Psychological First Aid and Psychosocial Support
In Complex Emergencies (PFA-CE)

Spontaneous Volunteers

Trainer Manual

January 2019

This trainer manual has been produced within the Psychological First Aid and Psychosocial Support in Complex Emergencies (PFA-CE) Project funded by the European Union.

The objective of PFA-CE is to reach improvement of Psychological First Aid (PFA) and Psychosocial Support (PSS) competencies of staff and volunteers; Enhancement of disaster response capacities of emergency and volunteer organisations in Europe; Involvement and active participation of affected communities, families and groups in emergency response; Coordination and support for new volunteer types including spontaneous volunteers. This is specifically done through structured experience exchange between the partners from Italy, Serbia, Croatia, Macedonia, Slovenia and Austria,

Implementation period is from April 2017 – March 2019.

Authors:
Dr. Barbara Juen, University of Innsbruck
Monika Stickler, Austrian Red Cross
Alexander Kreh, University of Innsbruck
Michael Lindenthal, University of Innsbruck
Dietmar Kratzer, University of Innsbruck

Abbreviations

CNCS	Corporation for National and Community Service
CPS	Civil Protection System
EOC	Emergency Operation Center
EU	European Union
FEMA	Federal Emergency Management Agency
IFRC	International Federation of Red Cross and Red Crescent Societies
NVOAD	National Voluntary Organizations Active in Disaster
ÖRK	Österreichisches Rotes Kreuz
PFA	Psychological First Aid
PFA-CE	Psychological First Aid and Psychosocial Support in Complex Emergencies
RFL	Restoring Family Links
SUVs	Spontaneous, unaffiliated Volunteers
VRC	Volunteer Reception Center
WRHSAC	Western Region Homeland Security Advisory Council

Content

1.   Introduction

In many ways, first responders have historically been hesitant to involve spontaneous, unaffiliated volunteers (SUVs) into disaster response efforts (WRHSAC, 2016; Volunteer Florida, 2002). This hesitation is often grounded in *"real concerns about safety, liability, skills, character, and appropriateness to the gravity of the situation by unknown, untrained, and untested individuals" (WRHSAC, 2016, p. 3).* Especially in Europe, where communities and National Societies rely on a tradition of highly specialized and trained expert teams, skepticism regarding the incorporation of SUVs often prevails, even when there's an identified need for additional resources in complex emergencies. However, internationally many approaches show that response efforts can benefit from skills and resources provided by SUVs when affiliated capacities reach an outside limit or local resources have been exhausted. In order to make use of those additional resources, and to avoid hindering response efforts by putting more and more unexperienced, often overwhelmed people on the scene, appropriate management of spontaneous volunteers is of crucial importance. With an increasing number of incidents and more frequent occurrence of complex emergencies, meaning incidents that reoccur on a frequent basis, are ongoing, more long-term and often cross-border by affecting many European countries at the same time, the confrontation of European responders with SUVs is as high as ever and brings new challenges for team leaders, staff and affiliated volunteers. The high amount of helpers spontaneously emerging on the scene all over Europe is not least due to the high media presence of recent incidents and news being spread rapidly through social media.

As part of the PFA-CE project, funded by the European Commission, this handbook was developed in order to enhance activities in disaster response through bettercoordinated involvement of spontaneous, unaffiliated volunteers (SUV).

This includes the minimization of disruption to emergency personnel and professional responders by uncoordinated, inexperienced SUVs; initiatives to ensure the safety of everyone involved in disaster response, including all volunteers, staff and affected community; as well as concepts to provide a positive volunteer experience that encourages affiliation with National Societies, ensures continued volunteer support, and doesn't negatively affect the public perception of the National Society (WRHSAC, 2016). All objectives are adapted to the European context.

1.1　Aims and objectives of the training material

This handbook is divided into two modules, which contain training concepts for team leaders (Module 1) as well as concepts for training of Spontaneous Volunteers, seeking to support and assist Societies when disaster occurs (Module 2). Both modules contain comprehensive materials including instructions, information, best practice examples and ideas for exercises aiming for better preparation of the respective target audience. This training handbook is supplemented by PowerPoint modules and handouts to be used for trainings.

Module 1 discusses advantages and disadvantages of the involvement of SUVs, clarifies terminology and introduces factors to consider when being confronted with SUVs such as planning assumptions, receiving and registration, training and supervising SUVs. These modules can be used for a half day, 4 hour training.

Module 2 contains an introductory training for spontaneous volunteers that focuses mainly on safety issues, code of conduct, organizational structure of the National Society, registration process, job assignments and instructions on what to do when leaving the affected area. These modules are designed to be used in a 'just-in-time'-training for SUVs showing up in the acute phase of any disaster.

All information given in this handbook is supplemented by boxes, containing chapter overviews, practice examples and exercise instructions.

Instruction
Blue boxes contain Instructions for trainers, overview of main topics of the chapter

Good practice example
Green boxes contain Best Practice examples

Bad practice example
Red boxes contain Negative examples

Exercise
Yellow boxes contain Instructions for exercises

All materials have been developed within the scope of PFA-CE exploiting and using several approaches to collect materials that reflect the state of the art in research conducted on Spontaneous Volunteers, incorporates existing guidelines and training handbooks on an international basis, draws on experiences and best-practice examples from recent complex emergencies in Europe, such as the Migration crisis and floods that occurred in the last decade, and also takes into account expert opinions, while involving partners and Red Cross and Red Crescent Societies from all over Europe, that have been actively involved in Spontaneous Volunteer Management in recent years.

This handbook on Spontaneous Volunteers is part of a series of training material developed through PFA-CE. Further training material is available on *Psychological First Aid* and *Volunteer and staff support*. All resources, supplementing this handbook, are available for download at: http://www.pfa-ce.eu/

2.   Module 1: Training of Teamleaders

2.1   Course Overview

Instruction
Provide an overview on the contents addressed in the course.

The following contents are addressed in this handbook:
1. Terminology
2. Benefits and Challenges of SUVs
3. Planning Assumptions
4. How to receive and place volunteers
5. Orient and train volunteers
6. Supervise and recognize volunteers
7. Demobilization, volunteer retention and evaluation
8. Donation management

2.2   Terminology

Instruction
In order to prepare team leaders for better volunteer management, it is helpful to use consistent terminology. Introduce types of volunteers. Explain the difference between spontaneous, unaffiliated volunteers (SUVs) and affiliated volunteers. Give an overview of concepts used to differentiate between groups of spontaneous volunteers.

While volunteerism, including spontaneous volunteerism, is a topic widespread in disaster literature, there is no standardized use of the different terms concerning volunteerism. The amount of different terms used to define (spontaneous) volunteers seems to be as high as the amount of literature that is circulated on the topic. Defining volunteers by splitting volunteers into groups becomes even harder, when trying to decide by what measures groups are set apart. Approaches range from typologies focusing on the involvement of a volunteer in the official response to typologies focusing on motives and motivation of volunteers. Terminologies being used most often are

- Affiliated/unaffiliated
- Spontaneous
- Convergent
- Emergent
- Walk-in
- Unsolicited
- Accredited
- Informal/formal
- Core/non-core
- Affected/unaffected

- Community volunteers
- Permanent
- Associational
- Freelancers
- Bystanders

Each of the terms is emphasizing different characteristics of certain groups of volunteers that often overlap. However, the term most commonly used might be **spontaneous, unaffiliated volunteers**, - short: **SUVs** – and can be used as an overarching term that includes the characteristics of convergent, emergent, walk-in, unsolicited, non-core and informal volunteers. SUVs are

- no part of a recognized voluntary agency
- often have no formal training in emergency response
- not officially invited to become involved but are motivated by a sudden desire to help others in times of trouble
- come with a variety of skills
- may come from within the affected area or from outside (Points of Light Foundation, NVOAD, and UPS Foundation, 2005)

In contrast to SUVs, so-called **affiliated volunteers** (often described as formal or core volunteers) are

- attached to a recognized voluntary or nonprofit organization
- trained for specific disaster response activities
- invited by that organization to become involved in a particular aspect of emergency management (Points of Light Foundation, NVOAD, and UPS Foundation, 2005)

As mentioned earlier, the measure by which spontaneous volunteers are being divided into groups differs. Two concepts by Shaw et al. (2015) and Thormar et al. (2015) draw their differentiation on the level of involvement or affiliation into an official response or the level of affectedness of volunteers by the occurring disaster. Other approaches are dividing volunteers that spontaneously converge by the motivating factors behind their convergence (points of light institute and CNCS, 2011).

According to Shaw et al. (2015) there exist four types of volunteers that are most commonly associated with spontaneous volunteering: The bystander, convergent volunteer, spontaneous volunteer, and emergent volunteer groups.

- Bystander: a person who is first at the scene who provides immediate relief e.g. the person who gives first aid in the street to someone taken ill.
- Convergent volunteer: a specific term to describe a person who converges to where officials need help and accepts direction on how to support the official response.
- Spontaneous volunteer: a more general term to describe a person who is stimulated by the emergency but who wants to freelance their volunteering or provide support to an official response organisation.
- Emergent volunteer groups: a collection of people who establish themselves to provide support to a community as freelancers" (p.30) "operating at an emergency incident without knowledge of or direction by the on-scene command authority" (Cone et al., 2003, p. 457)

According to Thormar et al. (2015) most SUVs are coming from the disaster affected community. However, the level of affectedness differs and can therefore be subdivided into three levels:

- "Directly affected: these volunteers come from the community itself, some volunteers will have lost family members or friends, considerable resources, their livelihoods and even their social networks.
- Indirectly affected: these volunteers may come from the affected community or also from outside of it. They may have indirect ties to those affected e.g. by knowing someone close to them who was affected.
- Non – affected: these volunteers come from outside of the community and have no ties to the community at all and do not know any of the affected people" (p.17).

According to the Points of light institute and CNCS (2011), researchers have identified six different groups of people that tend to converge. These groups are set apart by the motivation of volunteers that leads to their convergence.

- "Helpers – people who have come to help victims or responders in some way
- Returnees – people who lived in the disaster-impacted area but were evacuated
- The Anxious – people from outside the impacted area who are attempting to obtain information about family and friends
- The Curious – people who are motivated primarily to view the destruction left in the wake of the disaster
- Fans or Supporters – people who gather to display flags and banners encouraging and expressing gratitude to emergency workers
- Exploiters – people who try to use the disaster for personal gain or profit" (p.13-14)

According to the Points of light institute and CNCS (2011), "of these groups, the helpers must be identified from among the larger population of convergent individuals, because they are the only group likely to offer any tangible support to the response and recovery effort." (p.15, participant materials)

Apart from their differences, all spontaneous volunteers have in common that they are no part of any organization involved in disaster response and therefore often have no formal training in emergency response. As helpful as many SUVs can be due to additional skills and motivation, SUVs can cause many challenges when not sorted out properly before recruiting, and if not properly guided and managed after. The following chapter will focus on challenges but also the great amount of benefits SUVs can bring.

Recent disasters have shown: Volunteers will be spontaneous. Be prepared. Sort out a plan. Plans for spontaneous volunteers should not be spontaneous.

2.3   Benefits and Challenges of SUVs

Instruction
Present ways in which SUVs can contribute to response efforts in a positive way. Sensitize for challenges that can come with SUVs, if not properly managed.

While SUVs differ regarding sets of skills they bring to response efforts, meaning they can be unskilled or skilled, all SUVs lack affiliation with an organization or National society involved in disaster response efforts. With the lack of affiliation comes a great amount of challenges for organisations. In order to avoid those challenges to overwhelm their capacities, organizations need to be prepared. Otherwise SUVs, who can be a valuable resource when properly trained, assigned and supervised, can quickly become a burden and hinder response efforts by drawing attention away from the victims toward themselves. However, communities are more resilient if all types of volunteers participate in the response and recovery.

By supplementing existing efforts in all phases of disasters SUVS can

- Provide a tangible economic benefit to a community through the work they perform
- Provide great logistical support by taking on administrative tasks
- Freeing first-responders to focus on their primary tasks

(points of light institute and CNCS, 2011)

- Be used in mass medication dispensing, mass evacuation and mass sheltering
- Be used according to special skills such as bus drivers, mediators, interpreters, mental health practitioners or childcare specialists
- Be of value due to equipment, supplies and connections

(WRHSAC, 2016)

- Offer a wide range of expertise and experience, „as they come from different walks of life, different cultures, and different places"

(FEMA, & Emergency Managament Institute, n.k.)

Furthermore, the use of SUVs has proven to be cost effective (volunteer florida, 2002; FEMA, & Emergency Managament Institute, n.k.). Also, harvesting the population's passion to help builds the resilience of communities in the long term (FEMA, & Emergency Managament Institute, n.k.).

In recent European incidents SUVs have been proven helpful in RFL, camp management activities (cleaning, distribution of meals, logistics) or as translators/interpretors, always keeping SUVs restricted to certain areas.

Good practice example
"Spontaneous Volunteers are far more flexible than organizations. During the migration crisis we became aware of the fact that self-deployed helpers, who activated each other in a startling manner via mobile messaging, were always quicker at the train station in the acute phase, providing water and other supplies before our affiliated helpers could take over. In this regard they were extremely helpful." *(Migration crisis, 2015)*

Good practice example
"Basically, there was unbelievable dedication by self-reliant characters, investing endless time until, after five days, they were told they had to stop. Without help of those volunteers, that whole camp wouldn't have worked." *(Migration crisis, 2015)*

Good practice example
"We deployed Spontaneous Volunteers in clothes depots, managed by three affiliated teamleaders from crisis intervention teams. That worked really well. Spontaneous Volunteers had a responsible go-to person and could align themselves immediately, for example by sorting out clothes by size." *(Floodings, 2013)*

However, challenges can arise if

- they distract local resources from disaster response and recovery efforts by overwhelming the limited resources of a disaster-stricken community
- they undermine or duplicate existing efforts by not coordinating with other stakeholders

(points of light institute and CNCS, 2011)

- they include criminals, exploiters, or people who don't actually have the credentials they claim

(WRHSAC, 2016)

- they are not aware of the structure of the respective response systems or ignore rules set up by the respective organization that is coordinating the response

In recent incidents in Europe people showed up with unrealistic expectations leading to conflicts with staff. Some people "volunteered" for wrong reasons (e.g. political activists). The fact that SUVs were not trained (e.g. in cultural sensitivity, perception of own limits, correct interpretation when working as translators) caused difficulties, since many organisations were unprepared for adequate management and deployment of SUVs.

Bad practice example
"When a large number of people arrived at a migration camp, the provision of services needed to be adjusted so as not to endanger the safety and health of people. Some volunteers did not respect this rule and, through reckless actions, caused disagreement among care workers and havoc among migrants; consequently jeopardizing the safety of all on the premises. One time a spontaneous volunteer threw four sandwiches among 3000 hungry and tired people who were waiting for the Red Cross Volunteers to distribute food packs, causing the crowd to crack and start fighting for food. Police intervention was needed to prevent serious consequences." *(Migration crisis, 2015)*
Bad practice example
One Spontaneous Volunteer forgot to eat and fainted during work. After that, it became clear, that she had diabetes but hadn't mentioned it. The team could have handled the situation, if it just had had the information before. *(Migration crisis, 2015)*

2.4   Planning assumptions

Instruction
Discuss aspects that should be considered regarding the management of SUVs prior to any disaster.

Before starting to register, train and supervise spontaneous volunteers, several assumptions should be made prior to any disaster. This ensures a smooth management process and a foundation on which to build on when disaster strikes. Planning assumptions include:

- Determination of when to actively prepare for SUVs (Activation)
- Pre-formulation of public messages
- Pre-formulation of job descriptions
- Definition of registration procedures (incl. forms needed when registering SUVs)
- Resource requirements (e.g. for VRC)
- Be in contact with relevant stakeholders involved

Further planning assumptions, used in Team Österreich, can be found in the annex. For a description of Team Österreich see chapter 'How to receive and place volunteers'.

Activation

When to consider to involve SUVs into the response efforts depends on several factors such as the dimension of the incident, staff requirements or media coverage. Possible situations when the involvement of SUVs should be considered include (but are not limited to):

- "The impacts of the disaster and/or media coverage make an influx of spontaneous volunteers likely.
- Shortages of professional emergency responders require additional staffing support or additional private resources.
- Volunteers with particular skills and/or special knowledge of [the community] are needed to enhance response and recovery."

Public messages

Public messages, to be sent out to the population in the acute phase of the disaster, should be formulated before any disaster occurs. This ensures quick communication with the population, consistency of the message among all stakeholders, and reduction of first, unaccompanied on-lookers hindering the response efforts. A more detailed description of public messaging is provided in Chapter "How to receive and place volunteers".

Job descriptions

To be prepared for the registration process, and being able to match applicants according to their skills quickly, job descriptions should be written before the incident. Job descriptions help volunteers to orientate themselves and make the responsibilities of the volunteers clear. It ensures safety and increases productivity among SUVs. Descriptions define tasks and responsibilities as well as the required skills for those jobs (Points of light institute and CNCS, 2011).

"These jobs can include:

- Process volunteers at a Volunteer Reception Center
- Answer phones at hotline call centers and Emergency Operations Centers
- Coordinate outreach (public information) projects for local emergency management
- Serve at Red Cross and special needs shelters
- Care for animals in pet-friendly shelters
- Check the homes of citizens in special needs shelters to determine whether they have power and access ramps so clients can be transported home

photocredit: ÖRK

- Distribute water, nonperishable food and ice at distribution sites
- Assist with a community blood drive
- Sort and organize donations at local drop-off sites
- Enter data on damage assessments and volunteer hours served
- Secure Right of Entry forms for the Corps of Engineers Blue Roof program
- Remove debris
- Coordinate other volunteers, matching the needs of elderly and disabled residents with faith, corporate, school and community-based volunteer groups
- Coordinate pick-up and distribution of supplies
- Cook or serve meals in church kitchens to survivors and responders
- Provide counseling in community organizations
- Provide amateur radio communication at shelters, VRCs and EOCs

- Photocopy licenses for volunteer doctors and nurses
- Provide childcare"

(points of light institute and CNCS, 2011, p. 18, participant materials)

Registration procedures

Registration procedures regarding SUVs need to be defined before any disaster occurs. More input on how to registrate SUVs is described in the chapter 'How to receive and place volunteers'. A list of forms that are needed and should be prepared for the registration process can be found in the Annex.

Resource requirements

The following resource needs have to be assessed:

"Facilities
- Volunteer Reception Center (VRC)
- Volunteer staging area
- Volunteer housing, care, and feeding

Supplies
- Office equipment and supplies
- Medical equipment and supplies
- PPE – personal protective equipment
- Signage: internal and external directional

Transportation of Volunteers
- Private/public
- Liability coverage(s)

Communications
- Radios
- Phone bank/call center site
- Internet
- Cell service
- HAM operators"

(WRHSAC, 2016, p.13)

Personnel
- Personnel necessary for management of SUVs (with due regard to command structures of respective National society) such as
    o VRC Supervisor (VRCS)/VRC Operations Chief
    o Volunteer Reception Center Staff (for registration, credentialing, training, assignment, support, demobilization/retention)
    o Building Manager/Logistics

o   Volunteer Reception Center Security

Stakeholders

"Spontaneous volunteer management is a complex process that is most successful when many stakeholder groups are involved. These stakeholder groups include volunteer management groups, disaster management groups and community organizations. [...] The following list is the type of stakeholder groups that may be involved in spontaneous volunteer management in your community.

- Community based organizations and coalitions
- Chambers of commerce
- Communication providers
- Corporations
- Cultural and ethnic community representatives
- Disability community representatives
- Schools and school systems
- Emergency Management (all levels)
- Faith-based organizations
- First responders
- Health care providers
- Media organizations
- National service programs and participants
- Non-traditional sources of volunteers
- Nursing homes
- Parks and recreation departments
- Public information officers
- Public officials
- Senior citizen groups
- State Commission on Volunteering"

(points of light institute and CNCS, 2011, p.12, participant materials)

It is important to clarify for which tasks regarding SUVs each stakeholder is responsible before any emergency occurs. After recent incidents in Europe, a diffusion of responsibility regarding management of SUVs has been reported, since stakeholders had not clarified their areas of responsibility beforehand.

Exercise
Exercise: Discuss which relevant stakeholders have to be involved in the coordination of SUVs in your country. Discuss responsibilities.

2.5   How to receive and place volunteers

Other than staff or affiliated volunteers, SUVs do not need to be recruited. SUVs tend to just show up on the premises. However, the process of receiving SUVs has to be managed effectively, so they can be placed where needed. The first step for organized reception of SUVs is public messaging. Secondly, volunteers have to be registered and interviewed. This is done in a Volunteer Reception Center (VRC), which is stood up on the site, and/or through web based, virtual VRCs.

(points of light institute and CNCS, 2011)

Public messaging

Public messaging is a crucial first step to avoid having uncoordinated on-lookers in the affected areas that can impede response efforts. Public messages are prewritten statements that should regulate the flow of volunteers into the area (WRHSAC, 2016).

Public messages have to be consistent throughout all stakeholders, should address SUVs, reach SUVs before they show up on the premises, depend on different situations that can occur, depend on type of dissemination, and should be written before disaster strikes so they can be distributed to the population quickly. It is of crucial importance to collaborate with other stakeholders and ensure consistency of messages of different stakeholders.

Bad practice example
"If all groups say, "At this time we are unable to support volunteers, and we will request volunteers when the area is safe enough to allow volunteer work" but one agencies says, "we need all the help we can get," then spontaneous volunteers will flood an area that is unable to support them, which will divert resources away from the resources away from the rescue efforts." *(points of light institute and CNCS, 2011, p.12, trainer guide)*

A strong first message to be sent out in disasters is C.A.R.E.

Cash – financial gifts get help to people fast
Ask before donating any supplies
Respond by volunteering with local relief agencies
Everyone can help

"Any public information message about spontaneous volunteers should address the following points:
- If volunteers are needed
- When and where they should come to volunteer
- What type of work the volunteers are most needed for
- What volunteers need to bring with them

- What volunteer conditions are like"

(points of light institute and CNCS, 2011, p.13, participant materials)

- appropriate skills needed
- what is not needed
- need to stay away from the impacted areas

(WRHSAC, 2016)

Good practice example
"As emergency management works to respond to and recover from [Name of Disaster], an influx of unexpected or unrequested volunteers and donations can make the response and recovery process even more difficult. If you want to volunteer or donate please visit our website at [website name and address] or call or visit the Volunteer Reception Center located at [address of VRC] between [list hours of operation and days open]. The Volunteer Reception Center phones are staffed e.g. Monday-Saturday) and may be reached at (Insert phone number)."   *(WRHSAC, 2016, p.8)*   1-1-2 *"is for life threatening emergencies only. For information about the emergency, call the … helpline for assistance or go to www…."*   *(WRHSAC, 2016, p.8)*

Good practice example
"Community members and neighbors, for your safety, the safety of responders, and for the overall management of the disaster, we have a volunteer registration process. If you wish to volunteer: ○ *Call to register [insert phone number]*   ○ *Register on-line [insert url]*   ○ *Come to the Volunteer Reception Center, located at [insert location]*   ○ *Have the following with you: government issued photo ID, professional credentials, emergency contact information, extra clothing, snacks, water, flashlight and cell phone*   ○ *What not to bring to the Volunteer Reception Center: children, pets, valuables, weapons, and drugs/alcohol that impair response capabilities.*   ○ *Persons with the following credentials [license, skills, equipment] are needed [time frame]"*   ○ *"We know that everyone wants to help. We ask that all volunteers consider their own limitations and needs before volunteering. Be realistic about your ability to be self-sufficient and aid in disaster response and recovery. If you can't volunteer, consider making a monetary donation.""*   *(WRHSAC, 2016, p.9)*

In order to minimise possible negative effects on your organisation's reputation a clear and consistent message is important to all potential SUVs offering their help. Due to the immediacy of social media, messages have to be updated constantly. If no (consistent) messages are given to the population, people are more likely to think there is a need for their help (Australian government, 2010), and hence the risk for uncoordinated appearance of SUVs rises.

Exercise
Exercise: Draft public messages for spontaneous volunteers for different scenarios
Scenario 1: An earthquake struck your area one week ago. An initial disaster assessment has been completed and the damage is extensive. All of the local first-responders and service providers are overwhelmed. Power and water are off and housing is difficult to find. A Volunteer Reception Center (VRC) has been set up in the high school cafeteria starting today from 8am to 8pm to process spontaneous volunteers. Volunteers are encouraged to register online or to come to the VRC to be processed.
Scenario 2: Ongoing migration flows reached the border of your country. The arrival of up to 500 people per day is expected in the upcoming weeks. Many people are accompanied by children and many are dressed inappropriately considering the wintery weather conditions. Your National Society is organizing the support for up to 10000 people and has set up a VRC in a nearby gym. Current helpers are lacking knowledge in the migrant's language and not enough people skilled in medical care are available.
Scenario 3: Severe rainfall, followed by many landslides, floodings and severe increase of rivers lead to a situation where many villages in your area cannot be reached anymore from the outside. Whole villages were evacuated the night before. No more power, no telephone, no mobile phones or internet available.

Volunteer Reception Centers

The goal of the Volunteer Reception Center (VRC) is to register and coordinate all volunteers, especially SUVs. In the VRC individuals with specific skills (e.g. special languages, cultural competencies), equipment, and qualifications are being identified and consequently matched to jobs in areas where additional help is currently needed. The registration and deployment of all SUVs is documented in the VRC.

VRCs "can be structured as:
- part of a response facility, like an emergency dispensing site, shelter, or reception center
- a stand-alone walk-in center referred to as a volunteer reception center
- phone bank
- virtual online process, such as through Crisis Clean Up or United Way's Get Connected, or Points of Light.

A combination of two or more of these strategies"
(WRHSAC, 2016, p.23)

The best choice of site where the VRC is set up depends on the specific, unique incident. Possible VRC locations your organization could fall back on in case of disaster should be selected before the incident. When selecting possible sites for a VRC it should be taken into account that there is sufficient space for people to move from place to place (to minimize confusion), and to fit in a large number of people. Space for parking is needed. Ideally a power supply should be in place, be accessible, and have waiting areas, interviewing rooms, staff and supply areas. (points of light institute and CNCS, 2011)

The following list contains criteria for choosing the right location when setting up a VRC:

- "adequate space for all VRC functions
- multiple rooms/areas available
- safety/security on transportation routes
- availability of secure parking
- availability of food, sanitary facilities and rest areas for staff
- internet access including Wi-Fi or "hot spot"
- communication capabilities
- accessible and in close proximity to the affected area
- available for the project time operational periods"

(WRHSAC, 2016, p.23)

VRCs should be staffed with the following:
- Employees or affiliated volunteers of the jurisdiction with the following preferred skills:
  - persons who are familiar with the community, VRC facility, and emergency response procedures
  - and who possess good public relations or "customer service" skills,
  - interact regularly with the public,
  - can make quick decisions,
  - exercise good judgment,
  - are able to work well under stress.
- Mutual aid assistance from other jurisdictions may be requested after fully utilizing local resources.
- If additional staff resources are needed, SUVs who possess strong organizational, written and verbal skills, have experience in human resources such as interviewing and data management, are social workers, instructors or teachers, and have passed basic background checks may be recruited to staff the VRC.

Above all staff in the VRC, a designated onsite VRC supervisor is the main responsible person. The VRC supervisor is the only person giving information to media arriving at the VRC.
(WRHSAC, 2016)

The following (chronological) action steps are to be conducted in the VRC:
- "Volunteer arrival: welcome affiliated and unaffiliated volunteers
- Registration
- Credential verification and background checks: If none, or negative, candidate released
- Orientation: situational awareness briefing and general JIT training provided
- Search for assignment: if none, release for possible call-back
- Assignment training/briefing: safety, special Just-in-Time Training
- Deployment: incident badging and Volunteer Assignment Card (VAC)
- Transport to site, job site training, support, supervision, and evaluation
- Return for re-assignment or demobilization

- Volunteer follow-up and retention"

(WRHSAC, 2016, p.25)

Many different floor plans for VRCs can be found on the web. One example of a VRC floor plan can be found in the annex.

Registration

In the VRC, SUVs get registered. Registration includes the process of filling out application forms and being interviewed. To avoid frustrating potential volunteers by long delays, this process should run down as quick as possible. Basic applications should include the following information:

- "Full name
- Age (is the volunteer under or over 18?)
- Permanent and temporary contact addresses
- Permanent and temporary phone/fax/e-mail
- Emergency contact information
- Availability (start and end dates, days of the week, times of each day)
- Occupation
- Skills (languages, communications, computer, counseling, teaching, heavy equipment operation, cooking, medical, etc.)
- Previous emergency training/certification/licenses (they should be able to provide proof of licensure)
- Task preferences (willing to provide animal care, animal rescue, child care, clean-up, damage assessment, data entry, driving, etc.)
- Work condition preferences (indoors, outdoors, day, night)
- Geographic preferences (especially for disasters affecting large geographic areas)
- Resources the volunteer can offer (car, truck, machinery, boat, tools, etc.)
- Physical/health limitations
- Association with a disaster relief or volunteer group
- Criminal background"

(Points of light institute and CNCS, 2011, p.19-20, participant materials)

An application form that could be helpful and used for your purposes can be found in the Annex.

Additional to any application forms, short interviews can be conducted. Those interviews "will explore the volunteer's motivation for volunteering, skills, interests, training, availability, work preferences, limitations, background (e.g. criminal history), and other information." (Points of light institute and CNCS, 2011, p. 20, participant materials)

Remember the whole registration process should run down as quick as possible. Interviews should be brief. Critical and immediate community needs should be met. Interviews examine information that helps to match the best volunteer opportunity for the applicant.

(points of light institute and CNCS, 2011)

The following list includes questions that interviewers could ask:
- "Why have you decided to volunteer?
- What skills do you have which may be useful as a disaster volunteer?
- Are you prepared to work in a possibly stressful, unfamiliar situation?
- Do you speak any language other than English?
- What type of volunteer work would you like to do? What are you willing to do?
- Have you ever volunteered in a disaster situation before?
- Do you prefer to work alone, with a partner, or in a group?
- Do you have your own transportation?
- Do you have any questions about volunteering?
- Are you under 18?
- Have you even been convicted of a crime?
- Do you have any limitations, physical or other that limit the type of volunteer
- work that you can safely perform?
- May I see identification?"

(points of light institute and CNCS, 2011, p. 20)

As mentioned earlier in the planning assumptions, it is helpful to have job descriptions developed prior to the incident. Therefore appropriate volunteers can be placed. Job descriptions help volunteers to orientate themselves and make the responsibilities of the volunteers clear. It ensures safety and increases productivity among SUVs. Descriptions define tasks and responsibilities as well as required skills for those jobs.

A list of jobs that can be taken over by SUVs is provided in the chapter "Planning Assumptions".

For some jobs, a professional license verification including background checks should be considered. Every volunteer has to agree to the confidentiality agreement and code of conduct before attending any job. A list of contents to include into the code of conduct can be found in the annex.

Virtual Management of Spontaneous Volunteers
Prior to deciding if you intend to "stand up" a VRC, your first step is to activate a virtual volunteer reception center. Establish a web-based platform that:
- Allows volunteers to register,
- communicates a consistent message to those interested in volunteering,
- Posts current opportunities to volunteer (related to the disaster)
- has a mechanism to communicate back with the volunteers who register

The virtual VRC stays active throughout the response activity and sends consistent messages.
(points of light institute and CNCS, 2011)

Points of Light institute and CNCS (2011) recommend the following steps to creating a Virtual Volunteer Reception Center:

1) "Plan and post a banner on the website. Populate a banner prior to a disaster and customize it when a disaster strikes. Establish a policy for when to enact/enable the banner. [...] Once the decision is made that the banner is needed, go into the technology platform to "enable."

   As the message changes, the information on the banner changes on the website

   [...]

2) Write the first message. The most important thing for a Virtual VRC is a consistent message.
   • Post the message on the website.
   • Email out to constituency with link + message. Email or [Social Media] should be enough to let the prospective volunteer know what is going on and the detail should be on the website. Some may get enough info from the email/[Social Media] to know they are interested in the posting; others will go because of it.

3) Create a call center that is managing the Virtual VRC. Make sure staff is trained on how to take calls. They should be able to clearly and concisely explain to callers how to register on the website. If the volunteer who calls is unable to go online, the person answering the call will go online and register for the volunteer.

4) Identify and post opportunities. Once the event occurs, begin identifying opportunities. If possible, get position descriptions [...] before the event. Pre-populate them in the technology platform and then turn them on with the banner or as appropriate. [...]

5) Utilize social media. Create links to and post on social media platforms (Twitter, Facebook, blogs, etc.), directing persons interested in volunteering to the Virtual VRC site to register. [...]" (p.30-31)

Recruitment campaigns before any disaster

In some organisations, potential volunteers are registered before any disaster occurs. Examples are the campaign "Team Österreich" in Austria (see https://www.teamoesterreich.at/toe/) or the concept of "community reserve volunteers" in Great Britain (see https://reserves.redcross.org.uk/). Interested volunteers that are not affiliated to any organization but are willing to help in case of emergency can sign up online and will be contacted in case help is needed by the population during bigger incidents. This allows to channel the amount of volunteers showing up on the premises and allows to directly recruit those volunteers whose skills are needed, e.g. due to language or professional skills.

Labeling SUVs

To label Spontaneous Volunteers, opportunities reach from (safety) vests to arm badges. The aim is always to make sure that SUVs are recognizable to the affected population as well as staff and affiliated volunteers. To make sure that SUVs are labeled as non-affiliated helpers that do not belong to your National society, labels should have a colour that is not associated with affiliated helpers. In Austria and Coratia

fotocredit: ÖRK

white vests have been used. In Austria all volunteers recruited via Team Österreich wear white vests with the Team Österreich logo instead of red uniforms. In other countries, green arm badges have been used to make non-affiliated helpers visible.

fotocredit: Croatian Red Cross

2.6   Orient and train volunteers

All SUVs should receive a just in time training with the following aims
1. Ensure that SUVs are ready to volunteer
2. Keep SUVs safe
3. Teach organizational structure
4. Explain registration process

(WRHSAC, 2016)

Contents, the course should address, but should not be necessarily limited to, are:
- Readiness of potential volunteers
- Safety Issues (including occupational health)
- Code of Conduct
- Organizational structure and fundamental principles of the organization
- The current mission
- Job Assignments, roles as well as boundaries and limitations
- What to do when the job is done

In module 2 of this training material on Spontaneous Volunteers, these contents are presented in more in-depth. Modules can be used as a 'just-in-time'-training for SUVs showing up in the acute phase of any disaster.

Good practice example
In summer, no volunteers from the population were deployed, that hadn't had one of our briefings before. In briefings, the structure of the response activity was explained, as well as competences and responsibilities. It was discussed what people had to expect on the premises, what kind of reactions from the affected people were possible, and what challenges helpers could possibly face. Even insurance cover was addressed.   *(Migration Crisis, 2015)*

Training and orientation can be conducted in several ways. Some organizations may do (additional) briefing at the beginning of each shift, while others have proper training packages planned that can be rolled out in case of emergency (Australian Government, 2010).

2.8 Supervise and recognize volunteers

Instruction
Shortly introduce concepts of critical incident stress, traumatic stress and cumulative stress. Explain indicators that help in recognizing signs of stress. Point out the importance of supervision, self-care and support systems for SUVs.

Resources for supervision of spontaneous volunteers should be addressed prior to any disaster.

A vital part of supervision in disasters is the recognition of signs of stress in volunteers. Research has shown that volunteers generally have a higher risk for mental health problems than professional helpers (Thormar et al., 2010; Dyregrov et al., 1996; Hagh-Shenas et al., 2005). Especially inexperienced, untrained volunteers such as SUVs and volunteers coming from the affected population are at high risk of becoming overwhelmed by the things they see, feel and experience (points of light institute and CNCS, 2011, Thormar et al., 2010). Insufficient support by supervisors, insufficient briefing, too long and intense times of exposure to potentially traumatic events as well as low quality in taking breaks, rest and sleeping conditions (Thormar et al. 2012, 2014) combined with low levels of experience and the tendency to identify highly with victims put spontaneous volunteers at high risk for mental health problems.

Recognizing signs of traumatic stress or critical incident stress lies in the responsibility of the SUV supervisor (points of light institute and CNCS, 2011). Traumatic stress or critical incident stress "is caused by situations outside the range of everyday experience, where the delegate's life is perceived to be under immediate threat, or if he/she witnesses or is subject to violence or a natural disaster" (IFRC, 2009, p.4). Commonly reported causes of stress in the field include:

- "Difficult living conditions
- Heavy workload or inactivity
- Relationships and communication
  - Cultural differences
  - Lack of space and privacy/personality conflicts
- Lack of leisure activities, social or cultural life
- Insecurity
  - War/security incidents
  - Target for attack or robbery
- Threat to well-being/health risks
  - Living under security constraints
  - Threat of after-effects or reoccurrence of disaster
  - Risk of accidents and illnesses
  - Lack of medical infrastructure
- Challenges to a person's values, ideals and beliefs
  - Exposure to acute consequences of war, disasters or human carnage
  - Exposure to the ongoing suffering and trauma of victims
  - Corruption, ambiguous situations or motivations
  - Hostility of beneficiaries/unmet needs of beneficiaries

- Stress related to the delegate's family
  - Stress of accompanying partner
  - Lack of communication with family back home
- Coming home
  - Communication with family, friends, colleagues
  - Going back to "ordinary" life
- Financial instability
  - Worry about future job opportunities" (IFRC, 2009, p. 5-6)

Cumulative stress results when various stress factors, as those mentioned above, accumulate. Cumulative stress can escalate and lead to "burn out". It is therefore important for the supervisor to recognize symptoms of cumulative stress in SUVs and intervene accordingly.

The most common signs of cumulative stress include:
- Physical symptoms:
  - Overtiredness, diarrhoea, constipation, headaches, abdominal and back pains, sleeping disorders, appetite changes.
- Emotional signs:
  - Anxiety, frustration, guilt, mood swings, undue pessimism or optimism, irritability, crying spells, nightmares, apathy, depression.
- Mental signs:
  - Forgetfulness, poor concentration, poor job performance, negative attitude, loss of creativity and motivation, boredom, negative self-talk, paranoid thoughts.
- Relational signs:
  - Feeling isolated, resentful or intolerant of others, loneliness, marriage problems, nagging, social withdrawal, anti-social behaviour.
- Behavioural changes:
  - Increased alcohol, drug and/or tobacco use, change in eating habits or sexual behaviour, increase in risky behaviour, hyperactivity, avoidance of situations, cynical attitudes.
- Collapse of belief systems:
  - Feeling of emptiness, doubt in religious beliefs, feeling unforgiven, looking for magical solutions, loss of purpose of life, needing to prove self-worth, cynicism about life.

(IFRC, 2009, p.6-7)

Supervisors who recognize such symptoms in their SUVs, have to insist that volunteers take the time to take care of themselves, ensure that they get sufficient rest, food, sleep and provide resources for them to process all that they are seeing, feeling and experiencing.

The Points of light institute and CNCS (2011) recommend the following:
"At the conclusion of each shift a brief discussion session should be conducted as well as a full debriefing a few days after service has ended. Debriefing includes stating the facts of the disaster, the

actions taken by the volunteers as well as opportunities for the volunteers to express their initial feelings at the beginning of the assignment as well as the reactions and responses throughout their service. Mental health professionals trained in Critical Incident Stress Management can be brought in to manage the debriefing." (p.22, participant materials).

Developing or creating a relationship with a counseling center they can direct volunteers with compassion fatigue or having a counselor on site or "on call" should be considered.
(points of light institute and CNCS, 2011)

"Properly briefing volunteers as to the nature of their assignment and what they can expect to experience in the disaster area is also a successful strategy and should include descriptions of normal stress reactions that the volunteers can expect to encounter." (Points of light institute and CNCS, 2011, p. 22). It should be tried to ensure that SUVs know signs of stress and ideally can take care of themselves.

Additionally, in the chaos of disaster response efforts and during recovery recognition of volunteers is often forgotten. Conscious efforts are necessary to recognize the great work volunteers are performing. This can include events during the volunteer's time of service (like thank you dinners or thank you cards made by staff or victims) but also continue after the volunteer's time of service with letters of appreciation or other forms of recognition (Points of light institute and CNCS, 2011).

Cumulative stress is avoidable and reversible: Delegates and management have a common responsibility for its prevention (IFRC, 2009).

2.9 Demobilization, volunteer retention and evaluation

Instruction
Present ways in which SUVs should be treated after their deployment. Emphasize the importance of acknowledgment and appreciation. Refer to a support system for SUVs who seek help after their deployment. Present ways that motivate SUVs to affiliate to the organization for future operations or long-term recovery efforts. Show methods to evaluate the operation and formulate lessons learned for future operations.

In SUV retention it is useful to focus on a continuous and cyclic process, providing opportunities for outreach, reception, engagement and interaction with affiliated volunteers. All interactions are opportunities to build upon the SUV's desire to be useful and of service (WRHSAC, 2016). The ultimate goal of the organization should be to win SUVs for affiliation and become long-term members of the National Society in order to be available for recovery or future response efforts. A positive volunteer experience encourages people to affiliate and strengthens the reputation and perceived value of the organization. To support a positive volunteer experience it has been proven helpful to

- Come to an agreement of the closing date of the operation in advance, so that a smooth demobilization of SUVs is ensured

- Document and recognize SUVs experiences and make clear they will be used for revision of management plans
- Recognize SUVs efforts by city/county officials or the government
- Hand out certificates of appreciation
- Provide access to stress management, operational debriefing, counseling, mental health
- Organize a ceremony that marks the end of the operation and invite all staff and volunteers that have been involved
- Return borrowed property
- Share reasons to affiliate with your organization

To keep SUVs available for the recovery phase or future response operations it is important to maintain the database and provide stakeholders with database access. The database should monitor the flow of volunteers and contain names, addresses, phone number, email, availability, skills, certification, task preferences, and geographic area preferences. This supports the transition from response to recovery phase and volunteers can be easily contacted and possibly deployed easily according to their skills and qualities.

Make sure a thorough evaluation of the involvement of SUVs into the response effort is made. Room for SUVs to share their experiences at the end of the operation should be given. Both, positive and negative experiences should be documented and recognized. Formulate lessons learned and revise the Management system according to the information you gathered. Take different evaluation methods into consideration. It can be helpful to organize Focus Group Discussions with team leaders or to provide evaluation questionnaires. (Points of Light Foundation, NVOAD, and UPS Foundation, 2005; FEMA student manual, n.k.; WRHSAC, 2016; points of light institute and CNCS, 2011)

Even though it might often seem impossible to find the time for evaluation of a volunteer program, this is vital to continued success. Experiences need to be shared and plans for future response efforts have to be updated accordingly (points of light institute and CNCS, 2011).

Good practice example
„During the migration crisis in 2015, new staff was acquired through spontaneous volunteers who, after the operation they had participated in ended, became paramedics or joined crisis intervention teams of the Austrian Red Cross in Styria" *(Migration Crisis, 2015)*

Good practice example
"A celebration for all staff and volunteers was conducted giving acknowledgements and appreciation. I think that was pleasant and clearly defined the end of the mission." *(Migration Crisis, 2015)*

Good practice example
"A celebration was organized to officially mark the end of the response mission, to which all staff, affiliated volunteers and spontaneous volunteers were invited. It became clear that many helpers needed that ceremony to find closure upon their operation. For spontaneous volunteers the ceremony should be as early as possible, since it might be hard to reach them long after their deployment. At the end of the mission and during the ceremony it was permanently communicated that there is the possibility to seek help and help is available for all staff and volunteers."   *(Migration Crisis, 2015)*

Good practice example
"Considering the fact that most people didn't want to mark and remember the anniversary of the floods, the PSS team decided to move from the negative things and turn to positive ones – enabling community members to meet a lot of different and new people who used to be volunteers and came to help after floods. In cooperation with the local association SKIG and an elementary school, a graffiti artist made graffiti on the wall in which people from the village Gunja said "Thank you". During this time a local rock band had a small concert to gather the community members in one place. In addition, SKIG filmed all the people saying thank you (hvala). As it turned out, this, indeed, was the best way to remember the last year's floods."   *(Floods, 2014)*

2.10 Course wrap up

Instruction
Give room for final questions. Evaluate the course. Thank the audience.

At the end of the module, room for open questions should be given and a reflection activity should be facilitated. Evaluation questionnaires should be handed out and consequently collected. Provide feedback on course and identify personal next steps. Thank the audience for their attention.

3. Module 2: Training of Spontaneous Volunteers

3.1 Course Overview

Spontaneous Volunteers are willing to help and expect to be appreciated for their willingness to help. In order to prevent frustrated SUVs from hindering fluent coordination or harming the organization's reputation, all interactions should aim for a positive volunteer experience. Therefore

- Welcome and thank SUVs for volunteering
- Be grateful for the SUVs willingness to help
- Explain that SUVs will be integrated into the support system and therefore at least basic training is needed to provide the best possible support. Explain which information will be provided in the training

Aims of the training are to
5. Ensure that SUVs are ready to volunteer
6. Keep SUVs safe
7. Teach organizational structure
8. Explain registration process

(WRHSAC, 2016)

Contents, the course should address, but should not be necessarily limited to, are:
- Readiness of potential volunteers
- Safety Issues (including occupational health)
- Code of Conduct
- Organizational structure and fundamental principles of the organization
- The current mission
- Job Assignments, roles as well as boundaries and limitations
- What to do when the job is done

3.2   Are you ready?

Disasters are stressful and challenging. SUVs should recall their personal limitations and raise awareness of potential risks of helping in disasters. Confront SUVs with the following questions concerning their own and their family's preparedness for the emergency to make sure they are ready to help.

1. Are you, your family and your home safe?
2. Are you flexible and willing to consider multiple ways to help?
3. Are you aware of the potential risks?
4. Have you considered your personal limitations?
    i. Physical and mental health
    ii. Time to volunteer
    iii. Appropriate clothing and equipment
    iv. Transportation to the VRC
    v. Special needs that staff should know about

(WRHSAC, 2016)

Point out the importance of considering these questions before volunteering. Potential volunteers should be asked to leave if they cannot answer all these questions with "yes". They can come back at a later stage, when circumstances for the respective person should change.

Explain that, if not agreed otherwise, some supplied or reimbursements might be available, but in general volunteers should be willing to cover their own costs (WRHSAC, 2016).

3.3   Safety Issues

Instruction
Make sure SUVs are safe. Present safety issues and occupational health.

It is important for Spontaneous Volunteers to be made aware of Safety issues before being assigned to their jobs. SUVs must understand that safety of all people involved is the main focus of every operation.

Basic rules have to be set up, that should be kept in mind at all times during any job that SUVs are assigned to. These rules should include:

- Safety First
- Accountability: Always sign in/out
- Media: don't talk to the media; refer to the teamleader
- Follow Chain of Command

- Respect Victims; Confidentiality; No photographs of victims and staff
- Take care of yourself, or you cannot help others
- Attend any debriefing activity provided

(WRHSAC, 2016; points of light institute & cncs, 2011)

To ensure safety, SUVs should gain knowledge of what items are required on the premises and which things should be avoided to bring at all costs.

+	-
Bring	*Do not bring*
– *Water and snacks*	– *Children*
– *Hand sanitizer*	– *Pets*
– *Appropriate clothing*	– *Valuables*
– *Boots and heavy gloves*	– *Weapons*
– *Flashlight*	– *Drugs/Alcohol*
– *Cell phone and charger*	– *Attitude*
– *Contact lists, photo ID*	– *Personal Agenda*
– *Professional credentials*	
– *Pack to carry it all*	
– *Cultural awareness*	*(WRHSAC, 2016)*

All SUVs should be confronted with basic strategies for staying healthy. This includes:

"Staying Healthy:
- Eat Well, Sleep at least 6 hours
- Exercise
- Wash your hands; cover your coughs
- Restrict caffeine, sugar, alcohol, drugs

Psychological First Aid
- Emergencies are stressful: know your limits
- Know your limits; take care of yourself
- Be Cautions and Compassionate
- Practice Active Listening"

(WRHSAC, 2016, VMS forms)

All volunteers have to be informed about liability coverage. Every potential volunteer needs to be aware of the insurance regulations, so people know what to expect or not expect from your organisation in case anything happens to them during their mission.

The points of light institute and cncs (2011) recommend the following contents for general safety training:

- "Follow carefully any instructions given to you at your job site.
- If you will be working outside, dress for the weather. Boots may be helpful, as debris on the ground can be sharp and dangerous.
- Bring work gloves, sunscreen, hat and any appropriate tools you have. You will be responsible for your tools.
- Water may be available at your work site, but you are encouraged to bring a personal water container. It is important to drink lots of water while you work.
- While working, you will have a higher than normal exposure to bacteria. When you take a break, wash thoroughly.
- The work you will be doing may cause you stress, anxiety, fear or other strong emotions. You are providing a valuable service by volunteering today. Please understand that, by helping, we will not be able to undo the effects of this event. We are each just one person. All we can do is help in our own small ways to assist victims in the recovery process. If you care for one lost animal, find one child's lost favorite toy, or hold the hand of one senior in a shelter, you will have eased a little of the pain. Do not feel guilty because you are not able to fix everything. Just work your shift, then go home to rest and eat well. Both will help to relieve the stress. Be sure to attend any debriefing that may be conducted at the end of your shift.
- Older children can help with the disaster recovery work in some areas, but parents must sign a release of liability form for each child under the age of 18. It is recommended that children remain in school, if it is open. Older children can participate with parents on weekends." (p.21, participant materials) Another option is to task older children with doing peer education at school. This way they will be involved and contributing but staying in the safest place available.
- "Check with the local government about volunteer liability coverage. You may (or may not) be covered by insurance provided by the county in which you will be working. If you are covered by local volunteer liability coverage and you sustain an injury, you must pay for any treatment required and then submit a claim form and be reimbursed by the insurance company.
- Please attend any debriefing activity provided at your worksite after your shift."

(Points of light institute and cncs, 2011, p.21, participant materials)

3.4   Code of conduct

Instruction
Make sure all SUVs understand and follow the code of conduct.

All SUVs should understand and follow the code of conduct. The Volunteer code of conduct should include:
- "Follow all safety instructions
- Treat all with respect; honor victims and responders
- Honor the Confidentiality Agreement you signed
- Communicate clearly and often
- If in doubt ask or report to your supervisor
- Work within your assignment, skills and training" (WRHSAC, 2016, training module, p.15)

SUVs should also be aware of confidentiality and the Media on the Job.
- "Respect the privacy of victims
- Understand the incident rules about social media; generally social media releases are not allowed.
- Do not speak to the media (…)" (WRHSAC, 2016, training module, p.16)
- When confronted with media, send them to the teamleader

A template on what to include in the code of conduct can also be found in the annex.

3.5 Organizational structure

Instruction
Present the command structures and values of your organization.

If SUVs are integrated into the response efforts of an organization, it is essential that volunteers know the vision, mission and values of the organization. Present the fundamental principles and which services your organization provides. Define the role the organization is taking over in the given incident.

It should become clear how the organization is structured. Present command structures relevant in the situation. All SUVs must know at any given time who is in charge and how the incident command system works. SUVs have to remember that there is always someone in charge. SUVs must know who reports to them and whom they report to.

SUVs should realize that good communication is essential to keep the operation running as smoothly as possible. The following checklist (WRHSAC, 2016) can be provided to volunteers
- **Coverage:** Check cell phone and radio
- **Contacts:** Exchange cell phone and radio numbers
- **Check-ins**: Be aware of your "check-in times" and point(s) of contact or who you are supposed to call.
- **Command Structure**: Learn who you report to and who reports to you.
- **Radio Etiquette:** if using a radio for the first time, check with an experienced volunteer first

3.6 Registration

Instruction
Make sure that SUVs know the registration process and understand what documents are required and why.

All SUVs should be informed how the registration process works and what's required to register successfully.

The following basic information from the Volunteer Management System Forms by WRHSAC (2016) was adapted for this handbook and gives an overview on what SUVs need to bring and what they need to be informed about before registration.

"Registration Process:
- Fill in the Registration Forms
- Have your ID/Credentials checked
- Basic volunteer safety training
- Assignments, Support, Demobilization

Bring a government issued photo ID
Complete Registration Forms
- Volunteer Registration Form
- Liability Waiver Form
- Code of Conduct Agreement
- Confidentiality Agreement
  […]

Credential Checks: Who are you?
- **Credentials:** We need to know that you have the credentials you claim, so we will check your credentials/licenses.
- **Assignments:** Until those checks clear, please understand that you will be assigned to jobs that do not require any certifications/licenses.
- **Unaffiliated volunteers:** may be placed on a standby list or paired with at least 1 credentialed volunteer until cleared."

3.7   Job Assignments

Instruction
Present possible job opportunities and how job assignments work.

SUVs need to know how job assignments work, and what their responsibilities are. An explanation should be provided that volunteers are matched with their jobs according to their skill sets. An assignment card will be provided to the volunteer and his or her supervisor. Job descriptions or assignment cards will help volunteers to orientate themselves and make the responsibilities of their job clear and define required skills for those jobs. The card should be kept at all times. It is important to also talk about limitations of each assignment.

3.8   When the job is done

Instruction
Explain what steps are required at the end of the SUVs shift.

Explain the steps that are required every time their shift is over:

1. Volunteers return to the Volunteer Reception Center for reassignment and or debriefing and release.
2. Volunteers will complete a debriefing/review of events
3. Volunteers have to sign out and return badges and all supplies/equipment.
4. A report outlining tasks and hours worked may be available

(WRHSAC, 2016, VMS forms)

3.9   Course wrap up

Instruction
Give room for final questions. Evaluate the course. Thank the audience.

At the end of the module, room for open questions should be given and a reflection activity should be facilitated. Thank the audience once again for their time and efforts.

Exercise
Reflection activity - Possible format: Confront SUVs with different scenarios, such as media arriving, with the follow-up question: What do you do?

References

Australian Government (2010). Spontaneous Volunteer Management Resource Kit: Helping to Manage Spontaneous Volunteers in Emergencies. Commonwealth of Australia, Canberra. Available at: https://www.dss.gov.au/our-responsibilities/communities-and-vulnerable-people/publications-articles/spontaneous-volunteer-management-resource-kit

Centre for Voluntary Sector Research and Development (Canada) & Public Health Agency of Canada (2007). MAINTAINING THE PASSION – Sustaining the Emergency Response Episodic Volunteer. Available at:
http://www.redcross.ca/cmslib/general/crc_disastermanagement_maintaining_e.pdf

Cone, D. C., Weir, S. D., Bogucki, S. (2003). Convergent volunteerism. *ANNALS OF EMERGENCY MEDICINE 41*(4). pp.457- 462. Available at: http://www.annemergmed.com/article/S0196-0644(03)00003-9/fulltext

Dyregrov, A., Kristoffersen, J. I., Gjestad, R. (1996). Voluntary and Professional Disaster-Workers: Similarities and Differences in Reactions. *Journal of Traumatic Stress, 9*(3), pp.541- 555.

Federal Emergency Management Agency & Emergency Management Institute (n.k.). Management of Spontaneous Volunteers in Disasters. *Student Manual. Available at:* https://www.volunteerflorida.org/wp-content/uploads/2013/04/G489-Mgt-of-Spontaneous-Volunteers-in-Disaster.pdf

Hagh-Shenas, H.; Goodarzi, M. A.; Dehbozorgi, G.; Farashbandi, H. (2005). Psychological Consequences of the Bam Earthquake on Professional and Nonprofessional Helpers. *Journal of Traumatic Stress, 18*(5), pp.477-483.

International Federation of Red Cross and Red Crescent Societies. (2009). Managing Stress in the field. Available at http://www.ifrc.org/Global/Publications/Health/managing-stress-en.pdf

Points of Light Foundation, NVOAD, and UPS Foundation (2005). Managing Spontaneous Volunteers in Times of Disaster: The Synergy of Structure and Good Intentions. Available at: https://www.fema.gov/pdf/donations/ManagingSpontaneouspontaneous volunteersolunteers.pdf

Points of Light Institute & CNCS (2011). Managing Spontaneous Volunteers in Times of Disaster (eCourse). Available at: https://www.nationalservice.gov/resources/disaster-services/managing-spontaneous-volunteers-times-disaster-0

Shaw D., Smith C. M., Hieke G., Harris M., Scully J. (2015). *Spontaneous volunteers: Involving citizens in the response and recovery to emergencies* (Final report, Project: FD2666). London, England: Department for Environment, Food & Rural Affairs. Available at: https://disasterlit.nlm.nih.gov/record/12873

Thormar,S. B., Gersons, B.P.R. , Juen, B, Marschang, A., Djakababa, M.N., Olff, M. (2010) Mental health in volunteers: a review (2010) The Journal of Nervous and Mental Disease, Volume 198, Number 8, August 2010, www.jonmd.com

Thormar SB, Gersons B.P.R., Juen, B., Djakababa, M.N., Karlsson, T., Olff, M. (2012) The impact of disaster work on community volunteers: A longitudinal study on the role of resource loss, peri-traumatic distress and sleep quality on post-traumatic stress disorder symptoms and subjective health after the Yogyakarta earthquake. *Social Psychiatry and Psychiatric Epidemiology*, 2012

Thormar SB, Gersons B.P.R., Juen, B., Djakababa, M.N., Karlsson, T., Olff, M. (2014) Organisational factors and mental health in community volunteers: The role of exposure, preparation,

training and tasks assigned, and support. *Anxiety, Stress & Coping: An International Journal*. 2013; 26: 624-642.

Thormar S, Sijbrandij, M, Gersons, B, Van de Schoot, R, Juen, B., Karlsson, T. & Olff, M. (2015). PTSD symptom trajectories in disaster volunteers: The role of self-efficacy, social acknowledgement and tasks carried out. Journal of Traumatic Stress, 29(*1*), 17-25. doi: 10.1002/jts.22073

Volunteer Florida (2002). Unaffiliated Volunteers in Response and Recovery. Available at: https://www.volunteerflorida.org/wp-content/uploads/2013/03/UnaffiliatedVolunteers.pdf.

Western Region Homeland Security (2016). Spontaneous Unaffiliated Volunteers Training Series. Available at: http://wrhsac.org/projects-and-initiatives/spontaneous-unaffiliated-volunteers-training-series/

Western Region Homeland Security (2016). Spontaneous Volunteer Management System Plan Template. Available at: http://wrhsac.org/projects-and-initiatives/spontaneous-unaffiliated-volunteers-training-series/

4. Annex

4.1 Code of Conduct (Template)

I hereby agree to the following:

- I have read, signed and understood the confidentiality agreement
- I will wear the label and the Volunteer Assignment Card at all times.
- I will attend any required training and participate in all debriefings.
- I will respect the rights and dignity of all volunteers and clients
- I will respect the privacy of all volunteers and clients.
- I will not take pictures or videos on the premises.
- I haven't been previously convicted and can provide a clean criminal record
- I understand that my assigned supervisor is the person I should address regarding any concerns and issues that arise.
- I will not speak to the press/media and refer any media representatives to my assigned supervisor.
- I must adhere to the command structures of the organisation responsible for the response efforts.
- I will complete all forms, reports and other required docmentation.
- I understand that I am subject to disciplinary action or dismissal.
- I will only work according to my assignment, skills and training.
- I will follow all safety instructions
- I agree that social media releases are not allowed.

4.2   Registration Form (Template)

Thank you for volunteering today. Please fill in the registration form. The following information is necessary to ensure the safety of your own and of those people affected. It can be shared with other agencies involved in the response efforts.

Prename: Surname:

Home Address:

Phone number:

e-mail address:

Gender: □ male   □ female

Date of birth:

Emergency contact:

Prename: Surname:

Phone number:

Any health issues: □ yes   □ no

If yes, please explain:

Occupation/professional specialties (if required, please provide certification):

Please list existing experience in disaster response efforts or any other agency affiliation:

Availability:

□ Mon   from (hours):   until:

□ Tue   from (hours):   until:

□ Wed   from (hours):   until:

□ Thu   from (hours):   until:

□ Fri   from (hours):   until:

□ Sat   from (hours):   until:

□ Sun   from (hours):   until:

Months: □ Jan □ Feb □ Mar □ Apr □ May □ Jun □ Jul □ Aug □ Sep □ Oct □ Nov □ Dec

Skills

Language:
□ Arabic
□ English
□ French
□ German
□ Russian
□ Spanish
□ International sign language
□ National sign language
Other:

Office Support:
□ Clerical: Filing, copying
□ Data entry software
□ Phone receptionist
□ Office manager
Other:

Services:
□ Food (serve safe)
□ Elderly assistant
□ Disabled Assistant
□ licensed child care
□ Search and Rescue
□ Auto repair
□ Traffic control
□ Crime watch
□ Animal rescue
□ Animal care
□ Runner
□ HR/Management
□ Social Services
□ Clergy

Environmental:
□ Water
□ Toxic Waste
□ Waste reduction
□ wildlife / waste Management
Other:

Structural:
□ Damage Assessment
□ Metal construction
□ Wood Construction
□ Block Construction
Other:

Transportation:
□ Car
□ Station Wagon/Mini-Van
□ Maxi-Van
□ ATV
□ Off-Road vehicle, 4wd
□ own truck
□ own boat
□ commercial driver
□ Camper
□ Snow mobile
□ Tractor trailer

Labor
□ Loading/shipping
□ sorting/packing
□ clean-up
□ operate equipment
□ supervisory experience

Other skills:

Task preferences (e.g. animal care, animal rescue, child care, clean-up, damage assessment, data entry, driving, etc.):
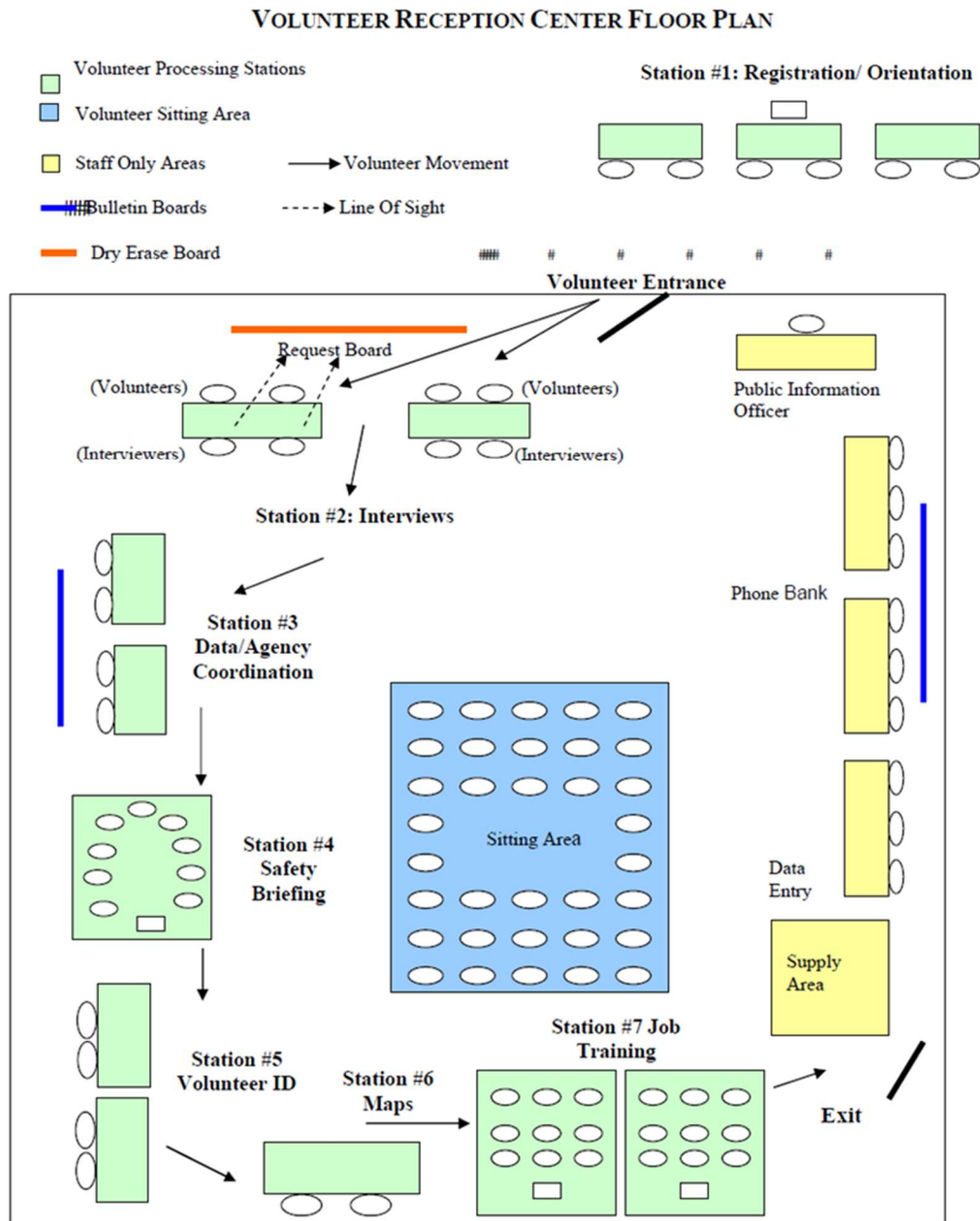
Work condition preferences:

□ indoors   □ outdoors   □ day   □ night   Other:

Geographic preferences/Area:

4.3 Volunteer Assignment card (template)

Volunteer Assignment Card		
Prename:	Surname:	
Address:		
Community:	State:	
ZIP:	Phone:	
Nationality:		Photo
Height:	Age:	
Eye Color:	Hair Color:	
Assignment:		
Assigned Supervisor:		
Issue Date:		
Authorizing Name:	Authorizing Signature:	
Volunteer Signature:		

4.4   VRC floor plan

VOLUNTEER RECEPTION CENTER FLOOR PLAN

Volunteer Processing Stations
Volunteer Sitting Area
Staff Only Areas   Volunteer Movement
Bulletin Boards   Line Of Sight
Dry Erase Board

Station #1: Registration/ Orientation

Volunteer Entrance

Request Board
(Volunteers)   (Volunteers)
(Interviewers)   (Interviewers)
Station #2: Interviews

Public Information Officer

Phone Bank

Station #3
Data/Agency
Coordination

Station #4
Safety
Briefing

Sitting Area

Data Entry

Supply Area

Station #5
Volunteer ID

Station #6
Maps

Station #7 Job
Training

Exit

© 2000 Volunteer Florida

3

4.5   Further Planning assumptions (Team Österreich)

Volunteering requirements definition

Objective: Before alerting volunteers, the relevant information for the operational procedure must be defined in order to alert and deploy the volunteers.

The process of the mission briefing must be planned and well prepared!

Overall information:		Remarks
☐	Assignment (which event?)	
☐	Task (what are the volunteers supposed to do?)	
☐	Number of volunteers needed presumably (in total)	
☐	Duration of deployment presumably (overall)	
☐	Acknowledgement – way to response to alert	
☐	Confirmation at the latest - date, time	

Information:		Remarks
☐	Specification of the assignment (what are the exact tasks of the volunteers?)	
☐	Number of volunteers needed (per shift / total - please specify if necessary)	
Selection criteria for volunteers		
Please tick only if a criterion is relevant! Do not fill criteria that are not relevant!		

☐	gender	☐ male ☐ female
☐	age	from ___ (minimum 18) to ___ (maximum 65) years
☐	availability (at a stretch)	from ___ hours to ____ hours / days
☐	unrestricted physical ability necessary?	☐ yes ☐ no ☐ restricted notes:
☐	available food at deployment	☐ normal catering ☐ vegetarian ☐ other notes:
☐	Necessary **language skills** language(s) and level [1 ... Basic skills - 4 ... Excellent]	Language level _____ _____ _____ _____ _____ _____ notes:
☐	driving license	☐ A ☐ B ☐ C ☐ D ☐ E ☐ F
☐	citizenship (are there restrictions?)	☐ home country ☐ EU ☐ other notes:
☐	Other necessary / requested qualifications / licenses (e.g. forklift license, amateur signaller, …)	Qualifications / licenses necessary/requested _____ ☐ ☐ _____ ☐ ☐ _____ ☐ ☐ notes:

☐		
☐	Preferred / necessary Education / Profession	Education / Occupations preferred/necessary _____ ☐ ☐ _____ ☐ ☐ notes:
☐	fulfilled military-/social service (are there restrictions?)	☐ military service ☐ social service notes:
☐	Meeting point for the deployment briefing (place, date and time)	
☐	Briefing place serviced from (time)	
☐	Responsible person on site for the briefing - name - position - phone number	
☐	Duration of deployment presumably (overall)	
☐	shift duration (if different from duration of assignment overall)	

☐	Things to bring (if applicable, e.g. photo ID, special clothing, tools, …)	
☐	Supplied equipment ("What is being provided?" - if applicable, e.g. special clothing, tools, …)	
☐	If necessary information about accommodation "Where and how does the accommodation take place?")	
☐	additional references (Parking lots, directions, "how will the further transport from the place of the briefing to the operational area take place?" …)	

Accompanying preparations:		Remarks
☐	Fill tentative call-back number(s)	
☐	if necessary, discuss audiotape information - if possible, switch before personal conversations	
☐	Prepare briefing	checklist organization of briefings and checklist procedure of briefings

Organising deployment briefings for volunteers

Requirement: Before organizing a deployment briefing, it must be clear how many volunteers should be briefed on a deployment under which framework conditions.

Objective: Preparatory organization of the briefing for volunteers with the aim of carrying out the briefing quickly and efficiently.

Example of locations for briefings: RC offices, fire stations, community halls, pubs, staffroom of companies, tents

If more than one district office is involved, it may be necessary for the regional association to determine whether the sending or the receiving district office is responsible for carrying out the mission briefing and in which catchment area the briefing location is located.

Criteria for choosing a meeting point		Remarks
The meeting point should be close to the action, but still outside the actual application area! The further away, the higher the transport costs for the organizations.		
☐	meeting point close to event	Meeting points for briefing or start of shift is close to the deployment area (walking distance)
☐	meeting point distant to event	Meeting points for briefing or start of shift is further away from the deployment area → transport with vehicles is necessary → see checklist vehicle transport
☐	Access (with private car) possible	
☐	Parking lot available nearby	Benchmark: max. 3-5 minutes' walk
☐	Safe accessibility	
☐	Easy directions possible	poss. signpost
☐	Prefer buildings	only exceptionally in tents / outdoors
☐	Size (sufficient for expected volunteers and emergency personnel)	benchmark: 2m^2/person

☐	Condition (warm - bright - dry)	
☐	Side rooms available (if divided into subgroups)	
☐	Infrastructure for briefing available / Adaptability	
☐	Sanitary equipment (toilets, basin)	
☐	facility manager / key available	

Location equipment		Remarks
☐	Seating for all participants	
☐	Task tables for services (reception, "stage")	Registration when reception (close to entry)
☐	Office supplies (pens for volunteers)	
☐	First Aid material	
☐	No smoking for the duration of the event	
☐	poss. labelling of premises	
☐	poss. flipchart, whiteboard, …	
☐	poss. projectors and PC /Notebook	
☐	poss. catering (if longer lasting)	Food, drinks and cutlery etc.
☐	poss. documentation material for a situation report	Maps of the deployment area, situation overviews …

☐	poss. Sound system / megaphone (for larger briefings)	
☐	poss. cordon	

3. Equipment for volunteers		Remarks
☐	Name cards (badges)	On the back with expiration date!
☐	labelling (safety vest)	
☐	Other field equipment (e.g. shovels ...) provided by organizations or authorities.	
☐	poss. personal protective equipment	

4. transport space		Remarks
☐	Define vehicle(s) for transport / removal of personnel and material for briefing	
☐	Poss. vehicles for the transport of volunteers in / from the operational area (tour buses, minibuses, cars ...)	from organizations, authorities or sponsors

5. personnel		Remarks
☐	Conductor for briefings (person responsible for the operation)	In any case, a briefing with the participation of RC, even if the volunteers are subordinated to other organizations.
☐	Staff for welcome, registration and information	RC or other organizations, also volunteers possible. Benchmark: 1 employee per 25 people.
☐	Staff, responsible for team or group	RC or other organizations

Other		Remarks
☐	Prepare list of expected volunteers	
☐	Prepare (print out) data sheets of volunteers	
☐	Prepare blank data sheets	
☐	define the time required for the briefing	Benchmark: max. 30 minutes
☐	Poss. share briefings (split already when alerted!)	preferably several smaller groups than a very large one (limit: 50 people)
☐	poss. assign staff for childcare during the briefing	
☐	poss. already prepare "debriefing" (if same day)	e.g. certificates of thanks, giveaways …

Integration of spontaneous volunteers into the organisation

Requirement**:** For the integration of spontaneous (unaffiliated) volunteers into a deployment by the organisation, a registration in the organisation should be possible at any time (preferred via the organisations website).

Objective**:** The spontaneous volunteers who come in the acute phase of an event should be integrated into the organisation and thereby could be available on a long-term basis.

The inclusion and integration of spontaneous helpers on site should remain the exception and not the rule. The procedure creates additional administrative effort on site and makes it difficult to optimally use the helpers. On the other hand, it provides a service for spontaneous volunteers who are looking for ways to help local.

Integration into the organisation		Remarks
☐	If there are no deployments by the organisation in the area or if they are planned for the near future: Inform, that there is currently no need for helpers and no teams are in action, but spontaneous helpers can enlist in the organisation and will be alerted if necessary.	
☐	If in the area of damage operations by the organisations take place or are planned for the near future: 1) Affiliation as part of the assignment briefing of volunteers	e.g. spontaneous volunteers who appear with the organisations staff at the briefing
☐	2) Affiliation as part of the registration of spontaneous volunteers who arrive on site	Create a focal point - e.g. RC office in the deployment area; if necessary, the establishment of a separate registration office for spontaneous volunteers is possible
☐	Affiliation takes place either via Internet registration or by data sheet	If there is internet connection, the volunteer should record his data according to the usual registration; otherwise registration by data sheet (sufficient blank data sheets should be available)

Integration into a deployment		Remark
☐	1) as part of the deployment briefing integration into the assignment	The information from the briefing will be included
☐	2) Single or small group briefing after registration (analog to the deployment briefing content) by a supervisor and subsequent integration into an deployment	Information analog to the content of the mission briefing
☐	release of labels / material	

Process of deployment briefings for volunteers

Requirement: Before carrying out a mission briefing, it must be clear who will be briefing how many volunteers under which conditions.

Objective: After the mission briefing, volunteers should know how their work will be done, how they

Administration		Remarks
☐	Before the briefing begins: Distribute personalized data sheets (after cross-check with ID-card)	protocol the ID number on the data sheet (page 1) and acknowledge it
☐	During the briefing: supplement of data by the volunteer, Signing of an affirmation	
☐	After the briefing: Returning the data sheets to RC staff	check for completeness
☐	Keep blank data sheets for spontaneous volunteers and hand them out if necessary	

behave in the field and to whom they can turn to.

Information		Remarks
☐	welcome	Thank you for your willingness to work, your own ideas
☐	Short description of the event and tasks of the auxiliary staff (especially the organization for whichloyed)	Poss. representatives of the organization, which leads the volunteers in the deployment, integrate
☐	Role of the volunteers ("building block of help")	General expectations of those affected and emergency responders to volunteers, behaviour as "helpers", integration in the network of help
☐	Address the volunteer expectations	poss. lessen too high expectations
☐	Defining and delimiting the tasks of volunteers, presenting supervisors	
☐	Explain command chain	

☐	Announce working details (depending on mission)	
☐	Dangers in the area of application and in the operation	
☐	Safety information and instructions, evacuation behavior	
☐	announce health (chronic or acute) or other restrictions for the deployment	also personally after the briefing
☐	Wear identification (safety vests, name badges, ...)	
☐	Behaviour in the event of accidents and reporting on accidents	
☐	Duration of assignment / shift	Define incidents & detachments
☐	Break regulation and areas for resting	indicate consequences of possible stress
☐	Assignment of the exact work area (see also tour in the area of application)	
☐	Dealing with questions from affected people	answer or forward to supervisor
☐	Dealing with media	To answer questions about one's own actions, but not to the overall situation or the like
☐	Other important rules	Secrecy! Alcohol ban on duty, possibly smoking ban. Do not take any valuables. In principle, no replacement for broken own equipment.
☐	For all peculiarities, problems and questions contact the supervisor!	
☐	Information about material / equipment (delivery / return, handling)	Protective gear is to be worn
☐	Information about meals and drinks & possibly accommodation	

☐	Sanitary facilities	
☐	Information about insurance when deployed	
☐	Poss. use of vehicles during the deployment, parking facilities	
☐	Always log in and out, keep track of time	point out time list (issue after briefing)
☐	Availability and location of the supervisor in the field	
☐	In case of prevention please inform (call)!	
☐	Possibility for questions	
☐	Express your thanks for the work of the volunteers!	
☐	Division into teams / groups	Number or assign names for several teams / groups (also note them on the back of name badges, for example)

Other		Remarks
☐	After the briefing: Material issue (time list, labels, equipment, protective gear ...)	Acknowledge! Badges with expiration date!
☐	Poss. on-site instruction in the application room	With the assigned supervisor

Leadership of volunteers in action

Requirements**:** Clarity about the limits of information and basic knowledge volunteers.

Objective**:** Particular attention to the differences to "regular" missions is to be paid in order to pass off the deployment of volunteers in a beneficial and targeted way.

The organisations assignments are carried out in accordance with the management principles, analog to "regular assignments".

However, the level of training of volunteers differs from the "regular" RC staff. These differences also require changes in the leadership behaviour of the responsible supervisor.

Differences between volunteers and "regular" RC employees		Remarks
☐	No basic knowledge of field-tactics existent.	
☐	Not used to intense, emotionally disturbing pictures.	
☐	High emotionality can trigger conflicts.	
☐	Dangers may be misjudged - too low or too high.	
☐	Poss. not used to "leadership".	
☐	Poss. not used to staying consistent with an assigned task.	
☐	poss. different view of priorities!	
☐	poss. not really suitable for the tasks they want to take on.	
☐	poss. not used to the necessary information flows, feedback.	
☐	Not used to the jargon of the emergency services.	

Special behaviour of the executives		Remarks
☐	carry out a higher degree of result checking	
☐	Reduce technical language (abbreviations, ...)	
☐	More conscious appearance as commander	
☐	Always have an open eye for dangers	
☐	Justify decisions as far as possible	
☐	Be open to questions and suggestions	
☐	Ask for and implement suggestions and possible solutions, if possible	
☐	Recognize and use talents and abilities	
☐	Occasionally bring situational updates	possible successes, new challenges, weather forecast, ...
☐	Pay attention to the observance of breaks - enforce if necessary	
☐	Offer drinks and food (continuously)	
☐	Information for individual volunteers who have to finish their service before the end of duty / shift change	Analog briefing

Debriefing for volunteers

Objective: The volunteers should be thanked appreciatively for their commitment and have the opportunity to give and get feedback.

Content of a debriefing session		Remarks
☐	Define the location and conditions of the debriefing meeting on time and the volunteers	analog to briefing
☐	psychosocial emergency measures (demobilization) or downstream measures (defusing, debriefing) necessary?	if necessary arrange
	Check the completeness of the volunteers	
☐	Express appreciation for the work done	Information on achieved goals & successes
☐	Feedback from the volunteers	Met the expectations of the organisation? Orders clear and feasible? Security (subjective) given? Feedback on assigned supervisor and leadership behaviour? Period of use? Break time and duration? Equipment, labelling? provisions Other?
☐	Feedback to the volunteers	Poss. also individually
☐	Synchronize and file time records (volunteers and supervisors)	Record operating times also in the electronic file
☐	take back labelling (safety vests) and material	Name badges and similar can be kept .
☐	inform contacts in the follow-up and possibility of psychosocial care	
☐	Possibility for questions	

☐	Give thanks for the commitment of the volunteers - if necessary distribute a thank you certificate or giveaways	
☐	Finish up the assignment and dismiss employees	

Team Österreich Practice Example

In recent years more and more extensive disasters and emergencies like flooding, storms… have occurred in Austria. Media learned their lessons well – twenty years ago we have been informed by them about disasters – nowadays we are emotionalized by them.

In these situations many people spontaneously offer to help the operation relief organisations like Red Cross, fire brigades etc. Lots of the helpful people donate money or in-kind donations; others wish to offer their human resource in assisting as volunteers. However, in this situation it is difficult for the operating relief organisations to handle these helpers in addition to their "normal" relief actions.

With this background, Austrian Red Cross in cooperation with Hitradio Ö3 (biggest Austrian radio station) launched a campaign during summer 2007 called "Team Österreich". The Austrian population was asked to register in a web based database if they would like to help during an emergency as a volunteer. The response to this campaign was great: up to now, more than 20,000 people have registered. These new additional helpers can now be selected according to their qualifications and their distance to the scene in order to be alarmed immediately (via text message and e-mail) in a case of emergency.

Their fields of activities are amongst others: simple manual activities like sorting/packing of relief goods, shovel snow, fill sand bags, distribute relief goods, take care of children, help with administration,… Additionally, the helpers can bring in their special qualifications: languages, professional skills…

As all registered people have to take part in a course dealing with disaster management they are well informed about the process of an upcoming mission. Due to this background information the handling of these volunteers should be easier in case of emergency.

BEFORE THE EMERGENCY

Registration
Interested volunteers register themselves online, during that process they fill a questioner to know better the volunteer´s profile and have the possibility to match their skills and availability with the potential emergency needs.

The requirements to be part of Team Österreich are:
- Live in Austria
- Be older than 14 years
- Have a domestic mobile phone supporting text messages (to get the alarm text messages)
- Have an active e-mail account for receiving details on possible missions
- Enter all data we need to register and alarm you online and by yourself
- Visit an introductory course in disaster relief at the Red Cross (They get an invitation some weeks after registration)

The registration process is the following

- Volunteers register their personal data such as name, contact numbers and email.
- Volunteers need to accept the following terms:
    1. Agree to help in disasters and other events, voluntarily and free of charge
    2. Keep online-data updated
    3. Don't enter any further commitments with Red Cross
    4. Decide by yourself if you have time and want to support
    5. Participate in the mission-briefing where explain everything to need to know for the mission
    6. Work if they are ready to do so - voluntarily and unpaid
    7. They (volunteers) have enough time for do so
    8. They bring the necessary skills with them or no particular skills are needed
    9. They are fit and available and do not respond with a "no" to the alert text message
    10. They are between the ages 18 and 65 (17 with parental consent) to be deployed.
    11. They are both physically and mentally able to do so
    12. They can identify themselves with an official photo-id

        In a mission...

    13. Be prepared, guided and supervised by Red Cross Staff members
    14. Be adequately insured by Red Cross
    15. They venture - like any other Red Cross staff member – the command on spot
    16. Work with other team members, Austrian Red Cross staff and help other forces side by side to help those affected directly or indirectly
    17. Work in a team, providing humanitarian assistance and orientated after the principles of the Red Cross

- Volunteers report what they are able to do during emergencies
- Also, their report clothing size and their special needs (vegetarian, no pork)
- Health status
- Qualifications and competences
- Data privacy approval

Process validation

During the process, a SMS is sent to the mobile phone number provided, with a code to validate the information and to continue with the process

| | Hello!
Your activation code for completing the online registration to Team Österreich is: |

Introduction to Team Österreich and Red Cross

Volunteers are invited to one of the ARC branches for an introduction-training event, introducing them into the Red Cross and the main objectives of Team Österreich, the way of work, how they are alarmed, self-protection and so on.

Also, they receive training about principles of disaster relief. This training is compulsory to be deployed.

Structure

Every member is allocated to the nearest Red Cross local branch according to the given home address (zip code). For management and training purposes "Team Österreich" uses the Red Cross federal structure, consisting of branches into several agencies on regional, district, and local levels.
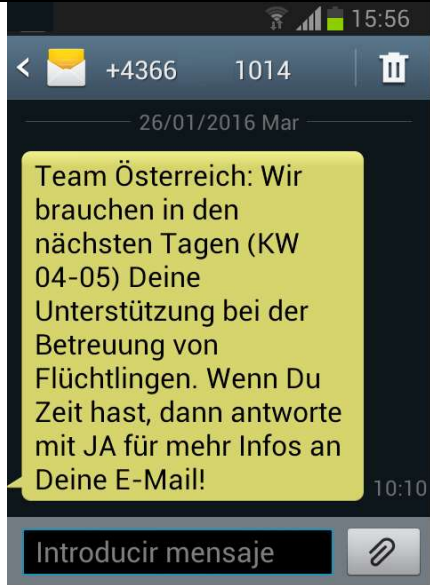
DURING THE EMERGENCY

Needs assessment

When disaster/Emergency occurs, a one-site assessment is done confirming the necessity of volunteers.

Volunteers Request

The subsidiary principle is applied: In case of local disasters – local helpers are alarmed. If more help is needed, the neighbours or the next regional level are contacted.

After the assessment, those volunteers whose skills meet the emergency needs are contacted by SMS

Team Österreich: We need in the next days your support for the refugees. If you have time, then answer with "YES" and you will receive more information to your E-mail address!

Those volunteers, interested in collaborate and available on the date requested should answer the SMS. Their answers are automatically processed and positive requests are immediately seen by a Red Cross Coordinator.

Briefing
Once Volunteers replies, there are called by email to attend a briefing meeting in one of the ARC branches out of the affected area where they receive more information about the ongoing situation and what are the tasks to be performed

Deployment
Once Volunteers receive the briefing, they get insurance like the "Normal" Red Cross Staff; the insurance covers volunteer's liability as well personal injuries and then they are ready for the mission.

Because is a need in the affected area to identify who is volunteer and who is not, they receive identification clothes during the time of operation.

Tasks performed

Tasks performed by volunteers are those where they disclosed initially in the registration process; those tasks could be classified like simple and qualified

Example of simple tasks are:
- Cleaning
- Fill sand bags
- Shovel snow
- Sorting/packing , distribution of relief goods

Example of Qualified task are:
- Translation
- Health related (Nurses, Doctors)
- Engineering related (Architectures, civil engineering)

AFTER THE EMERGENCY

After the agreed operation time, volunteers get a debriefing and, if necessary, psychosocial support. Once the mission is officially finished they are ready for the next mission

SOME SUCCESFULL EXPERIENCES
- January 2008: European Football Cup
- March 2008: Storm Emma
- March 2008: High way accident
- June 2013: Floods
- Refugee Crisis: 2015