restrictions, their codes and definitions, and who can request and/or impose each are as follows:

- **Restricted Confidential (RC)** — Used when the reason needs to have a more restrictive business need-to-know access and indicates a pending DSHR System personnel action. This restriction is temporary until an investigation is completed and it is determined that no basis for action exists, remedial action is taken or the member is removed from the DSHR System. This restriction is imposed by a unit (chapter, service area or national headquarters) as needed, and can be removed only with the concurrence of that unit. The imposing unit must immediately notify the other two units, as appropriate, based on the member's unit of affiliation, and must include the reason for the restriction. When used in conjunction with an inactive code, the member may not be assigned to a relief operation, including local responses, unless such assignment is part of a work performance improvement plan and has been approved by the Director of Staffing & Deployment Coordination.
- **Restricted Disability (RD)** — Used if a member has an impairment that would require a special accommodation for the worker to serve on a relief operation. This restriction is generally requested by a member, but may be noted by Staff Health at the unit of affiliation, national headquarters or the service area. The member's file must include specific information regarding the limitations the disability could place on the member's acceptance and/or completion of an assignment and possible accommodations required. Such information must be kept secure and confidential in a locked medical file that is separate from the member's personnel file. The exact nature of reasonable accommodations may vary from one DRO to the next and, in many cases, over the course of a single DRO. The member must be advised if a unit applies this restriction without the member making such a request.

Before requesting that the member be recruited, the following information must be considered:

- The environment and availability of electricity and communications at the work site.
- The availability of medical facilities and pharmacies required to support the member.
- The availability of food required for a special diet.
- The type and accessibility of available lodging in the affected area.
- Available transportation to and from the work site.
- The cost of the accommodation to be made.

In some cases, no accommodations may be possible during the initial response to a disaster. The Director, Staffing & Deployment Coordination, national headquarters makes the final determination of whether any accommodation is reasonable under the circumstances and whether such an accommodation causes an undue hardship to the disaster relief operation. When an

accommodation is granted, details of the accommodation and any additional support that may be necessary may be shared, on a need-to-know basis, with the person to whom the worker will report on the relief operation, the administrator of the service activity and/or Staff Health.

- **Restricted Financial (RF)** — Used when a member has an outstanding financial commitment with Red Cross (usually repayment of a cash advance or problems related to the member's Red Cross Visa account) that must be satisfied before the member may be considered for assignment outside his or her unit of affiliation. This code is used in combination with the TI (temporarily inactive) code until the Director, Staffing & Deployment Coordination, national headquarters, has removed the restriction.
- **Restricted Hardship (RH)** — Used for members who have medical conditions or other limitations that may prevent them from performing his or her duties under certain post-disaster conditions. This restriction code should be used in combination with the number(s) of the particular hardship conditions that would restrict the member's ability to perform the required work. Thirteen hardship codes (C1 – C13) have been established and defined (see [Appendix G](#)) to represent these hardship conditions. A R.N. or M.D. from the chapter, service area or national headquarters may apply these hardship codes to a member's profile after reviewing a [Health Status Record](#). The member's DSHR System medical file must contain specific information regarding the conditions that would make service on a relief operation a hardship assignment. When entering the restriction into the system, the RH code will be selected, and then the reviewer must type in each code that applies to the member being reviewed. The unit applying the restriction must immediately give written notification to the other two units, as appropriate, and the member. The member may request an explanation for the restriction with which he or she is not in agreement. If the member's condition changes such that the member believes the restriction no longer applies, he or she must have another [Health Status Record](#) or submit the medical information requested by the Staff Health reviewer. Only the unit imposing the restriction may remove it, and the unit must give written notification of the change to the two other units, as appropriate, and the member. If the member has a restricted hardship, Staff Health at the recruiting unit (chapter for local response, service area or national headquarters), as appropriate, determines whether the restriction will be an issue on the DRO and whether the member can be deployed.
- **Restricted Medical (RM)** — Used when a member has a medical or mental health condition that is not a disability under the RD code and does not fall under the RH code. This code is imposed by Staff Health to limit activities after review of the member's [Health Status Record](#) or to restrict a member from deployment when it is determined that the medical or mental health condition has (or may have) an effect on future assignments. This limiting condition might be a temporary condition that will be corrected or a chronic condition that needs to be taken into consideration when the member is being considered for an assignment. The chapter, service area or national headquarters may place the restriction. The TI inactivity code is combined with the RM code when the member has a medical condition and has not been cleared to return to active status by his or her medical provider and approved by Staff Health at the level at which the restriction was placed. After a medical restriction has been placed on a member's record, the unit applying the restriction must immediately give written notification to the member and the other two units, as appropriate. If a member has such a condition but is still currently active, the information must be reviewed by Staff Health personnel to determine whether the stated limitations can be accommodated on the disaster relief operation.
- **Restricted Pending (RP)** — Used (along with the TI code) when there is a personnel issue being investigated concerning the member. It remains until an investigation is completed and it is determined that no basis for action exists, remedial action is taken, or the member is removed from the DSHR System. The unit of affiliation, service area, or national headquarters may

impose the restriction. The unit imposing the restriction is responsible for removing the code when the issue has been resolved. While the restriction remains, the member may not be assigned to a relief operation, including local responses, unless such assignment is part of a work performance improvement plan and has been approved by the Director of Staffing & Deployment Coordination.

Note: [Appendix E](#) contains the definition of hardship conditions and their codes. The ability of any member with a disability or medical restriction to serve on a relief operation when hardship conditions have been established should be considered based on the conditions and the time the conditions are anticipated to continue.

7.2 Inactivity Codes

There are two categories of inactive status (see also [Appendix G](#) for DSHR Codes):

- **Temporarily Inactive (TI)** — Used to indicate a person is temporarily unavailable for assignment to disaster relief operations. This may be by request of the person themselves or by the organization for specific reasons. The unit of affiliation documents the request in the member's hard copy and electronic personnel files, records the anticipated return to active participation, and notifies the service area and national headquarters, as appropriate. During this time, the member retains DSHR System membership. At the end of the predetermined period, the member and System administrator determine if any training, certification and/or documentation are necessary. The administrator then makes the necessary changes to the hard copy and electronic personnel files and notifies the service area and national headquarters, as appropriate. When used in conjunction with RC, RF, RP, and/or RM it indicates the person is unavailable for assignment for a specific reason, placed there by the chapter, a service area, or NHQ. It is used when an investigation or situation is resolved and further review is necessary for consideration assigning the member to another operation. A certain time period, further training, or other specific actions may be required before the member can be considered for another assignment.
- **Terminated for Cause (TC)** —Used when a member is terminated for cause in conjunction with RC or RF. This code is used following the completion of an investigation and the member's participation in the DSHR System is rescinded. The Director, Staffing & Deployment Coordination, may impose this inactivity code. The record remains in the database to ensure that the member cannot enroll in the System through another unit.

8.0 Responsibilities for DSHR System Member Recruitment for Relief Operations

When the human resources necessary to meet the needs of victims are not available, including those available through mutual aid agreements and anticipated spontaneous volunteer involvement, chapters are expected to immediately request additional human resources from the service area. Service areas are expected to contact national headquarters when they anticipate resource shortfalls. When a chapter requests assistance or if, in the judgment of the service area, the chapter cannot provide quality service delivery with its available resources, the service area has the authority and responsibility to recruit and activate DSHR System members within its jurisdiction to assist in response. If a service area requests assistance or if national headquarters has determined that a service area does not have the resources to provide an adequate and timely disaster response, national headquarters will recruit and activate DSHR System members from outside the service area.

In the initial phase of response, recruitment of leadership is the highest priority. Appropriate ratios of experienced leadership to frontline staff ensure coordinated service delivery. Whenever possible, leadership staff at the supervisor level and above should be assigned to an incident before service associate level staff are recruited and assigned.

After leadership staff is in place, emphasis should be on recruitment for the services most critical in the initial response, as determined by consultation between the service area, affected unit(s) and, if necessary, the DOC at national headquarters.

8.1 Chapters

Chapters are responsible for recruiting staff for assignment to chapter responses and, as requested, by the service area or national headquarters for larger relief operations based on staff requests and the ability of chapter members to serve on relief operations beyond the jurisdiction of the chapter. The DSHR System database will be used to track active assignments to disaster relief operations. Chapter will assign DSHR members to operations within their jurisdiction.

In recruiting for chapter disaster relief operations, a chapter may request staff from neighboring (contiguous) chapters with which it has mutual aid agreements. These mutual aid agreements for the sharing of disaster staff can be with neighboring chapters without regard to state boundaries or Red Cross service area boundaries. A chapter may provide mutual aid with employees and volunteers, whether or not they are enrolled in the DSHR System.

Salary reimbursement regulations have been established by the Executive Vice President, Programs and Services, national headquarters. Reimbursement requests for chapter employees who are **operations management, a group administrator, or activity manager in a group or activity**, and who are assigned to a disaster relief operation beyond their chapter's jurisdiction, are approved by the Director of Staffing & Deployment Coordination, or designee, or the Service Area Executive. The regulations and procedures for requesting reimbursement are found in [Appendix F](#).

8.2 Service Areas

Service areas must provide a 24-hour-a-day, seven-day-a-week reliable contact to ensure a rapid response to requests for staff from units within the service area and from the Staff Deployment Center at national headquarters. Each service area recruits members from units within its jurisdiction. Service areas provide units with reporting instructions and, if applicable, information about any unusual circumstances relating to the specific DRO.

Each service area must ensure that local units assign a qualified director and leadership team for incidents within its jurisdiction and that appropriate numbers of staff have been assigned. When local units request additional human resources, the service area is responsible for contacting unaffected units within its jurisdiction to recruit staff who have the appropriate competencies. Service areas are responsible for ensuring that DSHR System members with restrictions on their records are appropriately cleared before being assigned to a relief operation. (See section 7.0.)

8.3 National Headquarters

The Response Staff Deployment Center at national headquarters is responsible for recruiting, assigning and deploying qualified DSHR System members to disaster relief operations that exceed an affected service area's capacity to respond in a timely manner.

The Staff Deployment Center at national headquarters coordinates with the service area and with DRO staff to assign available local paid and volunteer staff. Opportunities for mentoring and capacity-building assignments are coordinated through the Staff Deployment Center at national headquarters.

The Staff Deployment Center at national headquarters, in carrying out this responsibility, may contact all service areas through broadcast communication methods or may contact specific service areas, depending on the requirements of the operation. Decisions to contact specific service areas are based on

geographic proximity to the disaster site, cost and availability of transportation/common carrier access to the affected area, agreements to assign specific members for capacity building, and the need for identified groups of employees and volunteers with specific expertise. The number of service areas contacted to recruit staff for specific disaster relief operations depends on the number of staff required by each operation and the response time to recruitment requests by the service areas initially contacted for recruitment. The Staff Deployment Center at national headquarters confirms that members meet the competencies for the positions to be filled. The Staff Deployment Center at national headquarters also ensures that deployment of employees and volunteers is cost-effective by establishing fiscal controls for the cost of traveling by common carrier and offering alternate routes and/or methods of transportation.

9.0 Maintaining Member Information

Once enrollment is complete, the following documents (as discussed in section 2.1) must be included in the member's file when applicable:

- [*Voluntary Service Agreement for Nonexempt Employees*](#), Nonexempt Red Cross employees must complete one for **each** disaster assignment.
- [*Disaster Relief Work-Annual Statement of Intent for Nonexempt Employees*](#), update annually.
- [*State Volunteer Service Agreement for Disaster Operations*](#), state employees to complete one for each disaster assignment.
- [*Disaster Relief Operation Work Performance Evaluation*](#)
- [*Health Status Record*](#), update annually.
- [*Statement of Understanding*](#), update annually.
- Records of completed training.
- Letters requesting reassignment.
- Letters of appointment or reassignment.
- Letters of appreciation or commendation.
- Documentation relating to mentoring.
- Recognitions.
- Documentation of licensure/certification, if applicable. (See section 3.3.)
- Documentation of DSHR System personnel actions and grievances.
- A separate locked file with all medical/health information.

Units of affiliation must maintain DSHR System personnel files containing current information on each DSHR System member in an electronic database (see [Appendix G](#) for DSHR Codes). All information about a person's membership in the DSHR System, including updates and changes, must be kept in the file. All changes made to the electronic database must be supported with documentation in the member's DSHR System file. Personnel files must be retained for at least five years from the date of a member's last activity or release from the DSHR System.

9.1 Member Responsibilities

Each member is responsible for reviewing his or her member profile and ensuring its accuracy. Members must submit to their unit of affiliation, with their yearly update, a [*Health Status Record*](#), [*Statement of Understanding*](#), updates of any training, experience or personal information for their member profiles; and, if the member is a nonexempt Red Cross employee, a [*Disaster Relief Work-Annual Statement of Understanding for Non-Exempt Employees*](#). In submitting a yearly health-related form, the member takes responsibility for ensuring that all health conditions and medications prescribed for those conditions are correct and complete, as the Red Cross will make assignments based on a professional health care provider's review of the information contained in the form.

9.2 Unit of Affiliation Responsibilities

The member's unit of affiliation is responsible for ensuring that the member reviews his or her information annually and updates the personal information as necessary. The unit is responsible for updating the database when a member is reassigned or changes units of affiliation.

9.3 Service Area Responsibilities

When the service area receives the member's file and verifies the information concerning reassignment to a position with more supervisory responsibility, the service area sends the member a letter of congratulations.

9.4 National Headquarters Responsibilities

National headquarters retains the hard copy files of all members whose unit of affiliation is national headquarters in all DSHR System positions. In addition, Staffing & Deployment Coordination is responsible for the DSHR System computer software. Staffing & Deployment Coordination also maintains a hard copy of the DSHR System personnel file for all disaster reserves.

10.0 Transferring Membership

When a DSHR System member changes his or her unit of affiliation, either because he or she relocated to another residence or for some other reason, his or her DSHR System membership must be transferred. The transfer must be completed as quickly as possible so that contact information for possible assignment is up-to-date. The following steps are taken when a member changes unit of affiliation:

- The member obtains a copy of his or her DSHR System profile from the former unit of affiliation.
- The former unit of affiliation changes the member's electronic file unit of affiliation code to the national headquarters hold unit code (See [Appendix G](#)). The member's record is to be marked inactive (TI) with the date it happened or is being entered into the computer. The member is inactive (TI) while in the hold unit.
- The former unit of affiliation notifies the service area DSHR System administrator that a member has been placed in the national headquarters hold unit.
- The member meets with the DSHR System administrator for the new unit of affiliation and provides the profile along with all new and updated information (for example, the new home address and telephone number).
- The administrator for the new unit screens the member, including reference checks with the member's previous unit(s) of affiliation.
- The new unit of affiliation requests the hard copy file in writing directly from the former unit of affiliation.
- The new unit of affiliation moves the member's electronic record from the national headquarters hold unit and places it in their unit of affiliation.
- The new unit of affiliation enters the appropriate changes in the electronic personnel files.

If the member's electronic record is not found in the national headquarters hold unit, the new unit of affiliation should contact their service area DSHR administrator for assistance..

Requests for information to be forwarded from a previous unit of affiliation to a new unit must be made in writing.

11.0 Termination of DSHR System Membership

A member may be removed from participation in the DSHR System through any of the following actions:

- The member resigns.
- The unit of affiliation withdraws its endorsement of the member and notifies the service area. The service area notifies national headquarters.
- The service area requests that the unit of affiliation withdraw its endorsement. Notice of the request is sent to national headquarters and the final action is taken.
- National headquarters removes the member from the DSHR System. National headquarters has the authority and reserves the right to remove anyone from participation. Notification of such action will be shared with the other two units by the unit terminating the member's DSHR System participation.

There are two units, as appropriate, where a member's electronic record will be kept when they are removed from participation in the DSHR System (see [Appendix G](#)).

- **Archive Unit (E205A):** When the member resigns or is deceased, the electronic record is put into the archive unit. The Membership status code is left blank. The record is marked inactive using the code TI, with the date marked when the TI was placed in record. It should be noted in the Comments field why member's record is TI and to be archived (i.e., member requested, member deceased, unable to reach member for xxx amount of time), including the date this action happened and the name/level (chapter, SA, or NHQ) of the person entering. The date used in the Membership status date field should be the date the record is placed in the archive unit. Records will be deleted from the system five years from date placed in archive unit. Service areas and NHQ will move records into and out of the archive unit.
- **Permanent removal unit (E246D):** When the member has been removed from the DSHR for cause, the electronic record is put into the permanent removal unit. The records will not be deleted from the system until after five years from the date removal established. The Membership status code is left blank. The record should be marked with the inactive code TC (Terminated for Cause) and the restriction RC. Members failing the background check will be placed in this unit. A notation will be made in the Comments field indicating what unit requested the record be placed in the Permanent removal unit. NHQ will place records in the permanent removal unit.

Note: Neither national headquarters nor a service area will normally prevent a member from continuing to respond to chapter-initiated and -funded activities unless the member is removed because his or her participation has impaired or could impair the work of the organization (termination for cause). If national headquarters or service area leadership determines that the member should not continue with the Red Cross, it will contact the chapter and discuss its decision with the chapter disaster services and management staff.

The member may appeal involuntary removal from the DSHR System through the grievance system, which is explained in [Appendix D](#).

Note: When a member leaves the DSHR System, regardless of the reason or his or her position within the DSHR System, the hard copy record and the electronic copy record are retained for at least five years.

Each disaster is identified by the scope of the disaster and the responsibility, authority and accountability for Red Cross response. The types of disasters are —

- Chapter Disasters
- Multi-Chapter Disasters
- National Disasters, which include:
 - Aviation Disasters
 - National Response Plan Disasters
 - Catastrophic Disasters
 - Incidents of National Consequence

1. Chapter Disaster. 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.

2. Multi-Chapter Disaster. Multi-chapter disasters affect multiple families, occur within the jurisdiction of more than one Red Cross chapter or one or more states within a single service area, require the focused commitment of human and material resources from the affected chapters, and/or require support and assistance from the service area. Disasters of this type were previously called state disasters and are generally Level II and Level III disasters, costing less than \$250,000.

3. National Disaster. 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 —

- a. **Aviation Disaster.** An aviation disaster that causes the National Transportation Safety Board (NTSB) to activate the *Aviation Family Assistance Act*, which requires the Red Cross to respond to the needs of the surviving passengers and crew and the families of those involved in the incident.
- b. **National Response Plan Disaster.** A disaster that results in the full or partial implementation of the *National Response Plan (NRP)* and has one or more of the following characteristics: exceeds the capabilities of a state and its local governments to provide a timely and effective response to meet the needs of the situation; causes or has the potential to cause a substantial number of deaths or injuries; causes or has the potential to cause substantial health and medical problems; or causes or has the potential to cause significant damage, particularly to the economic and physical infrastructure of the state or political subdivisions. Disasters of this type were previously called Major or Federal Response Plan Disasters, and are generally Level IV and Level V disasters, costing more than \$250,000, and are overseen by Response at national headquarters.
- c. **Catastrophic Disaster.** A catastrophic disaster is any disaster that results in the full or partial implementation of the *Catastrophic Incident Annex* to the *NRP*. Such a disaster is characterized by extensive injuries and loss of life, severe destruction or impediment of the infrastructure of the community or communities involved, and extensive property damage.
- d. **Incident of National Consequence.** This is any disaster that the president of the American Red Cross designates as important for national headquarters to administer. These disasters may be high profile for the organization or may be based on a request from the Department of Homeland Security or other agencies for our involvement at the highest level.

Appendix B
Recommendation and Approval Authorities

	Unit Initiating	Unit Approving
Service Associate	Chapter Service area* NHQ*	Chapter Service area NHQ
Supervisor	Chapter Service area* NHQ**	Chapter Service area NHQ
Manager	Chapter Service area* NHQ**	Service area Service area NHQ
Administrator	Chapter Service area* NHQ**	NHQ*** NHQ NHQ
Chapter DRO Director	Chapter	Chapter Management
Multi-Chapter DRO Director	Chapter Service area* NHQ**	Service Area Executive Service Area Executive Service Area Executive
National DRO Director	Chapter Service area* NHQ**	VP, Response*** VP, Response*** VP, Response

- * Paid staff whose unit of affiliation is the service area.
- ** Paid staff whose unit of affiliation is national headquarters.
- *** Needs service area concurrence also.

AUTHORITY

Group Leads

Group leads provide the strategic direction and oversight for the response plans and associated activities within their group. Group leads are responsible for the overall development of their constituency service. The Vice President, Domestic Operations appoints group leads following a written recommendation from the Director, Staffing & Deployment Coordination. Group leads are full-time employees of national headquarters. A group lead is appointed for the constituency groups including Individual Client Services, Community Services, Partner Services, Staff Services, Information Management Support Services, Material Support Services, and Organization Support.

Working with their team of activity leads, group leads provide program development and implementation guidance for response activities carried out on DROs. This program development serves as the foundation for chapter preparedness and response activities. Group leads develop and revise operating procedures and use feedback, such as evaluations, other performance measurement and improvement tools from DROs to make revisions to their program area. Only group leads have the authority and responsibility for carrying out certain activities. These activities are usually concerned with the legal and risk aspects of service delivery and support. There is no financial authority associated with group and activity lead roles. Financial authority rests with positions within the Preparedness and Response Department table of organization.

Group leads meet on a regular basis with Response Operations Management to monitor ongoing major disaster relief operations and to develop initial response plan to imminent and developing natural or man-made disasters requiring a significant response from the Red Cross. The group leads are the point of contact, at national headquarters, for group administrators on DROs.

Until appointed group administrators and/or relief operation directors assume authority at the scene of a DRO administered by national headquarters, group leads approve initial staffing levels recommended by activity leads. These activities will be coordinated with the affected service area leadership, if possible, and time permitting.

Activity Leads

An activity lead is appointed for each activity identified within the group. Activity leads are full-time employees of national headquarters. Group leads recommend individuals to be activity leads to the Director, Staffing & Deployment Coordination. The Vice President, Domestic Operations appoints activity leads following concurrence from the Director, Staffing & Deployment Coordination. One individual may serve as the lead of multiple activities. Activity leads serve as part of the group team. They are subject matter experts and counsel to the group lead. They also may provide direct technical and program guidance to service area staff and to the response operations manager at national headquarters and to managers of their activity on a DRO. Activity leads are granted certain specific responsibilities that, upon their appointment, are incorporated into their Performance Development Plan as employees. As a part of the position responsibility, activity leads develop programs and provide guidance and technical support for the activity/activities, including planning, preparedness and response support to service areas and the group team. The activity lead works with the group lead and/or operations manager to ensure that activity responsibilities are carried out on major relief operations consistent with *Disaster Services Program Guidance* and applicable local, state, and federal laws governing the area affected by a disaster event. During relief operations supported by the service area structure, they

serve as a technical and program resource to the service area response staff and DRO leadership staff. Support to DRO leadership staff is limited to technical and program guidance, not administration.

Group and Activity Lead Responsibilities

All activity leads have daily activities that are carried out as part of their ongoing job responsibilities and are in concert with the responsibilities found in their individual position descriptions. These responsibilities are all carried out in collaboration with service area response leadership. The responsibilities are divided into development and guidance, planning, preparedness and response activities.

Development and Guidance Responsibilities

Development and guidance responsibilities include —

- Providing technical support and interpreting Red Cross policies and activity-specific Disaster Services Program regulations and procedures to individuals, service areas, field units, other departments of the Red Cross, and other agencies active in disaster planning, preparedness and response.
- Consulting and collaborating with other group and activity leads to ensure a cooperative preparedness and service delivery environment.
- Clarifying information from, and providing information to, other national headquarters departments or offices, such as Communications and Marketing for chapter information bulletins or Finance as well as other agencies such as the Department of Homeland Security/FEMA.
- Participating as required on the DSHR Review Board.
- Providing timely collaboration with other activities when situations arise that require resolution.
- Participating as the activity's primary subject matter expert to develop, update, and review response materials such as training courses, brochures, annexes, publications, procedures, regulations, and so on; or recruiting activity subject matter experts, as required.
- Providing concurrence and concerns regarding DRO service delivery plans and leadership appointments through the group lead and Operations Management.

Planning and Evaluation Responsibilities

Activities in support of disaster planning and evaluation include —

- Working with Preparedness and Response Department and other planners regarding activity issues, interpretation and development of activity procedures, activity short falls, problem solving, and so on.
- Providing technical support concerning customization and development of the activity annex of written disaster response plans.
- Reviewing written disaster response plan activity annexes, as assigned.
- Reviewing evaluations of relief operations for concerns and/or recommendations relating to the activity.
- Determining required activity action(s) to respond to evaluation recommendations and implementing the required action(s).
- Monitoring activity performance to ensure the required actions and/or recommendations are implemented successfully on current and future relief operations.
- Participating in evaluations of disaster relief operations, as requested.
- Assisting planners, service areas and chapters in developing and utilizing CDREE as it relates to specific activity response capacity building and planning.

Preparedness Responsibilities

Activities in support of disaster preparedness include —

- Obtaining administrators for the monthly Alert Team.
- Recommending members for opportunities, such as leadership development training; disaster management training; and interim assignments and projects to meet career development goals.
- Obtaining availability of activity managers.
- Providing information about reassignment requests or demotions of members to the Director of Staffing & Deployment Coordination.
- Communicating with DSHR leadership to ensure members are kept apprised of technical and program guidance and updates. Group leads are responsible for maintaining communication with administrators; activity leads are responsible for maintaining communication with activity managers. Service areas are responsible for maintaining communication with all members as appropriate.
- Supervising disaster response reserve employees in concert with the Response Staffing & Deployment Coordination, and participating in the human resources component of the activity (interviews, selection, supervision, evaluation, recommendations for promotion, etc., as determined by the group lead).
- Participating in debriefings of activity staff returning from assignments, when appropriate.
- Recommending assignment of activity staff to special projects.
- Ensuring that recruitment emphasis is consistent with current guidance.
- Reviewing profiles and performance appraisals for DSHR System members regarding competencies, knowledge, skills, and abilities (KSAs) and identifying members for promotion consideration to service area response staff through group leads at national headquarters.
- Identifying members who are eligible for, or who would benefit from, mentoring opportunities, special assignments or leadership initiatives to service area response staff through group leads at national headquarters.
- Assisting the service areas in capacity building and cultural diversity goals, and monitoring progress in these efforts.
- Recommending, in coordination with the group lead, appropriate individuals for inclusion on special teams, such as the Alert Team.

Partnership Management

Activities in support of partnership management include —

- Advocating for Red Cross clients by helping activity leadership staff identify areas where mutual support and cooperation with community-based organizations, government organizations and agencies, Voluntary Organizations Active in Disaster/National Voluntary Agencies Active in Disaster (VOAD/NVOAD) members, and interfaith organizations and associations can maximize community involvement in the relief effort.
- Participating in and facilitating meetings, training and exercise activities, conferences and other activities with partner agencies, both government and non-government organizations, as appropriate for the activity.
- Providing subject matter expertise in the development of statements of understanding (SOUs) with NGO's and memorandums of understandings (MOUs) with government partners related to the activity.
- Reviewing and commenting on draft SOUs/MOUs prepared by Public Policy and Strategic Partnerships department.

- Facilitating receipt and dissemination of classified information from government departments/agencies with appropriate Red Cross staff.

Response and Relief Responsibilities

Activities in support of the major disaster response and disaster relief operations include —

At the onset of a disaster —

- Participating in assessment and planning meetings convened at national headquarters as requested.
- Providing appropriate technical and program guidance to service areas, other units responding to the disaster, and DRO administrators/managers.
- Obtaining, assessing, and sharing response information received, as appropriate.
- Ensuring that the activity is represented in the Disaster Operations Center (DOC) during activation.
- Submitting initial Staff Requests based upon the activity table of organization and recommending assignment of leadership staff to the group lead for major DROs.
- Sharing information with administrator and activity manager(s) about the competencies and development needs of supervisory staff assigned to the activity.
- Providing suggestions concerning development of those assigned to increase the activity's capacity and diversity at leadership levels.
- Monitoring Staff Requests to expedite the recruitment of appropriate staff for major DROs.
- Providing the group lead with information updates related to the disaster/activity, including actions taken and requests made by local units responding to the disaster and by national headquarters staff.
- Developing an initial resources package for the activity to be pushed to major relief operations and recommended for service area operations through the group lead.
- Sharing appropriate information with other group and activity leads.

Ongoing disaster relief operation activities —

- Providing technical support, which is limited to interpreting Red Cross policies, response regulations, procedures, and assisting with forward planning.
- Serving as a sounding board regarding plans and activities, providing recommendations for DRO Operations Management and leadership to use in making decisions.
- Supporting the group lead with development of the group table of organization, service delivery plan, budget, and transition and closing plans.
- Participating in briefings as requested by the group lead giving activity updates, sharing successes and concerns, and soliciting collaboration for future planning and problem solving.
- Working with appropriate partners to ensure information sharing, resources, etc.
- Identifying potential significant problem areas prior to or during operations that need to be brought to the immediate attention of the group lead.
- Ensuring that administrative decisions are left to relief operation management and leadership.

Appendix D Grievance Procedures

DSHR System members who have a complaint about the administration of the regulations and procedures while they are on a disaster relief operation, must follow the Issue Resolution Process. See Appendix I. All other DSHR System complaints follow the process below.

DSHR System complaints regarding the administration of the regulations, procedures or application of the DSHR System should address their concerns to the DSHR System at their unit of affiliation. Every effort should be made to resolve DSHR System member grievances quickly, informally, and at the lowest possible level. If this is not possible, the DSHR System member may access the formal DSHR System grievance procedures through the following steps:

Step one — The DSHR System member must file a written grievance to the DSHR System administrator of the unit of affiliation within 15 calendar days from the date of the incident prompting the grievance. The DSHR System administrator at the unit of affiliation will investigate and will attempt to resolve it if resolution is within the authority of the administrator. The administrator will communicate a decision in writing to the DSHR System member within 15 calendar days. If the decision is satisfactory to the DSHR System member, the grievance is resolved at this step and no further action is required by either party.

Step two — If the DSHR System administrator for the unit of affiliation is unable to bring the grievance to resolution, either because the administrator lacks the authority to make the decision or because the member filing the grievance wishes to appeal the decision made by the administrator, the administrator will forward the grievance and all relevant documentation to the service area within 15 calendar days of the request by the member.

The DSHR System administrator at the service area will investigate the grievance and, if the resolution of the problem is within the authority of the administrator, issue a written decision to the member and the DSHR System administrator at the member's unit of affiliation within 15 calendar days following receipt of the grievance. If the decision is satisfactory to the DSHR System member, the member must acknowledge satisfactory resolution in writing to the DSHR System administrator at the unit of affiliation and to the DSHR System administrator at the service area. The grievance is then resolved.

Step three — If the DSHR System administrator at the service area does not have the authority to resolve the problem or the DSHR System member wishes to appeal the decision of the administrator, the administrator will forward the grievance and all documentation to the Director Response Operations, Staffing & Deployment Coordination within 15 calendar days of the step two reply.

The Director Response Operations, Staffing & Deployment Coordination, as the designee of the executive vice president of Programs and Services and the vice president for Response, will review the grievance, conduct an investigation if necessary, issue a decision, and notify the the DSHR System administrators at the service area within 20 calendar days of receipt of the grievance. The parties will be informed of the decision from the service area through normal DSHR communication channels. The decision made by the Director Response Operations, Staffing & Deployment Coordination or designee is final. Results of all grievances must be maintained in the member's DSHR System personnel files at all levels.

In situations where the actions of the DSHR System administrator at the unit of affiliation constitute the grievance, the member may begin the grievance procedure with the DSHR System administrator at the service area. If a discrimination or harassment complaint is part of the grievance, the DSHR System member may address the complaint directly to the Director Response Operations, Staffing & Deployment Coordination.

Note: Disaster reserves and other DSHR System members who are employees of national headquarters may initiate a grievance at step three by forwarding written documentation of their grievance to the Director of Staffing & Deployment Coordination.

Appendix E 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.

Appendix F
Reimbursement of Salary/Benefit Expenses to Units
Providing Staff for Disaster Relief Operations (DRO) Assignment

REGULATION #1 — REIMBURSEMENT OF SALARY / BENEFIT EXPENSE FOR CHAPTER EMPLOYEES

Chapters that support disaster relief operations (DRO) by providing their employees who are enrolled in the DSHR System (operations management, group administrator or activity manager) to serve on a DRO in that capacity may request salary/benefit reimbursement. Such reimbursement will be equal to the salary and benefits of the chapter employee and must meet all of the additional considerations listed below. Requests for reimbursement must be supported by documentation of the employee's current salary and the cost of benefits to the chapter. Please complete a separate Request for Salary Reimbursement for each DRO assignment by each staff member.

All documentation (e.g., copies of evaluations, retirement/savings plan and insurance SPIN reports, copies of checks and paid invoices) must be included with the request. Please ensure all applicable shaded areas on the form are completed and any other requested information is provided; incomplete forms cannot be processed. Amounts that cannot be verified due to a lack of documentation may be deducted from the reimbursement amount.

1. The employee must be assigned to the disaster relief operation through the Staff Deployment Center at national headquarters or the service area.
2. The assignment must be to a disaster relief operation beyond the chapter's jurisdiction. Chapter employees serving on a DRO within their chapter's jurisdiction are not eligible for salary reimbursement.
3. In order to qualify for reimbursement, the employee must be recruited for and accept a three-week assignment to a disaster relief operation in operations management, or as a group administrator or activity manager in a group or activity in which he or she is so ranked in the DSHR system. If the employee's assignment on the DRO is shortened because the work assignment has been completed and the employee is approved to leave the DRO, the chapter may request reimbursement for the period assigned. If the employee is recruited in his or her second or third group/activity and is not ranked as an administrator or manager in that group/activity, his or her salary will not be reimbursed.
4. The employee must receive a "satisfactory" rating on his or her performance evaluation.
5. Reimbursement may be requested for the days served on the disaster relief operation including travel time to and from the DRO and additional time off (ATO) days earned.
6. Reimbursement may not be requested until the employee has completed twenty-one days of an assignment. Once the employee has completed the three-week commitment, the chapter may request reimbursement from day one of the assignment.

7. Salary reimbursement is defined as the gross straight time salary of the chapter employee plus chapter-paid benefit expenses. Reimbursements are made for normal workdays when the employee would have been at his or her usual job or paid holidays. The pay cycle (biweekly, semi-monthly or monthly, etc.) must be indicated on the reimbursement request to facilitate calculation of the daily salary cost.

Note: When requesting reimbursement for salary/benefit expenses, please note any exceptions to any of the above criteria must be accompanied by an approval authorized in advance of the deployment and in writing by the Director, Response Operations, Staffing and Deployment Coordination, at national headquarters, his or her designee, or the Service Area Executive.

Requests for salary reimbursement for a chapter employee or temporary employee are approved by the Director, Response Operations, Staffing and Deployment Coordination, at national headquarters, his or her designee or the Service Area Executive. Requests for reimbursement of salary for temporary employees must be accompanied by copies of chapter checks issued and copies of paid temporary agency invoices or payroll overtime calculations.

All reimbursement requests must be completed and submitted within thirty (30) days of completion of the staff member's assignment. Requests for reimbursement must use one of the following the format(s) and must be submitted to:

**AMERICAN RED CROSS
NATIONAL HEADQUARTERS
RESPONSE OPERATIONS
STAFFING/DEPLOYMENT COORDINATION
THIRD FLOOR
2025 E STREET, NW
WASHINGTON, DC 20006**

REGULATION #2 — REIMBURSEMENT OF SALARY EXPENSE FOR TEMPORARY EMPLOYEES

Chapters may request reimbursement of the salary expense for temporary employees hired to replace chapter employees ranked as supervisors or above in all groups/activities or in operations management, who have been assigned to a disaster relief operation in that capacity. Such reimbursement must meet the additional considerations listed below. Appropriate invoices or other evidence of expenditure must support expense vouchers submitted for payment.

1. The temporary employee must be filling in for staff assigned by the Staff Deployment Center at national headquarters or the service area to a multi-chapter or national DRO outside the chapter's jurisdiction. The chapter employee must be a DSHR System member ranked as supervisor or above.

2. Reimbursement of the temporary employee's compensation will be available for the duration of the chapter employee's disaster relief operation assignment, including travel time to and from the DRO and additional time off (ATO) days earned.

3. If the employee serving on the disaster relief operation is nonexempt, reimbursement may be requested for overtime expenses for other nonexempt chapter employees who work longer hours as a result of a chapter employee being assigned to a DRO. In this case, pay will be straight time up to 40 hours and time and one-half of the replacement employees' rate for time worked over 40 hours, unless stated differently in an employment contract or, in the case of union members, in a current collective bargaining agreement.

4. Reimbursement for salary and benefits expense is allowed for temporary help on the basis of no more than one temporary replacement for one worker assigned to a disaster relief operation.

NOTE: REIMBURSEMENT FOR EITHER THE SALARY AND BENEFITS OF THE TEMPORARY EMPLOYEE OR THE SALARY AND BENEFITS OF THE DSHR SYSTEM MEMBER REPLACED MAY BE REQUESTED – NOT BOTH. THESE REGULATIONS APPLY TO BOTH CHAPTER-ACCOUNTED AND NATIONALLY-ACCOUNTED RELIEF OPERATIONS FUNDED BY THE DISASTER RELIEF FUND.

**REIMBURSEMENT OF SALARY/BENEFIT EXPENSE FOR CHAPTER EMPLOYEES
(REGULATION #1)**

✿ Signature below certifies all provided information has been reviewed for accuracy and request is submitted IAW Regulation 1.)

(Please complete a separate Request for Salary Reimbursement for each DRO assignment.)

To: Response Operations, Staffing and Deployment Coordination

From: American Red Cross

Date:

Re: Request for Reimbursement of Salary/Benefit Expense of Chapter Employee for DRO
#

In accordance with the salary reimbursement policy for chapter staff assigned to a nationally administered disaster relief operation through the Staff Deployment Center at national headquarters or the service area, please reimburse the chapter identified below for the salary/benefit expense of the following DSHR System member.

CHAPTER NAME:

CHAPTER ADDRESS:

CHAPTER ID#:

NAME OF PREPARER:

EMAIL ADDRESS OF PREPARER:

DSHR SYSTEM MEMBER NAME:

DSHR SYSTEM MEMBER ID NUMBER:

DATE ASSIGNED:

DATE RELEASED:

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DATE OF TRAVEL FROM DRO (IF DIFFERENT FROM RELEASE DATE):

TOTAL NUMBER OF WEEKDAYS (MONDAY - FRIDAY)/ PAID HOLIDAYS WORKED:

NUMBER OF ATO DAYS EARNED (FOR EVERY SEVEN (7) DAYS ASSIGNED THE EMPLOYEE EARNS ONE (1) DAY OFF NOT TO EXCEED TEN (10)): TOTAL NUMBER OF DAYS REIMBURSEMENT REQUESTED:

ASSIGNMENT: GROUP , ACTIVITY , POSITION
(Select GROUP/POSITION from drop down lists. Use DSHR Group and Activity Chart for ACTIVITY abbreviation)

GROSS SALARY PER PAY PERIOD/SALARY RATE:

PAY CYCLE – (Select from drop down list.)

BENEFITS – (PER PAY CYCLE):

FICA (SOCIAL SECURITY AND MEDICARE) @ .0765 OF TAXABLE SALARY

RETIREMENT @ % / PER MONTH

From SPIN reports

SAVINGS PLAN @ % / PER MONTH

INSURANCE (CHAPTER'S PERCENTAGE PAYMENT OF INSURANCE PREMIUMS)

MEDICAL @ % / PER MONTH

DENTAL @ % / PER MONTH

From SPIN reports

LIFE/AD & D @ % / PER MONTH

OTHER: (PLEASE IDENTIFY)

@ % / PER

@ % / PER

✿ SIGNATURE / PRINTED NAME

TITLE

DATE

Note to Chapter: Please attach documentation of the employee's salary during the period of the disaster relief operation assignment, i.e., photocopy of payroll register or paycheck stub detail and copies of retirement/savings plan and insurance SPIN reports which document the amount of the chapter's share of benefit payments. Please **delete all social security numbers** that appear in any documentation you attach.

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REIMBURSEMENT OF SALARY EXPENSE FOR TEMPORARY EMPLOYEES (REGULATION #2)

☞ *Signature below certifies all provided information has been reviewed for accuracy and request is submitted IAW Regulation #2.*

To: Response Operations, Staffing and Deployment Coordination
From: American Red Cross
Date: **9/21/2007**
Re: Request for Reimbursement of Salary Expense for Temporary Employees for DRO #

In accordance with the salary reimbursement policy for chapter staff assigned to a nationally administered disaster relief operation (DRO), please reimburse the chapter identified below for the expenses incurred for compensation to replace a DSHR System member assigned to a DRO.

CHAPTER NAME: _____ CHAPTER ADDRESS: _____

CHAPTER ID#: _____
NAME OF PREPARER: _____
EMAIL ADDRESS OF PREPARER: _____

WORKER ON ASSIGNMENT

DSHR SYSTEM MEMBER NAME: _____
DSHR SYSTEM MEMBER ID NUMBER: _____
DATE ASSIGNED: _____
DATE RELEASED: _____ DATE OF TRAVEL FROM DRO (IF DIFFERENT FROM
RELEASE DATE): _____
TOTAL NUMBER OF WEEKDAYS (MONDAY - FRIDAY) / PAID HOLIDAYS ON DRO: _____
NUMBER OF ATO DAYS EARNED (FOR EVERY SEVEN (7) DAYS ASSIGNED THE EMPLOYEE EARNS ONE (1) DAY OFF NOT TO EXCEED TEN
(10)): _____

TOTAL NUMBER OF DAYS REIMBURSEMENT REQUESTED: _____
ASSIGNMENT: GROUP ACTIVITY POSITION
(Refer to most recent DSHR Group and Activity Chart for Group/Activity/Position info, please use abbreviations on chart.)

CHAPTER STAFF – TEMPORARY REPLACEMENT WORKER☞

☞ Please attach documentation of the employee’s hourly rate of pay at the time of the disaster relief operation assignment, i.e., photocopy of payroll register or paycheck stub detail and copies of retirement/savings plan and insurance SPIN reports which document the amount of the chapter’s share of benefit payments. Please **delete all social security numbers** that appear in any documentation you attach.

NAME: _____
PAY CYCLE – BIWEEKLY / SEMI MONTHLY / MONTHLY (CIRCLE ONE)
TOTAL NUMBER OF HOURS WORKED PER PAY PERIOD: _____
HOURLY SALARY RATE: _____
BENEFITS (PER PAY CYCLE): _____
FICA (SOCIAL SECURITY AND MEDICARE) @ .0765 OF TAXABLE SALARY: _____
OTHER (PLEASE IDENTIFY) _____
@ % / PER

Disaster Services Human Resources Handbook

@	% / PER
@	% / PER
TOTAL SALARY – REQUEST FOR REIMBURSEMENT:	

OR

AGENCY / INDIVIDUAL – TEMPORARY REPLACEMENT WORKER*

* Please attach documentation of the temporary employee's hourly rate of pay at the time of the disaster relief operation assignment, i.e., photocopy of payroll register or agency invoice and a photocopy of the unit check issued to pay the invoice.

NAME:
PAY CYCLE – WEEKLY / BIWEEKLY / SEMI MONTHLY / MONTHLY (CIRCLE ONE)
TOTAL NUMBER OF HOURS WORKED:
HOURLY SALARY RATE:
TOTAL SALARY – REQUEST FOR REIMBURSEMENT:

✿ SIGNATURE / PRINTED NAME TITLE
DATE

Within the DSHR Automated System there are many fields that are completed with codes. In most instances the codes are self explanatory. This appendix lists some of the codes needing definitions and further clarification.

Special units

Hold Unit (E205H)

For records of people who are moving from one location to another. Chapters, Service Areas, & NHQ can move records into and out of the hold unit. The member's record is to be marked inactive (TI) with the date it happened or is being entered into the computer. Person is inactive (TI) while in the hold unit. There will also be a notation in the Comments field why the member's record is TI and in the hold unit (i.e. moved out of area, moving from CA to FL), as well as the date this action happened and the name/level of the person entering the TI. Records not moved from the hold unit, to a specific unit/chapter after six months will be moved to the archive unit.

Archive Unit (E205A)

For records of people who are no longer members of the DSHR System. Membership status code is left blank. Inactive code is TI, with date marked when TI was placed in record. Should be noted in the Comments field why member's record is TI and to be archived (i.e., member requested, member deceased, unable to reach member for xxx amount of time), including the date this action happened and the name/level of the person entering. Membership status date should be changed to the date the record is placed in the Archive unit. Records are deleted from the system five years from date placed in Archive unit. Service areas and NHQ will move records into and out of the archive unit.

Permanent removal unit (E246D)

Records of individuals who have been removed from the DSHR for cause. The records will not be deleted from system until after five years from the date removal established. Membership status code is blank. Inactive code is TC (Terminated for Cause). Restriction code is RC. Members failing the background check will be placed in this unit. A notation will be made in the Comments field indicating what unit requested the record be placed in the Permanent removal unit. NHQ will place records in the permanent removal unit.

Reserve units

Reserves are put into the unit code associated with the service area where their home chapter is located. The code is the same as the SA unit code, except it ends in an "R" rather than an "A". i.e. P105R, P228R. The chapter code would be the reserves chapter of affiliation. The personnel category code is "R". NHQ is responsible for maintaining the records for reserves. These unit codes are not used for people who are hired temporarily for specific assignments to disaster relief operations. NHQ will place records in a reserve unit when a person is hired as a reserve.

Code Definitions

Membership Status Codes

Member Approved (MA)

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This is the code used for all regular members who are endorsed by a unit of affiliation and have met the criteria for participation in the DSHR System.

Member Approved for Mentoring (MM)

This code is only used to identify individuals who have been approved for specific mentoring programs. Instructions for using this code will be provided by NHQ when such mentoring programs are active. This membership designation will be placed on records by service areas and NHQ.

International Response (IR)

This is used for individuals who are part of the International Disaster Response Team only. This field is only used by NHQ personnel.

Inactive codes

Inactive (TI) This code is used to indicate a person is temporarily unavailable for assignment to disaster relief operations. This may be by request of the person themselves, or by the organization for specific reasons. When used in conjunction with RC, RF, RP, and/or RM it indicates the person is unavailable for assignment for a specific reason, placed there by the chapter, a service area, or NHQ. It is used when an investigation or situation is resolved and further review is necessary for consideration assigning the member to another operation. A certain time period, further training, or other specific actions may be required before the member can be considered for another assignment.

Terminated for Cause (TC) This code is used in conjunction with RC or RF. This code is used following the completion of an investigation and the member's participation in the DSHR System is rescinded. The Director, Staffing & Deployment Coordination, national headquarters, may impose this inactivity code.

Restriction Codes

Restricted Confidential (RC) This restriction is used when there is a personnel issue concerning the member and the reason for the restriction is not intended for public knowledge. The unit of affiliation, a service area, or national headquarters may impose the restriction. A note in the Comments field for the restriction should be placed stating who (name or first initial/last name plus what level - chapter, SA, NHQ) placed the restriction and the date. The unit imposing the restriction is responsible for removing the code when the issue has been resolved. When used in conjunction with an inactive code, the member may not be assigned to a relief operation, including local responses, unless such assignment is part of a work performance improvement plan and has been approved by the Director of Staffing & Deployment Coordination.

Restricted Disability (RD) This restriction is used if a member has an impairment that would require a special accommodation for the worker to serve on a relief operation. The member's file must include specific information regarding the limitations the disability could place on the member's acceptance and/or completion of an assignment and possible accommodations required. The member must be advised if a unit applies this restriction without the member making such a request.

Before requesting that the member be recruited, the following information must be considered:

- The environment and availability of electricity and communications at the work site.
- The availability of medical facilities and pharmacies required to support the member.
- The availability of food required for a special diet.
- The type and accessibility of available lodging in the affected area.
- Available transportation to and from the work site.
- The cost of the accommodation to be made.

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In some cases, no accommodations may be possible during the initial response to a disaster. The Director, Staffing & Deployment Coordination, national headquarters makes the final determination of whether any accommodation is reasonable under the circumstances and whether such an accommodation causes an undue hardship to the disaster relief operation.

Restricted Financial (RF) This restriction is used when a member has an outstanding financial commitment with Red Cross (usually repayment of a cash advance or problems related to the member's Red Cross Visa account) that must be satisfied before the member may be considered for assignment outside his or her unit of affiliation. This code is used in combination with the TI inactivity code until the Director, Staffing & Deployment Coordination, national headquarters, has removed the restriction. A note in the Comments field for the restriction should be placed stating who (name or first initial/last name plus what level (chapter, SA, NHQ) placed the restriction and the date.

Restricted Hardship (RH) This code is used when a member has a physical or other condition that would limit the member's ability to perform his or her duties under certain post-disaster conditions. The restriction code should be used in combination with the number(s) of the particular hardship conditions that would restrict the member's ability to perform the required work (C1 – C13). The list of hardship conditions, and their definitions is included in Connection #2005-004, dated March 10, 2005. The member's DSHR System medical file must contain specific information regarding the conditions that would make service on a relief operation a hardship assignment. A note in the Comments field for the restriction should be placed stating who (name or first initial/last name plus what level - chapter, SA, NHQ) placed the restriction and the date. Hardship conditions will be described for each disaster relief operation in staff recruitment requests sent by the Staff Deployment Center. The DSHR System administrator in each service area is responsible for communicating the information to the units who will then suggest who would be appropriate to recruit for the relief operation. Final decision to recruit a worker with an RH restriction code rests with the deploying office in consultation with Staff Health.

Restricted Medical (RM) This restriction code is used when Staff Health determines that the member has a medical condition that has (or may have) an impact on future assignments. This may be due to a temporary condition that will be corrected, or a chronic condition that needs to be taken into consideration when the member is being considered for an assignment. If a member has such a condition but is still currently active, the information must be reviewed by Staff Health personnel to determine whether the stated limitations can be accommodated on the disaster relief operation. The chapter, service area or national headquarters may place the restriction. The TI inactivity code is combined with the RM code when the member has a medical condition and has not been cleared to return to active status by his or her medical provider and approved by Staff Health at the level at which the restriction was placed.

Restricted Pending (RP) This restriction is used when there is a personnel issue concerning the member that is being investigated. It remains until an investigation is completed and it is determined that no basis for action exists, remedial action is taken, or the member is removed from the DSHR System. The unit of affiliation, service area, or national headquarters may impose the restriction. The unit imposing the restriction is responsible for removing the code when the issue has been resolved. When an investigation is underway, the inactivity code TI should be added. While the restriction remains, the member may not be assigned to a relief operation, including local responses, unless such assignment is part of a work performance improvement plan and has been approved by the Director of Staffing & Deployment Coordination.

Delete flag

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Used to delete a record from the system. Records will normally be flagged for deletion from the archive unit after five years of inactivity. Duplicate records, errors on data entry, will be flagged for deletion. A note in the Comments field should be placed stating "Duplicate record" or "Data Entry Error".

Comments fields

All entries into comment fields (regular and restrictions) must have the following information attached, first and last name, date, and unit (chapter, SA, NHQ). Do not enter medical information into the comments field, only the appropriate codes and the above information.

Release Codes (in job history records)

- A Job was completed, time commitment met, operation assignment ended
- B Chapter requested release, member needed at chapter for other commitments
- C Individual requested release, member asked to be release for personal reasons, i.e. family member illness
- D Illness, member released from operation for illness or injury. Must be documented by Staff Health.
- E Other (See Personnel file) member is being released from the operation. Must be documented by Staff Services.
- T Transferred to another DR

Appendix H
Standards for Identification of Red Cross Workers

The standards of individual identification and personal attire are intended to enhance our professional presentation as the leading disaster relief organization in the country. These standards are also intended to maximize our visibility to those who look to us for help. The following are excerpts from the May 12, 1995, Numbered Notice 141, Standards for Identification for Disaster Relief Operations, updated to reflect changes in nomenclature. The standards of identification are to be adhered to by all Red Cross employees and volunteer staff assigned to Chapter, Multi-chapter and National relief operations. These standards are intended to be accommodating and should not pose an undue hardship on any individual Red Cross employee, volunteer or local unit.

Standards of Identification

- All Red Cross employees and volunteers should wear an official American Red Cross Disaster Relief vest with a name badge while on duty on a disaster relief operation. The name badge should be worn on the front left side white portion of the vest.
- All permanent name badges must be of uniform appearance and size on white plastic, 2 3/8" x 3 1/2", with round corners and must include the Red Cross emblem, the words "American Red Cross Disaster Relief," and the worker's name (preferred first name followed by last name). A single designation of state licensure may follow the last name of health services and mental health services staff serving in those activities on a disaster relief operation. Include no other information or appendage.
- An official temporary name badge will be issued to all those who are engaged in providing Red Cross disaster relief services but have not received a permanent name badge. Temporary name badges, printed on stock paper and encased in pin on plastic holders, will precisely match permanent name badges in size and appearance, with the single exception of the addition of a notation of expiration date at the bottom of the badge stating "Valid through _____."

Standards of Personal Attire

All Red Cross employees and volunteers must wear attire that is professional and appropriate for the task at hand while on duty on a disaster relief operation. Any personal attire which meets the minimum standards described below, and that is not expressly or implicitly prohibited in this section, may be worn while on duty on a disaster relief operation.

All Red Cross disaster workers must wear attire on disaster relief operations which helps to ensure maximum identification and a compatible Red Cross appearance by wearing an official Red Cross Disaster Relief vest (red and white or gray and white); a T-shirt or polo-shirt, along with solid black, khaki or navy pants (including jeans) or walking shorts. Skirts may be worn if they are appropriate for the work location.

Red Cross windbreakers and commercially-produced jackets that have Red Cross patches or emblems affixed to the sleeve, chest or back, or the American Red Cross disaster relief apron (when providing services such as mass care or disaster health services) are acceptable items of apparel that may be worn without a vest.

Prohibited Attire

The following items of apparel may not be worn on duty on a disaster relief operation:

- Tight or revealing garments, including short shorts, tank tops, halter tops, see-through garments or bathing suits.
- Garments or accessories bearing offensive or inappropriate slogans.
- Garments bearing product endorsements (not to include product labeling).
- Any Red Cross apparel which bears design elements other than the official American Red Cross or American Red Cross Disaster Relief signature.
- Footwear that is unsafe, unprofessional or inappropriate for the task at hand; e.g. flip-flops.

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- Excessive jewelry, including more than two Red Cross pins.
- Fish-net reflective vests or other vests in colors other than red or white.
- Tattered, dirty clothing.

When Wearing Official Identification and Apparel Is Prohibited

Wearing American Red Cross personal identification or official apparel is expressly prohibited under the following circumstances:

- While engaged in any activity that may bring discredit on the Red Cross; e.g., unprofessional conduct/behavior, illegal use of controlled substances.
- While engaged in any political activities.

Compliance with Standards

Compliance with minimum standards of personal identification, minimum standards of personal attire and provisions defining prohibited attire is mandatory for all employees and volunteers assigned to Chapter, Multi-chapter and National relief operations. All disaster relief operation workers are individually accountable for supporting and complying with the standards of identification and attire. Supervisory staff is directly responsible for ensuring that all Red Cross policies, regulations and procedures relevant to their respective positions are carried out during disaster relief operations. Identification and attire regulations apply to all staff in all groups and activities on a disaster relief operation as well as all Red Cross staff engaged in administrative visits to an operation.

Non-compliance issues with individual workers will be handled in the same way as any other personnel issue with progressive levels of counseling; including verbal warning, written warning of non-compliance and/or dismissal from the relief operation. Personnel actions relating to non-compliance with identification and attire standards will be documented in writing, as with any other personnel action. Such personnel actions are subject to appeal through lines of supervision. The relief operation director, in consultation with Operations Management at the Disaster Operations Center at national headquarters, has final authority to resolve appeals relating to identification and attire.

Exceptional Situations

In response to unique safety, cultural or working environments on individual disaster relief operations, exceptions to compliance to specified sections of these standards may be made at the discretion of the relief operation director in consultation with Operations Management at the Disaster Operations Center at national headquarters. Such exceptions must be applicable to all individuals assigned to the operation.

Notice of exceptions must be forwarded to Response at national headquarters upon initiation.

Purchase and Distribution of Official Apparel

Employees, volunteers and/or DSHR System members who wish to purchase official Red Cross identifying attire may do so through their local unit of affiliation. Individual Red Cross units are responsible for implementing procedures to appropriately manage the local acquisition and use of disaster relief attire consistent with procedures from the Response Department at national headquarters. Items of attire may be purchased from local and nation-wide vendors.

FURTHER INFORMATION

For further information specific to the Disaster Relief vest and the standards of personal identification and attire, please contact Staffing & Deployment Coordination at national headquarters.

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American Red Cross Disaster Services Human Resources System - OFFICIAL VEST ORDER

5-Digit Chapter Code: .. -...

SHIP TO ADDRESS: (INCLUDING CHAPTER NAME – NO P. O. BOX)

CONTACT NAME, PHONE # AND E-MAIL:

(PRINT OR TYPE ONLY)

DSHR ID # FULL NAME VEST SIZES

SHORT -25" OR LONG 30"

FAX COMPLETED FORM TO: Staffing & Deployment Coordination, Attn: DSHR Vest Order, Fax#
(202) 303-0239

The purpose of this Appendix is to provide all American Red Cross employees and volunteers with the Disaster Services Human Resources policy of zero tolerance of abusive behavior, as it relates to the relationship between workers and supervisory staff and co-worker relationships on a disaster relief operation. The Zero Tolerance policy requires that all issues be taken seriously, be reported, and be documented.

The most common complaint received from individuals assigned to disaster relief operations is not the long hours or the hard work; rather, it is how they are treated by their supervisors and/or co-workers. Such complaints include being shouted at, intimidated, threatened, harassed or embarrassed in front of other workers and clients.

ARC adheres to a zero tolerance policy regarding abusive treatment of employees and volunteers

Abusive treatment includes, but is not limited to —

- Shouting or screaming at any worker.
- Supervision by intimidation (e.g., threats of release from the relief operation without due process or threats of keeping individuals from being recruited in the future).
- Slander with the intent to damage an individual's American Red Cross career.
- Any action that could be considered a physical threat.
- Retaliation against a worker for raising legitimate concerns.
- Humiliating or degrading behavior toward a co-worker or someone under his or her supervision.
- Harassment, either verbal or physical, that could be interpreted as offensive or hostile by others.

Supervisors are expected to lead by example. Supervisors are also expected to mentor their staff, to ensure that workers have appropriate time off, and to provide the work environment required to effectively perform the work of the unit. To every extent possible, supervisory staff should strive to create a work atmosphere which reinforces to all workers that they are valued and appreciated, and that the work they do is meaningful and contributes to our Disaster Services mission and vision. As the management representatives of the American Red Cross on site, supervisory staff are held to a higher standard for their behavior. The higher a DSHR level, the higher the expectations are of them.

The zero tolerance policy is in no way intended to restrict supervisory staff when performing their duties. Nor should it be used in a threatening manner to imply that a worker will be removed from the operation without following due process. Supervisory staff must follow the Progressive Discipline Process when dealing with work performance and behavioral issues.

Supervisory staff are expected to demonstrate excellent supervisory skills at all times. Using those skills effectively, supervisors must appropriately supervise their staff and effectively manage their units. When providing feedback to a worker about his or her performance, supervisory staff must ensure that all feedback is constructive in nature, presented in a positive manner, and provided in a confidential environment. Staff Relations will provide assistance to managers needing guidance in this area.

The caliber of our supervisory staff impacts the morale of work units and directly affects the quality of service provided to our internal and external clients. Poor supervision detracts from the fulfillment of our mission. Red Cross humanitarianism begins with each one of us. We should not only be committed to the mission of the organization, but also to working together and showing respect for each person involved in our effort.

Staff grievances alleging abusive behavior by supervisory staff while on a disaster relief operation are handled according to the Disaster Services **Issue Resolution Process**.

Issue Resolution Process

Complaints or disputes by a worker on a disaster relief operation regarding the meaning, interpretation or application of regulations and procedures, are handled through the Issue Resolution Process. Some examples of behavior that should be addressed by following the Issue Resolution Process are:

- Shouting or screaming at any worker.
- Supervision by intimidation (e.g., threats of release from the relief operation without due process or threats of keeping individuals from being recruited in the future).
- Slander with the intent to damage an individual's American Red Cross career.
- Any action that could be considered a physical threat.
- Retaliation against a worker for raising legitimate concerns.
- Humiliating or degrading behavior toward a co-worker or someone under his or her supervision.
- Harassment, either verbal or physical, that could be interpreted as offensive or hostile by others.

The issue resolution procedures and responsibilities are as follows:

• **Step One – Prompt reporting to supervisor.** The worker should immediately report a concern to his or her supervisor, who will look into the matter and take appropriate action. If the issue involves his or her immediate supervisor, the worker should report his or her concern to the next level of management (supervisor's supervisor) who will review the situation. If the worker is not comfortable reporting the problem to either level of management for whatever reason, they should go directly to Step Two and should do so prior to leaving the operation.

• **Step Two – Seeking assistance from Staff Relations manager.** If the problem is not resolved in Step One, the staff member should seek assistance from Staff Relations on the operation. In an effort to resolve the problem, the Staff Relations manager or designee will consider the facts, and conduct an investigation. As part of the investigation Staff Relations will document statements from the complainant and any individuals who witnessed the allegation. Staff Relations will also notify the Job Director of the complaint as well as the NHQ Activity Lead for guidance if needed. If Staff Services is a part of the grievance, the matter should be brought directly to the attention of the director of the relief operation.

If the complainant is not satisfied with the decision of Staff Services (or the director of the relief operation), the member may pursue the matter by contacting the Concern Connection Line at 1-888-309-9679. They should contact the CCL in a timely fashion and only after attempts to resolve via steps above have failed.

Should the allegations prove to be true, the accused will be counseled and appropriate action taken in accordance with the Progressive Discipline Process. Depending on the seriousness of the incident, actions up to removal from the operation and DSHR System may be taken.

If during the process or investigation, Staff Relations concludes that a claim was filed in bad faith, or that the complainant has provided false information regarding the issue, the same disciplinary action as mentioned above may be taken.

No employee or volunteer will be retaliated against for acting in good faith to report a potential issue or for assisting in the investigation of a possible issue. The Director Response Operations, Staffing & Deployment Coordination, reserves the right to continue or suspend review of an issue if the employee or volunteer raising the issue files a charge or complaint with an external agency or terminates affiliation with the Red Cross.

Progressive Discipline Process

The Red Cross endorses a policy of Progressive Discipline in which workers are provided timely notification of performance/behavioral deficiencies and provided an opportunity to improve with the exception of criminal activities, which by definition are serious in nature and may require an accelerated approach consistent with the situation.

The Progressive Discipline process includes:

- **Verbal warning.** The purpose of this step is to correct a performance/behavior issue by bringing it to the employee or volunteer's attention. The direct supervisor must state the exact problem and provide examples and written expectations, acceptable performance/behavior desired, and corrections expected. The worker is given an opportunity to explain his or her actions. The direct supervisor will meet with the worker and use the DRO Staff Action Report form. If the performance/behavior improves, provide the worker with positive feedback. If no further performance/behavior issues occur, the DRO Staff Action Report form is to be shredded when the member leaves the relief operation.
- **Written warning.** If the performance/behavior issue persists, the direct supervisor will meet with the employee or volunteer again. A Staff Relations representative should be present at this meeting. Outline the repeated issue, remind the worker of the first issue and the discussion and corrective actions that were expected. The worker is also advised that they will receive a written warning and continued unsatisfactory performance/behavior issues will result in more severe disciplinary actions up to and including leaving the disaster relief operation. After the meeting, the direct supervisor and Staff Relations complete another DRO Staff Action Report. The written warning must describe the verbal warning, the problem, efforts to correct the problem (first meeting actions), and re-state the need to correct the problem. The staff member is then provided a copy of the DRO Staff Action Report form as the written warning.

Release from the disaster relief operation. . If the performance/behavior continues, the direct supervisor and Staff Relations will conduct a meeting with the worker to review actions and discussions from Step 1 and 2, and advise the worker that they will be out-processed for repeated and continued performance/behavior issues. On a nationally administered DRO, release of any staff/volunteer must be approved by the DRO Job Director at the recommendation of the Staff Services Administrator or Staff Relations Manager and in consultation with Director Response Operations, Staffing and Deployment Coordination or designee