Volunteer Coordination in CDEM

Director's Guideline for Civil Defence Emergency Management Groups [DGL 15/13]

CIVIL DEFENCE

Resilient New Zealand
Aotearoa Manahau

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Authority

This guideline has been issued by the Director of the Ministry of Civil Defence & Emergency Management pursuant to s9(3) of the *Civil Defence Emergency Management (CDEM) Act 2002*. It provides assistance to CDEM Groups in the management and coordination of volunteers before and during emergencies.

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Foreword

An integrated all-hazards, all-risks, multi-agency, and community focused approach is central to civil defence emergency management (CDEM) in New Zealand. For this reason volunteers are – and must continue to be – an integral part of building resilience to emergencies.

People often come forward as volunteers before, during, and after emergencies, contributing their time and energy to the community and its CDEM arrangements. Volunteers provide valuable and effective support during readiness, response, and recovery, as well as vital links to and within communities. Therefore, CDEM organisations need to prepare for the involvement of volunteers and their communities, as part of building 'social capital' and enhancing community resilience before emergencies occur.

History has proven that during emergencies people will 'self-activate' spontaneously to help their communities, regardless of whether their actions are endorsed or supported by those officially coordinating the response. Understanding their motivation will help CDEM organisations work alongside volunteers and their communities, to support their efforts, and enable an effective response and recovery.

This guideline gives a thorough overview of volunteer coordination in the CDEM context. It covers the key phases of volunteer involvement, from working with volunteers trained by CDEM during readiness, through to working with spontaneous volunteers during response and recovery. It encourages a flexible, collaborative approach across all our organisations, so that we can more easily support each other, our volunteers, and our communities.

John Hamilton

Director of Civil Defence Emergency Management

Acknowledgements

Contents

SECTION 1   INTRODUCTION

This section provides an overview of this guideline and a list of the key terms used.

1.1   About this guideline

The **purpose** of this guideline is to describe volunteer coordination in a civil defence emergency management (CDEM) context. It makes suggestions for the development of key roles and processes, and provides tools and information that may be useful during readiness, response, and recovery.

The **intended audience** of this guideline is CDEM organisation personnel who are responsible for volunteer coordination in the context of emergency management.

Structure

This document has the following main sections:

- Section 1 *Introduction* – a brief introduction to volunteer coordination, including key terms.
- Section 2 *About volunteer coordination* – what volunteer coordination in a CDEM context involves, who can do it, the skills they need, and the people they work alongside.
- Section 3 *Readiness – General preparation* – general volunteer coordination tasks to be completed before an emergency.
- Section 4 *Readiness – CDEM-trained volunteers* – how CDEM organisations can work with CDEM-trained volunteers, and make preparations for response.
- Section 5 *Readiness – Spontaneous volunteers* – how CDEM organisations can prepare for spontaneous volunteers during readiness.
- Section 6 *Response and recovery* – volunteer coordination tasks to be completed during and following an emergency, related to both CDEM-trained volunteers and spontaneous volunteers.
- Section 7 *Appendices* – examples, templates, and other information.

Flexibility

The suggestions made in this guideline are intended to be flexible, and can be adapted to suit the differing structures and needs of CDEM organisations.

When developing roles and processes, CDEM organisations need to consider:

- the demands of each scale of emergency, from small scale to large scale
- the size and capability of the CDEM organisation, and
- the resources available.

Use of icons

The following icons are used in this guideline:

Indicates a template is provided in the appendices.

Indicates more information is available in another document or website.

1.2 Key terms

This section clarifies some of the key terms used in this guideline.

More definitions are given in Appendix A *About CDEM* on page 46.

Volunteer

In this guideline, 'volunteer' refers to an unpaid worker who willingly donates their time and effort to civil defence emergency management. Paid regional or local council staff may also volunteer for CDEM roles or duties.

'Volunteers' refers to a broad group which may include a combination of:

- **CDEM-trained volunteers** - community members trained by a CDEM organisation during readiness, and who may perform CDEM tasks during readiness, response, and recovery, and
- **spontaneous volunteers** – community members who perform or offer to perform CDEM-related tasks during response and recovery.

This guideline briefly addresses a third type of volunteer – trained volunteers who are **aligned to established organisations or agencies other than CDEM**.

For more information, see section 2.3 *Types of volunteers* on page 6.

Volunteer coordination personnel

This guideline uses the terms **Volunteer Coordinator** and **Volunteer Coordination team** to refer to the people who are responsible for carrying out volunteer coordination tasks, whether or not they have a full time position with that title.

Each volunteer coordination role may be assigned to one person as part or all of their duties, or to several people, depending on the scale of the emergency and the available resources.

The Volunteer Coordinator is responsible for ensuring volunteer coordination tasks are carried out.

The Volunteer Coordination team includes all personnel who are assigned to carry out volunteer coordination tasks related to CDEM.

These roles may be performed by experienced CDEM-trained volunteers.

See section 2.2 *The Volunteer Coordination team* on page 4 for more detail.

Volunteer coordination and the 4Rs

The *National CDEM Plan* describes the 4Rs of emergency management as being reduction, readiness, response, and recovery. Their definitions are given in Appendix A *About CDEM* on page 46.

During **readiness**, preparation is carried out to ensure:

- effective volunteer coordination during and following an emergency, and
- there are sufficient CDEM-trained volunteers (who have registered before an emergency) to support CDEM functions during and following an emergency.

Emergency related volunteer coordination occurs during **response and recovery**. These are combined in this guideline, as there is significant overlap between them.

Emergency

In this document 'emergency' has the same meaning as in the *CDEM Act 2002*:

> **EXTRACT FROM THE CDEM ACT 2002**
>
> **emergency** means a situation that -
>
> (a) is the result of any happening, whether natural or otherwise, including, without limitation, any explosion, earthquake, eruption, tsunami, land movement, flood, storm, tornado, cyclone, serious fire, leakage or spillage of any dangerous gas or substance, technological failure, infestation, plague, epidemic, failure of or disruption to an emergency service or a lifeline utility, or actual or imminent attack or warlike act; and
>
> (b) causes or may cause loss of life or injury or illness or distress or in any way endangers the safety of the public or property in New Zealand or any part of New Zealand; and
>
> (c) cannot be dealt with by emergency services, or otherwise requires a significant and co-ordinated response under this Act.

CDEM organisation

In this document, 'CDEM organisation' refers to any part of a CDEM Group or local authority that has responsibilities in CDEM.

CDEM locations

Different terms are used by CDEM Groups for the places where CDEM functions are carried out. For consistency, in this guideline:

- Before an emergency, the:
  - **GEMO (Group Emergency Management Office)** is the regional office where CDEM functions are carried out on behalf of the CDEM Group before an emergency occurs. It is managed by the **GEMO Manager**.
  - **EMO (Emergency Management Office)** is the office(s) where CDEM functions are carried out at a local level before an emergency occurs. The person who carries out the CDEM functions is the **EM Officer**.
- During and following an emergency, the:
  - **ECC (Emergency Coordination Centre)** is a facility that operates at the CDEM Group level to coordinate and support one or more activated EOCs
  - **EOC (Emergency Operations Centre)** is a facility that operates at a local level to manage the response, and
  - **CDC (Civil Defence Centre)** is a facility in a community that is set up during an emergency to support individuals, families/whānau, and the community. The CDC is open to members of the public, and may be used for any purpose including public information, evacuation, welfare, or recovery depending on the needs of the community. CDCs may be operated by CDEM trained volunteers, members of the community, and/or CDEM organisations.

SECTION 2   ABOUT VOLUNTEER COORDINATION

This section gives a general description of volunteer coordination, including:

- the principles behind volunteer coordination
- the volunteer coordination team
- types of volunteers
- volunteer coordination partnerships, and
- relevant legislation.

2.1   Principles

CDEM guidance for volunteer coordination is based on these **community-focused** principles:

- community members, if they recognise a need and have the time and resources, will wish to help their communities by volunteering
- actively engaging volunteers can improve individual and community wellbeing, particularly during recovery
- volunteering is a legitimate way in which people can participate in the activities of their community
- volunteering respects the independence, human rights, and equality of all people, and
- volunteers deserve recognition (locally, regionally, and nationally) for the positive contributions they make to their communities.

Guidance is also based on these **organisational** principles:

- CDEM organisations need to be flexible and cooperative in their approach to working with volunteers, and their communities, throughout the 4Rs of emergency management
- volunteer engagement can build the capacity of a CDEM organisation beyond what staff alone can accomplish
- volunteer engagement is focused on matching the needs of the CDEM organisation to the skills and talents that volunteers want to share, and
- volunteer engagement is a collaboration between staff and volunteers for an intended and measurable result.

2.2   The Volunteer Coordination team

The primary role of the Volunteer Coordination team is carry out a variety of tasks related to planning, relationship building, and establishing operational arrangements for volunteer coordination.

The Volunteer Coordinator	The key role within the Volunteer Coordination team is the **Volunteer Coordinator,** who is responsible for ensuring that these tasks are carried out.
	This role may be assigned to:
	- one person as part or all of their duties, or to several people, depending on the scale of the emergency and the available resources, or
	- different people during readiness, and response and recovery.
	This role is most likely to be assigned to CDEM or other local authority staff. In some cases it may be assigned to an experienced CDEM-trained volunteer.
	See Appendix B *Role description: Volunteer Coordinator* on page 51.
Assembling a team	The first responsibility of the Volunteer Coordinator is to assemble a team to help them complete readiness tasks, and to perform key roles during response. A large pool of people may need to be identified and trained so that team members can be rostered appropriately during response and recovery.
	In large-scale responses the Volunteer Coordinator's responsibilities are to ensure that tasks are done, rather than carrying them out themselves.
Required skills	Members of the Volunteer Coordination team, including the Volunteer Coordinator, need to have:
	- an overall understanding of volunteering and the volunteer sector
	- familiarity with CDEM systems and structures, including:
	○ Coordinated Incident Management System (CIMS) structures (see *CIMS* on page 50 of Appendix A for more information)
	○ CDEM welfare arrangements
	- familiarity with local authority structures and processes
	- an ability to work with people
	- good organisational skills, and
	- the ability to manage people and resources in high-stress situations.
Key response roles	The following key response roles may, in small-scale emergencies, be carried out by the **Volunteer Coordinator**. As the scale of the response increases, the following roles may need to be delegated to other members of the Volunteer Coordination team:
	- **Spontaneous Volunteer Coordinator** – responsible for communication, coordination, support, and the sharing of resources with spontaneous volunteer individuals, groups, and group leaders. They may also be involved in coordinating spontaneous volunteers who present themselves at CDCs or volunteer centres (see section 5.1 *Spontaneous volunteer coordination roles* on page 32 for more information).
	- **Volunteer Liaison** – responsible for managing the volunteers (CDEM-trained and/or spontaneous, depending on circumstance) who arrive at a volunteer centre. Depending on the scale of the response, there may be several Volunteer Liaisons working at different volunteer centres.
	- **Volunteer Supervisor** – responsible for supervising volunteer groups (which may include CDEM-trained and/or spontaneous volunteers, depending on circumstance) who are training, or deployed in a role. Depending on the scale of the response, there may be several Volunteer Supervisors working at different locations.

Response locations	During response, Volunteer Coordinators may be based at ECCs, EOCs, CDCs, volunteer centres, or other work sites, depending on the circumstances.
	Volunteer Liaison and Volunteer Supervisors are based at volunteer centres and/or sites where teams of volunteers are working.

2.3   Types of volunteers

There are three types of volunteers in a CDEM context:

- **CDEM-trained volunteers**, who have undergone official training provided or facilitated by CDEM organisations during readiness
- **spontaneous volunteers** – community members and groups who respond spontaneously to emergencies, and
- trained volunteers who are **aligned to established organisations other than CDEM** (see paragraph below).

This guideline focuses on preparations for working with **CDEM-trained volunteers** and **spontaneous volunteers**.

Trained volunteers aligned to other organisations	Many organisations engage and train volunteers in skills relevant to CDEM.
	Working with these organisations is an integral part of preparing for emergencies. For more information, see section 3.2 *Fostering relationships* on page 12.

New Zealand Response Teams	New Zealand Response Teams (NZ-RTs) consist of community volunteers supported by and accountable to a specific local authority or parent organisation. They are established during readiness to provide an emergency response capability during a local emergency situation that is relevant to local hazards, risks, and the communities' potential vulnerabilities.
	Separate MCDEM guidance for the establishment of NZ-RTs is provided in *Guidance for Establishing and Operating New Zealand Response Teams (NZ-RTs)*, available to view or download on the MCDEM website www.civildefence.govt.nz, on the publications page.

2.3.1   CDEM-trained volunteers

CDEM-trained volunteers are community members who have undergone official training through a CDEM organisation during readiness, and have reached a level of competency pre-determined by the CDEM organisation.

Working effectively with CDEM-trained volunteers involves:

- training them in the appropriate skills
- providing opportunities for refreshing or up-skilling
- knowing their skills and interests so they can be assigned appropriately
- providing them with as many resources as practicable, and
- including them in planning.

See Section 4 *Readiness – CDEM-trained volunteers* on page 20 for more information.

2.3.2 Spontaneous volunteers

Spontaneous volunteers are community members who offer their services on the spur of the moment, as individuals or as groups, in response to an emergency event.

Spontaneous volunteer individuals

Spontaneous volunteer individuals bring community knowledge, enthusiasm, and energy. Although many will not have been trained in particular CDEM response skills, some may have CDEM-relevant experience or qualifications, such as

- medical expertise (such as doctors, nurses, and veterinarians/veterinary technicians or paraprofessionals)
- organisational or people skills (such as events managers, teachers, caterers, and administrators)
- technical expertise (such as engineers, electricians, builders, plumbers, and IT or telecommunications experts), and
- practical skills (such as access to and expertise in the operation of CDEM-related equipment).

Spontaneous volunteer groups

Spontaneous volunteer groups often emerge from pre-existing community groups, such as:

- faith-based groups
- marae, iwi, or culturally and linguistically diverse (CALD) community networks
- student organisations
- social groups or clubs
- sporting groups or clubs
- health or disability support/service organisations
- service organisations
- professional associations, and
- local businesses.

Spontaneous volunteer groups may emerge during large scale emergency events, and have the potential to become permanent, recognised organisations. In New Zealand, examples include:

- residents of Tauranga, particularly the local community of Matakana Island, who were an integral part of the clean up after the Rena oil spill in October 2011, and
- the Farmy Army, Grace Vineyard Church, and the Student Volunteer Army, who were active during the response to the Canterbury earthquakes of 2010 and 2011.

Working with spontaneous volunteers

CDEM organisations can engage spontaneous volunteers in two ways:

- by **working alongside** spontaneous volunteers, and
- by **tasking** spontaneous volunteers – performing on-the-spot registration and training, and assigning them to a CDEM-led task.

See Section 5 *Readiness – Spontaneous volunteers*, beginning on page 32 for more information on preparing for spontaneous volunteers during readiness.

See section 6.3 *Spontaneous volunteers in response and recovery* on page 39 for more information about working alongside spontaneous volunteers during response.

2.4   Volunteer coordination partnerships

The Volunteer Coordination team will have to work within established systems used in CDEM, as well as with other CDEM Groups or local councils, other government departments, community groups, emergency services, and non-government organisations.

Internal partners

Internal partners may include functions within regional or local councils, such as public education, cultural liaison, community development/liaison, community resilience, local business support, and accessibility coordination.

In response, internal partners also include the **Incident Management Team (IMT)**, which includes key representatives from emergency services and support agencies. The Volunteer Coordinator reports to the **Operations Manager**, and works closely with Welfare, Logistics, and Public Information Management.

See *CIMS* on page 50 of Appendix A for more information.

The Volunteer Coordination team also works with other council personnel in the CDEM Group who work with volunteers or volunteer groups.

External partners

External partners include:

- emergency services (Ambulance, New Zealand Police, New Zealand Fire Service, Rural Fire Service, and hospital and health services)
- marae, hapū, and iwi Māori
- community groups – for example; cultural or faith-based groups, culturally and linguistically diverse (CALD) community groups, service organisations, and disabled people's organisations (including those for their whānau/families)
- other local authorities' GEMOs and EMOs
- government agencies, such as the Ministry of Social Development (MSD) and the Department of Conservation (DOC), and
- non-government organisations who are involved with volunteer management, community support, welfare, or disaster relief, such as the New Zealand Red Cross, Lions Clubs, The Salvation Army, or the Royal New Zealand Society for the Prevention of Cruelty to Animals (RNZSPCA).

2.5   Relevant legislation

There are several pieces of legislation that CDEM organisations need to comply with when they are working with volunteers, including:

- *Civil Defence Emergency Management Act (CDEM Act) 2002*
- *Health and Safety in Employment Act 1992*
- *Privacy Act 1993*
- *Employment Relations Act 2000*
- *Human Rights Act 1993, and*
- *Accident Compensation Act 2001*.

An overview of some key legislative considerations related to volunteers is given in the following paragraphs.

Protection under the *CDEM Act 2002*

Under the *CDEM Act 2002*, volunteers who operate under the direction of CDEM organisation during a **declared emergency** are eligible (some exceptions apply) for:

- compensation for personal loss or damage to personal property for those who carry out CDEM tasks under proper instruction (section 108(1))
- protection from liability for loss or damage occurring in the exercise or performance of his or her functions, duties, or powers under the Act (section 110), and
- protection from dismissal from paid employment on the basis of absence on duty (section 112(1)).

See C.1 *Civil Defence Emergency Management Act 2002* on page 52 of Appendix C for more detail, including exceptions to this protection.

Volunteers who operate under the direction of CDEM during a **non declared emergency** do not have coverage under these provisions, and must rely on the general law and their personal insurance arrangements.

Protection under the *Health and Safety in Employment Act 1992*

Section 3C of the *Health and Safety in Employment Act* states that volunteers who do work for an employer have the **same coverage as employees** (some exceptions apply) under sections 6 to 12, 19, and Part 4 of the Act.

Volunteers who operate under the direction of CDEM are subject to this coverage, provided that:

- they are operating with the knowledge and consent of the CDEM organisation
- the work they are doing is of a regular or ongoing nature, and
- the work is of an integral part of the business of the CDEM organisation.

Where section 3C of the Act does not apply (for example, the work the volunteer is doing is not of a regular or ongoing nature), volunteers are protected under **section 3D**. Section 3D states that the person for whom the volunteer is working should take all practicable steps to ensure the volunteer's health and safety, in particular taking into account hazards and risks.

See C.2 *Health and Safety in Employment Act 1992* on page 53 of Appendix C for more information about the specific provisions and requirements of section 3C, and the exceptions to these provisions.

Protection for tasked spontaneous volunteers

CDEM organisations are not responsible for the actions of spontaneous volunteers who self-activate during an emergency response and operate under their own direction.

However, if CDEM organisations choose to **task spontaneous volunteers** (i.e. register, brief, and deploy them into CDEM-led tasks) during a response, those volunteers are subject to the **same coverage** as CDEM-trained volunteers under both the *CDEM Act 2002* and the *Health and Safety in Employment Act 1992*.

Each CDEM organisation needs to decide whether tasking spontaneous volunteers is right for them, and develop plans and processes accordingly.

Obligations to volunteers

CDEM organisations are responsible for ensuring:

- CDEM-trained volunteers are aware of and understand their legal status prior to an emergency
- tasked spontaneous volunteers have their legal rights explained to them when they register, or during their initial briefing, and
- information is available to non-tasked spontaneous volunteers, should they request it.

CDEM organisations need to have robust systems in place to support their volunteers both during and after declared **and non-declared** emergencies. This is an essential part of recognising the valuable contribution that volunteers make.

CDEM organisations may consider examining their insurance arrangements, and suggesting alterations to cover their volunteers during non-declared emergencies.

Further information

See Appendix C *Legislation* on page 52 for more detailed information.

SECTION 3   READINESS – GENERAL PREPARATION

This section describes general volunteer coordination tasks that need to be carried out **before** an emergency, under the headings:

- initial preparation
- fostering relationships
- setting up the Volunteer Coordination team, and
- training and development.

Preparation during readiness will also involve:

- working with CDEM-trained volunteers (see Section 4 *Readiness – CDEM-trained volunteers*, beginning on page 20), and
- preparing for spontaneous volunteers (see Section 5 *Readiness – Spontaneous volunteers*, beginning on page 32).

3.1   Initial preparation

Gathering local area information

One of the Volunteer Coordination team's readiness responsibilities is gathering information that will help to develop their processes for use during an emergency. Information to be collected includes:

- strong networks that exist in communities (such as those listed in *Spontaneous volunteer groups* on page 7)
- local background facts and figures, including population demographics, hazards, maps, and previous emergencies
- local authority CDEM offices, public education programmes, and plans, and
- related CDEM functions, such as Public Information Management (PIM), and the Coordinated Incident Management System (CIMS).

Information needs to take account of culturally and linguistically diverse (CALD) communities in the area. People with disabilities also need to be considered and included. The best sources of advice and information related to these groups are:

- members of CALD communities
- people with disabilities, and
- support and/or advocacy groups for CALD communities or people with disabilities (see Appendix E *Accessibility* on page 57 for a list of these organisations).

Risk identification and management

Volunteer involvement will generate risks. The level of risk depends on variables such as the nature of work, work environment, quality of systems to guide and support the volunteers.

The aims of the risk management process are to:

- prevent harm and loss, and
- reduce potential liability.

During initial preparation, it is important to carry out risk management for all the potential roles, work equipment, and workplaces for volunteers.

Volunteering needs assessment

A volunteering needs assessment allows an organisation to consider:

- what work may need to be done
- who ought to be assigned to which positions
- whether volunteers are an effective option for performing roles or tasks
- how to structure an overall volunteer involvement programme
- what training is required, and
- relevant legislation.

CDEM organisations can get ideas from the community by canvassing the network of existing CDEM-trained volunteers for information and suggestions, organising public workshops, 'question and answer' sessions, or meetings.

Consider using the *CDEM Capability Assessment Tool* to guide the needs assessment process, which is available on the MCDEM website at www.civildefence.co.nz.

3.2   Fostering relationships

As well as working with other CDEM personnel and key response agencies, the Volunteer Coordination team will need to foster positive relationships with community members, community groups, local business, and other organisations.

Social capital refers to the expected economic or collective benefits that arise from positive personal relationships between individuals and groups. Building social capital is an integral part of developing resilient communities.

The Volunteer Coordination team can build social capital by pro-actively engaging with their communities, partner organisations, and partner agencies.

The MCDEM publication *Community Engagement in the CDEM context* provides information about how CDEM organisations can work with communities to develop greater resilience to emergencies. It is available to view or download on the MCDEM website www.civildefence.govt.nz, on the publications page.

Creating and maintaining an internet presence

The Volunteer Coordination team need to work with their CDEM public education and Public Information Management (PIM) Managers to enhance community and volunteer engagement through websites and social media, by ensuring that:

- official CDEM websites include easy-to-find links to social media pages
- volunteer achievements are reported regularly, on both the CDEM website and social media pages
- there is an access point for potential volunteers to register their interest
- key information (such as how people can become CDEM-trained volunteers) is easy to find and understand, and
- messages posted on social media sites are designed to encourage frequent communication between followers and the CDEM organisation.

Developing local networks

The Volunteer Coordination team needs to develop a network of key community contacts, such as technical experts, professionals with skills relevant to CDEM, or community group leaders. They may be approached to register as CDEM-trained volunteers, or called on for information, advice, or support.

Identifying and engaging with **strong community groups or networks** (see *Spontaneous volunteer groups* on page 7) will enhance understanding about the make-up of local communities, as well as the interest in volunteering within those communities.

Local businesses, professionals, or technical experts may be able and willing to provide advice to CDEM organisations in key areas such as:

- construction
- IT systems and telecommunications, or
- event management and logistics.

See Appendix D *Volunteering and community resources* on page 55 for a list of some key community organisations.

CALD communities

It is important to build relationships with culturally and linguistically diverse (CALD) communities. Consider how CALD communities may be involved in volunteer coordination in a CDEM context. In some cases:

- volunteers and members of the Volunteer Coordination team may be working in or alongside CALD communities, or
- members of CALD communities may wish to volunteer.

Members and leaders of CALD communities can provide essential information and advice about how their communities' needs can be met, and may be able to work as ambassadors for CDEM within their communities.

Section E.3 *Key accessibility resources* on page 59 of Appendix E lists some organisations that can provide information and advice about engaging with CALD communities.

People with disabilities

The Volunteer Coordination team also needs to build relationships with people with disabilities in their communities. People with disabilities, their families, and their support, service, or advocacy groups provide robust networks, and are essential sources of advice and information for CDEM organisations.

The Volunteer Coordination team needs to consider not only how volunteers may work alongside people with disabilities during response and recovery, but also how CDEM organisations can create opportunities for people with disabilities to volunteer.

Section E.3 *Key accessibility resources* on page 59 of Appendix E lists some organisations that can provide information and advice about engaging with people with disabilities and their families.

The **Volunteer Coordinator** may liaise with established organisations that have expertise in:

- managing large bodies of registered volunteers
- community support
- managing large events (such as sporting or cultural events), or
- coordinating spontaneous volunteers.

CDEM organisations can gain advice or information from these organisations about:

- effective processes for volunteer involvement
- whether any surplus individual volunteers can be transferred between CDEM and the organisation during response
- what information needs to be shared, and what processes will be used to share information about volunteer needs and availability during a response, and
- training programmes that can be used or shared.

See Appendix D *Volunteering and community resources* on page 55 for a list that includes some key organisations.

3.3 Setting up the Volunteer Coordination team

This section describes the resources that need to be identified and gathered before an emergency. These resources are discussed under the headings:

- people
- workspaces and venues, and
- equipment, tools, and supplies.

The suggestions made in this section are intended to be flexible, and will be dependent on the differing sizes, budgets, and resources of CDEM organisations.

3.3.1 People

Before emergencies occur, key roles in volunteer coordination need to be identified, and people assigned to each role.

When determining possible volunteer coordination personnel, consider the structure of the team, the available personnel, and the training and development requirements (see section 3.4 *Training and development* on page 17).

The structure of a Volunteer Coordination team will depend on the needs of the organisation. The key roles, as described in section 2.2 *The Volunteer Coordination team* on page 4, may be carried out by current CDEM personnel, CDEM-trained volunteers, or local council personnel.

CDEM organisations will need to take their size, capability, and resources into account, and decide on a structure that is best for them.

The Volunteer Coordinator may choose to appoint personnel specifically for the coordination of spontaneous volunteers during response; for example, a Spontaneous Volunteer Coordinator. See section 5.1 *Spontaneous volunteer coordination roles* on page 32 for more information.

Reviewing role descriptions	Role descriptions need to be reviewed regularly so they can be effectively used to recruit, screen, appoint, and evaluate members of the Volunteer Coordination team.

See Appendix B *Role description: Volunteer Coordinator* on page 51 for an example of a role description.

Personal preparedness

All members of the Volunteer Coordination team need to be prepared for an emergency at home as well as at work, including having emergency provisions and an emergency plan.

Having this in place before an emergency will help the Volunteer Coordination team to carry out their roles effectively during an emergency.

Information on how to be prepared at home for an emergency is available at www.getthru.govt.nz.

3.3.2   Workspaces and venues

Workspaces and venues, particularly potential volunteer centres, need to be identified, prepared, and resourced during readiness.

Preparing workspaces

The Volunteer Coordination team is likely to need workspaces in ECCs or EOCs during a response, in order to work within the CIMS structure (see *CIMS* on page 50 of Appendix A for more information).

Planning needs to allow for these workspaces to vary during readiness, response, and recovery.

Accessibility

The **Volunteer Coordinator** needs to ensure that volunteer coordination-related workspaces and venues are accessible to **everyone** by including (whenever practicable):

- easy access into and inside buildings, including ramps, and toilets
- good lighting
- access for Disability Assist Dogs
- space allocated for reception/screening areas to be operated by a person capable of delivering clear verbal information and instructions
- clear, pre-prepared signage, with provisions made (wherever practicable) for:
  - speakers of English as a second language
  - speakers of other languages
  - the blind or visually impaired
- provisions made (wherever practicable) for the Deaf or hearing impaired, either in the form of:
  - pre-recorded visual information, and
  - a New Zealand Sign Language (NZSL) interpreter.

See Appendix E *Accessibility* on page 57 for more information.

A 'volunteer centre' is any place where volunteers gather or are registered during and following an emergency. Volunteer centres can be physical or virtual.

Physical volunteer centres

A physical volunteer centre is most likely to be a room or area within a Civil Defence Centre (CDC). They could also be based at community meeting places such as local visitor information centres (the official ones are 'i-SITES'), places of worship, marae, community halls or centres, and health or medical centres.

All physical volunteer centres need to meet basic structural requirements for health and safety. Wherever practicable, they also need to meet the requirements for accessibility (see *Accessibility* on page 15).

The exact layout of the centre will depend on the building being used, number of volunteers expected, and resources. A typical layout is:

- a reception area – used for greeting volunteers and providing them with information
- a screening area – where volunteers provide registration information, and can be screened for suitability
- a briefing area – where volunteers can be briefed, individually or in groups, about their assignments
- a waiting/dispatch area – where volunteers can be gathered and dispatched to their places of work (this may double as the briefing area), and
- an administration area – from which members of the Volunteer Coordination team can operate.

Virtual volunteer centres

A virtual volunteer centre is a web-based platform through which volunteers can register. It communicates messages to those interested in volunteering, posts current opportunities to volunteer, and can be used to communicate back with volunteers who have registered.

A virtual volunteer centre may be used, monitored, and maintained continuously during readiness, response, and recovery.

Consider developing a virtual volunteer centre which is accessible through the CDEM organisation's official website. Some organisations that may have experience or expertise in this area are listed in Appendix D *Volunteering and community resources* on page 55.

Unofficial or spontaneous volunteer centres

Some unofficial or spontaneous volunteer centres (physical or virtual) may emerge during a response. These centres provide excellent opportunities for engaging with the public, gathering current information, and coordinating with any community groups that have self-activated.

3.3.3   Equipment, tools, and supplies

During readiness, the Volunteer Coordination team needs to consider sourcing, gathering, and storing a range of equipment and materials for use in workspaces, CDCs, potential volunteer centres, and other potential worksites.

See Appendix F *Equipment, tools, and supplies checklist* on page 67. This checklist is intended to be modified to suit the needs of the Volunteer Coordination team.

Note that **during response** under the CIMS structure the procurement and distribution of resources is the responsibility of Logistics.

Identification for volunteers

Jerkins and other means of identification need to be available during a response, both for CDEM-trained volunteers and tasked spontaneous volunteers. These may include:

- re-writable ID cards, and
- wristbands, tags worn as a necklace, or badges that carry the CD logo.

ID cards need to include:

- the name and logo of the CDEM organisation
- time period the card is valid for
- a space for the name of the volunteers, and
- any restricted areas the volunteer has access to.

3.4   Training and development

This section describes the requirements for training and developing the skills of members of the **Volunteer Coordination team**.

It may also be used as a guide for the training and development of **CDEM-trained volunteers** during readiness.

Material from other CDEM organisations

Many CDEM organisations have established effective training programmes. Consider approaching and collaborating with CDEM organisations in other regions or areas to enhance and develop training material.

RAPID

Response And Preparedness In Disasters (RAPID) is a suite of training and assessment materials created by MCDEM to support learners across the CDEM sector. These training and assessment materials are aligned to the CDEM Competency Framework and, where possible, matched to unit standards.

The RAPID programme includes online modules and activity booklets for learners, as well as a trainer pack and assessor's guide. These are available on the MCDEM website www.civildefence.govt.nz.

3.4.1 Designing a training package

All members of a Volunteer Coordination team need to achieve and maintain competency in their roles and tasks. Therefore, training needs to be considered an ongoing requirement, with a thorough record keeping process.

Development needs analysis

Conducting a development needs analysis will help determine the focus and components of a training package.

The MCDEM publication *Development Needs Analysis* provides information on how to effectively conduct a development needs analysis. It is available on the MCDEM website www.civildefence.govt.nz.

Core competencies

CDEM organisations need to decide on some core competencies for the Volunteer Coordination team, which may include:

- a clear understanding of the key volunteer coordination roles and functions
- a clear understanding of CDEM structure, roles, and responsibilities
- a clear understanding of communication technology as it relates to volunteer coordination, particularly social media and smart devices
- a knowledge of relevant legislation
- the processes and documentation related to volunteer coordination
- knowledge of how to work with people, and deal with performance management issues, and
- certificates or qualifications in key areas such as first aid, CIMS, and health and safety.

Cultural competency and awareness

The Volunteer Coordination team may work with and alongside CALD communities. Consider including cultural competency and awareness as a key competency in a training package. This will include providing training on how to:

- include CALD communities in CDEM plans and preparations, and
- make CDEM facilities, services, and information accessible to members of CALD communities, particularly those who speak English as a second language, or not at all.

Organisations who work with, support, and advocate for CALD communities are the best sources of information and advice about how people can be trained in cultural competency. See Section E.3 *Key accessibility resources* on page 57 for a list of these organisations.

| Disability awareness and equity | The Volunteer Coordination team may work with and alongside people with disabilities and their families. Consider including disability awareness and equity as a key competency in a training package. This will include providing training on: |

- including people with disabilities, their families, and their support or advocacy groups in CDEM plans and preparations, and
- making CDEM facilities, services, and information accessible to people with disabilities.

Organisations who work with, support, and advocate for people with disabilities and their families/whānau are the best sources of information and advice about how people can be trained in disability awareness and equity. See Section E.3 *Key accessibility resources* on page 57 for a list of these organisations.

| Other considerations | When designing a training package, also consider: |

- involving trainees in the process
- using existing training material (such as existing foundation courses for ECC or EOC operations)
- developing realistic learning objectives
- developing realistic timetables to suit differing workloads and schedules
- ensuring people get to practise what they have learned
- providing constructive feedback, and
- varying delivery techniques.

3.4.2   Training activities

Members of the Volunteer Coordination team need to participate in activities that enhance their training.

| Participation in CDEM exercises | Ensure that members of the Volunteer Coordination team (as well as CDEM-trained volunteers) are given opportunities to participate in **CDEM exercises** (particularly response exercises) run locally, regionally, or nationally. |

Information on local and national exercises is available from EMOs and/or GEMOs.

| Shadowing & mentoring | **Shadowing** someone while they carry out roles or tasks provides opportunities to learn skills from someone with expertise. It also provides an opportunity to carry out peer review. |

Mentoring is an effective way to provide guidance to personnel who are new to a role or task. It can be done remotely if there is no-one in the same agency with the required skills.

| Up-skilling | Those who have completed initial training may wish to refresh their skills, or train in new techniques or areas. CDEM organisations need to encourage and facilitate this as much as possible. |

SECTION 4   READINESS – CDEM-TRAINED VOLUNTEERS

CDEM-trained volunteers are assessed, trained, and given roles or assigned to tasks **before** emergencies take place. They provide valuable and effective support, and significantly enhance the capability of CDEM organisations during readiness, response, and recovery.

This section describes how CDEM organisations can work with CDEM-trained volunteers **during readiness**, including:

- building a strong network of CDEM-trained volunteers, including refining the processes for recruitment, screening, and training, and
- developing robust processes, procedures, and forms for use during response.

Readiness preparations also involve ensuring that CDEM-trained volunteers are continually supported, empowered, and recognised.

4.1   Building a network of CDEM-trained volunteers

Building a strong network of CDEM-trained volunteers involves:

- developing roles and tasks according to existing and anticipated needs
- active recruitment
- ensuring the processes for registration and screening are effective, and
- placing candidates in the right roles, and/or training and developing volunteers so they can carry out their roles and tasks effectively.

4.1.1   Developing roles and tasks

CDEM organisations can develop roles and/or task descriptions for CDEM-trained volunteers based on skills their current volunteers have, experience from past response or recovery operations, and anticipated future needs.

Clear role and/or task descriptions for volunteers:

- make it easier to match volunteers with different abilities to suitable tasks
- ensure that volunteers understand the requirements of the roles they are given, and
- support effective monitoring and evaluation.

Possible roles or tasks

During **readiness,** possible roles for CDEM-trained volunteers are:

- work as 'ambassadors' for CDEM, promoting good CDEM practices to their families, colleagues, and communities
- engage in local CDEM planning, training and exercising
- present and distribute CDEM information at local events, such as community fairs, and
- help develop volunteer coordination systems and processes.

During **response and recovery**, possible roles for CDEM-trained volunteers are:

- manage or assist with evacuation, welfare, or volunteer coordination
- assist at helplines, call centres, or information points, or
- perform community outreach roles during recovery, such as house-to-house checks.

Depending on the size and structure of the CDEM organisation, CDEM-trained volunteers may also be needed to perform **key readiness or response roles**, such as Volunteer Coordinator, Spontaneous Volunteer Coordinator, Volunteer Liaison, or Volunteer Supervisor.

Considerations for roles or tasks

When designing role or task descriptions for CDEM-trained volunteers, consider:

- how to maximise volunteer skills and training, so they can effectively carry out the required roles (see section 4.1.6 *Training and development for CDEM-trained volunteers* on page 24)
- seeking volunteer input
- avoiding assigning them to menial tasks
- defining what the achievement outcomes are and sharing these with the volunteers
- how to ensure their safety
- developing 'project-type' work so that the volunteers can see the start and end to their work
- having both short and long term roles, and
- designing flexible work schedules, job sharing, or options for working from home.

Reviewing task descriptions

Task descriptions need to be reviewed and updated regularly. Volunteers need to be involved in this process, as their experiences will give a clear picture of what the task involves, and what might be needed in the future.

See Appendix G *Volunteer task description* on page 68 for a template.

The *Role description: Volunteer Coordinator* (Appendix B on page 51) may be used as a template for a higher-level volunteer role.

4.1.2   Active recruitment

Once a need for a specific role has been identified (see *Volunteering needs assessment* on page 12), decide whether there is a suitable candidate amongst existing registered CDEM-trained volunteers. If not, recruit people who wish to become CDEM-trained volunteers, targeting people with appropriate skills or experience.

Recruiting for diversity

Recruit a strong, diverse network of CDEM-trained volunteers, which:

- reflects the characteristics of the community, including language, culture, and age ranges
- captures the valuable skills, knowledge, abilities, and experience that many community members have, and
- taps into the wide range of expertise that local groups, organisations, and businesses can offer.

4.1.3   Registration

A registration process and form will need to be developed during readiness. Registration forms need to be brief, customisable, and comprehensive.

Registration form

The registration form for CDEM-trained volunteers needs to include space for the following essential information:

- name and contact details (including emergency contact details)
- availability, both immediate and long term (including dates and times for immediate availability)
- current occupation, relevant skills, qualifications, and previous experience
- interests and strengths (what tasks they wish to do)
- limitations (what they do not wish or are not able to do)
- the resources, if any, they could provide (such as vehicles or equipment).
- an authorisation to perform a Police background check, and
- a declaration of any health or medical conditions that may limit the volunteer's ability to perform certain tasks.

See Appendix H *Volunteer registration form* on page 69 for a template.

Considerations for registration

Consider developing a virtual volunteer centre with a platform for online registration for volunteers that can be used to create an easy-to-manage, centralised database.

Providing an online platform for volunteer registration is an effective step in making the registration process accessible. Consider how to maximise opportunities for all members of the community to register as volunteers, including:

- people of all ages, from young people to the elderly
- members of CALD communities, and
- people with disabilities.

4.1.4   Screening

Screening processes and background checks must be careful and thorough to ensure the reliability, trustworthiness, skills, and qualifications of CDEM-trained volunteers.

Responsibility

CDEM organisations have a responsibility to themselves and their communities to appoint personnel, including CDEM-trained volunteers, who can carry out their roles with a high level of responsibility.

The Volunteer Coordination team needs to follow their CDEM organisation's established processes for screening and background checking.

Turning away a potential volunteer for reasons other than not meeting the minimum requirements for a volunteer position may violate their human rights. The screening process must conform to the requirements in the *Human Rights Act 1993*. See Appendix C *Legislation* on page 52 for more information.

Police background checks

Police background checks are strongly recommended for all potential CDEM-trained volunteers. The Volunteer Coordinator will need to follow the relevant processes of the CDEM organisation.

The volunteer must give permission before Police checks are performed. Including a signed agreement in the registration form is recommended (see Appendix H *Volunteer registration form* on page 69 for an example).

CDEM-trained volunteers or applicants may apply for a copy of their own criminal record. The Ministry of Justice provides a free online service, which is available through their website, www.justice.govt.nz.

Outcomes

It is important to thank all applicants for their interest and application in a timely fashion.

For successful applicants it is important to provide them with an explanation of their general responsibilities (as well as any related to a specific role or task, if they are to be immediately placed), both in person and in writing.

For any unsuccessful applicants, notification via a clear, courteous letter is recommended.

4.1.5   Placement

It is important to match volunteers to a role or task. The compatibility of the volunteer's interests and skills, and the requirements of a role description, must be carefully considered.

It is important to have clear minimum standards for each volunteer role, in addition to a clear understanding of what personal competencies are required. The Volunteer Coordination team needs to follow their CDEM organisation's established decision-making processes for recruitment.

| Considering the volunteer's perspective | Effective volunteer placement is more likely if the Volunteer Coordination team: |

Considering the volunteer's perspective

Effective volunteer placement is more likely if the Volunteer Coordination team:

- listens carefully to the expectations of the volunteer
- understands their motivation to become a volunteer
- adapts existing and/or creates new roles, and
- considers the diversity of the community where the volunteer will be placed.

It is important not to place a volunteer into a position they have no interest in, even if they may appear to be well-suited to that role.

Orientation

Once placed in a role, CDEM-trained volunteers need an orientation that includes information about how the CDEM organisation works and who they will be working with. They need to be informed, both in person and via a written form:

- all relevant organisational policies, practices, and codes of conduct, and
- the health and safety requirements, including how to report hazards, near misses, and accidents.

New volunteers also need to be introduced, welcomed, and have the layout of their workspaces explained to them.

Providing new volunteers with a role or task description and a health and safety fact sheet is recommended. See:

- Appendix B *Role description: Volunteer Coordinator* on page 51
- Appendix G *Volunteer task description* on page 68, and
- Appendix N *Health and safety fact sheet* on page 78.

4.1.6   Training and development for CDEM-trained volunteers

CDEM-trained volunteers can be trained and developed to suit their assigned roles or tasks.

Training packages for the Volunteer Coordination team can be used as a basis for training volunteers during readiness (see section 3.4 *Training and development* on page 17). Consider developing a list of key competencies that all CDEM-trained volunteers should have, as well as any role or task-specific skills.

It is particularly important to consider the volunteers' interests and abilities when designing a training package. Ensure that schedules and delivery techniques are flexible and varied. Also ensure that training sessions include time for volunteers, Volunteer Coordination team members and other CDEM personnel to socialise.

Ensure that an accurate record of each volunteer's training activities is kept (see section 4.2.9 *Record keeping and archiving* on page 31).

4.2   Developing processes, procedures, and forms

This section describes the processes, procedures, and forms that need to be developed to ensure that CDEM-trained volunteers are effectively coordinated and supported during readiness, response, and recovery.

4.2.1 Support and supervision

The support and supervision of CDEM-trained volunteers is crucial for ensuring that work is being done safely and effectively. The level of supervision that is appropriate will depend on the role or task, and the knowledge or experience of the volunteer.

Volunteer Supervisors

The Volunteer Coordinator needs to appoint a suitable Volunteer Supervisor for each of their registered CDEM-trained volunteer teams. They could be an employee of the CDEM organisation or another CDEM-trained volunteer.

Volunteer Supervisors need to have experience working with volunteers, as well as any technical expertise required for the task.

The role of a Volunteer Supervisor is to provide coaching, advice, and ongoing support, as well as to ensure that volunteers are complying with all of the CDEM organisation's policies and procedures and are meeting any agreed performance standards.

4.2.2 Recognition

A formal volunteer recognition system will generate deeper commitment and longer retention.

The **principles** behind volunteer recognition are that recognition is:

- meaningful to the volunteer.
- regular
- honest and sincere, and
- for both length of service, as well as specific achievements.

Maintaining records of volunteer accomplishments will be central to ensuring volunteer commitment.

Ways of giving recognition

Ensure that CDEM personnel who may interact with volunteers during readiness, response, and recovery understand the value of volunteers, and know how to interact positively with the volunteers they work alongside.

During the initial stages of volunteer involvement, ensure that CDEM-trained volunteers are thanked (either verbally or by letter or email) for signing up, and for completing training modules.

During response, liaise with the PIM team to ensure that CDEM websites are up-dated with information about volunteer accomplishments, and media releases are sent expressing gratitude to volunteers.

Towards the final stages of response and recovery:

- promote the inclusion of volunteers in annual CDEM Ministerial Awards, Mayoral Awards, and Ministerial 'length of service' awards
- consider producing a regular newsletter for volunteers, highlighting achievements and providing information about registration, training, and up-skilling
- send volunteers a letter or certificate of thanks, and
- host a 'Thank you' event and reunion after the work is over.

4.2.3   Monitoring and evaluating performance

It is important to monitor and evaluate the performance of CDEM-trained volunteers. As with employed personnel, CDEM organisations need to be aware of the volunteer's ability to carry out their role and/or tasks as well as their emotional and physical wellbeing.

Finding a balance in monitoring and evaluation is important. Failing to monitor the performance of volunteers may communicate the message that the work they do is not sufficiently important or valued. However, using processes that are too rigid or formal may be off-putting to the volunteer, and impractical in terms of time and resources.

Responsibility

The **Volunteer Supervisor** is responsible for monitoring and evaluating the performance of the volunteers under their supervision, with advice and support from the **Volunteer Coordinator**.

Providing feedback to volunteers

For the evaluation process to be effective, the Volunteer Coordinator, the Volunteer Supervisor(s), and the volunteer need to be comfortable with the process.

Feedback can:

- be given informally (a quick comment during an activity) or formally (a private meeting with the volunteer)
- encourage volunteers to develop their skills, and
- allow the volunteer to evaluate their own performance as well as that of the CDEM organisation.

Overcoming issues

In cases where areas of weakness are highlighted, the Volunteer Coordinator needs to work alongside the Volunteer Supervisor and the volunteer to determine how the issue can be overcome, whether it will include additional training, or whether it requires a transfer to a different role or task.

4.2.4   Dealing with critical incidents

A 'critical incident' is defined as an event or series of events which is abnormal, sudden, overwhelming, threatening, or involves protracted stress.

Critical incidents commonly involve accidents, or occurrences of violence. They may also relate to problems or disagreements arising from communication issues, culture, relationships, emotions, or beliefs. Any incident which results in injury to a volunteer must be classed as a critical incident.

It is essential that all critical incidents involving volunteers are dealt with and recorded. The Volunteer Coordinator is responsible for ensuring that the CDEM organisation's existing incident policies and reporting procedures are followed.

| **Types of critical incident** | Types of critical incidents include: |
| | |

- a medical emergency
- a traumatic experience or witnessing a traumatic experience happening to others
- a highly unusual condition or experience
- a highly challenging, difficult or confronting situation, or
- a negative interaction with another person which caused a strong personal reaction or made a lasting impression.

Organisational impact critical incidents

Critical incidents that may impact on the CDEM organisation's due diligence, compliance, or risk management policies must be reported immediately, following the established procedures of the organisation. These include situations involving:

- serious disciplinary action issues that may or have led to dismissal
- an area of significant risk to health, safety, security or privacy of employees, volunteers, or partners
- an area of significant reputational or organisational risk of a serious and ongoing nature
- an area of non-compliance or suspected non-compliance with relevant legislation or regulation, or of any organisational policy or procedure, of a serious and ongoing nature, and
- the death or serious injury of an employee, volunteer, client, or person directly associated with the organisation's activities.

Management processes

Management processes for critical incidents include:

- preparing registered CDEM and tasked spontaneous volunteers for potential critical incidents at the briefing stage
- intervention to remove registered and spontaneous volunteers from critical incident situations where practicable
- defusing, reducing, or eliminating the causes of the critical incident
- debriefing for groups and individuals after incidents occur, and
- informing volunteers of further support options available.

4.2.5   Taking corrective action

Issues may arise during the engagement of volunteers that require corrective action. Such issues may include substandard performance or inappropriate behaviour. In very few cases, these issues may necessitate dismissal. In most circumstances, they can be addressed appropriately and effectively through additional supervision and support, such as training, mentoring, coaching, and/or role modification.

The Volunteer Coordination team need to be consistent with their CDEM organisation's established processes when determining the grounds for corrective action.

It is important the Volunteer Coordinator/Volunteer Supervisor can identify significant performance issues at **an early stage** to prevent the need for undertaking formal corrective action.

Psychosocial aspects of the response environment must be considered in any disciplinary assessment and procedure.

Relevant pieces of **legislation** to consider are the *Human Rights Act 1993* and the *Employment Relations Act 2000.* See Appendix C *Legislation* on page 52 for more information about these acts.

4.2.6   Developing a Volunteer Response Procedure

The *Volunteer Response Procedure* (see template reference below) describes the volunteer coordination response tasks to be completed, and needs to be referred to by the **Volunteer Coordinator and Volunteer Coordination team** during an emergency.

The main steps in a *Volunteer Response Procedure* are:

- activation of the Volunteer Coordination team (such as a decision made by the Operations Manager, and ratified by the Group/Local Controller)
- setting up team workspaces (for example, an area in the ECC/EOC)
- information gathering and recommendations from the Volunteer Coordination team to Operations Manager and other IMT functions:
    - which CDEM-trained volunteers have self- activated
    - how communities have responded
    - which CDEM-trained volunteer teams may need to be activated
- setting up volunteer centres.

CDEM organisations will need to design a procedure that suits their own systems and resources. A template is provided in Appendix I *Volunteer Response Procedure* on page 70.

The *Volunteer Response Procedure* is intended to be developed and used alongside the *Response checklist* (Appendix J on page 72).

The main steps in a *Volunteer Response Procedure* will also include information gathering and decision making related to **spontaneous volunteer activity**, including:

- spontaneous volunteers (individuals or groups) that have self-activated, and
- whether spontaneous volunteers may need to be tasked.

See section 5.3.1 *Spontaneous volunteers in the Volunteer Response Procedure* on page 34 for more information.

4.2.7 Briefing processes

Teams of volunteers will need to be briefed before they are deployed to carry out their tasks. The **Volunteer Coordinator, Volunteer Liaison, or Volunteer Supervisor** may be required to deliver these briefings.

Table 1 below describes the main topics to be covered in a briefing. Personnel responsible for delivering briefings will need to take the composition of their volunteer teams into account, and modify the key aspects accordingly.

A template for a *Volunteer briefing sheet* is provided in Appendix K on page 74.

Key topic	Description
Task and event	The 'what, when, where' of the task, what equipment or tools are to be used, and any relevant updates about the overall response to the event.
Volunteer responsibilities	Responsibilities of individual volunteers include: • exercising common sense • following CDEM guidelines/procedures, and directions from their supervisor • using any relevant CDEM documentation (for example accident forms, timesheets) • keeping themselves and others safe • keeping private or confidential information they may encounter private, and • not making official statements to the media on behalf of the CDEM organisation (although they may be approached for comment in a personal capacity).
Reporting lines	Who to take instructions from.
Communities	In communities, volunteers may encounter: • diversity (cultural diversity, age ranges, and any other relevant community features) • languages other than English • resistance; for example, from people who may not wish to be given what they perceive as 'charity'. Volunteers need to also be told to look out for vulnerable members of the community (such as those affected mentally, or those who may need extra assistance), and who to report these issues to.
Health and safety	Volunteers need to know who they report to if there's an accident, what personal protective equipment (if any) they need to wear, and the location of first aid kits. Distributing health and safety fact sheets will help ensure volunteers have all this information to hand (see template provided in Appendix N on page 78).

Table 1 Briefing topics

Accessibility

Consider how to ensure briefings are delivered accessibly, by:

- ensuring that verbal instructions are clear and audible
- providing a written version of the key points of the briefing , and
- wherever practicable, including provisions for the diversity of the group, including (if present):
  - speakers of languages other than English (including New Zealand Sign Language), and
  - members of the group who have physical, mental, intellectual, neurological, or sensory impairments.

See Appendix E *Accessibility* on page 57 for more information about how to make information accessible.

Debriefing	It is also important to debrief at the end of each shift. This allows the Volunteer Coordination team and volunteers to:

- reflect on what went well
- identify what may be areas for improvement
- discuss any solutions to issues they encountered
- outline future requirements, and
- request help or guidance.

A template for a *Volunteer debriefing sheet* is provided in Appendix L on page 76.

4.2.8   Health and safety procedures

CDEM organisations are accountable for the health and welfare of CDEM-trained volunteers under the *Health and Safety in Employment Act 1992*.

See C.2 *Health and Safety in Employment Act 1992* on page 53 of Appendix C for more information on this Act.

Basic requirements

CDEM organisations may need to develop systems to ensure all volunteers can access basic requirements, such as:

- food and water
- sanitary and washing facilities (where none exist on-site)
- transport to and from venues or locations
- personal protective equipment, and
- regular breaks.

Reporting accidents and incidents

The Volunteer Coordination team needs to develop a procedure for reporting accidents and incidents. In many cases, the CDEM organisation will already have these procedures in place.

Rostering

It is important to decide in advance what the acceptable rostering procedures are, what an acceptable shift length is, and how many hours a volunteer can work before taking a break.

The Volunteer Coordination team needs to ensure that these procedures are adhered to, while taking into consideration any travel time involved, the nature of the task, and the environment in which the volunteers are working.

Risk management	Volunteers will need to understand and manage the risks and hazards they are exposed to. The Volunteer Coordination team can enable this by:

- training CDEM-trained volunteers in ways to minimise their risks during readiness
- ensuring that volunteers are briefed about ways to minimise their risk, such as correct procedures to use, before each shift
- including 'Managing risks' as one of the responsibilities stated on pre-prepared volunteer role descriptions, or
- issuing volunteers with a health and safety fact sheet (see following paragraph) either when they register, or at the beginning of their first shift.

Preparing a health and safety fact sheet

Preparing a health and safety fact sheet is a quick, simple way of reinforcing health and safety and risk management messages. It can include:

- details of possible on-the-job hazards
- how the volunteer can protect themselves
- who they report accidents or incidents to, and
- how CDEM officials (such as the Volunteer Supervisor) will advise and support them.

See Appendix N *Health and safety fact sheet* on page 78 for a template.

4.2.9   Record keeping and archiving

All information about individual volunteers needs to be recorded, preferably in an **electronic database**. This information needs to include:

- registration information
- a record of any CDEM-led training (either during readiness, or during response and recovery)
- a record of activation, and roles or activities performed
- any agreements signed (for example, part of a role description), and
- a record of any accidents, incidents, or corrective action involving the volunteer.

The sensitivity of personal information must be dealt with in accordance with legislative requirements.

Archiving

The **Volunteer Coordinator** needs to ensure that all records related to volunteer coordination are archived following the processes in their CDEM and/or council office.

The Volunteer Coordinator may need to develop processes for storing information (hard and/or soft copies) handled by the Volunteer Coordination team during and following an emergency. This will ensure that the information can be easily retrieved for archiving later when there are resources and time available to do so.

Local government must archive records under the *Public Records Act 2005*.

Advice on archiving, including which records need to be kept, and the requirements of how they are archived, is available from Archives New Zealand, by searching 'Advice on archiving' on their website www.archives.govt.nz.

SECTION 5 READINESS – SPONTANEOUS VOLUNTEERS

Spontaneous volunteers offer their services on the spur of the moment, as individuals or as groups, in response to an emergency event. Although the exact nature and extent of the response from spontaneous volunteers is not known until emergencies occur, CDEM organisations are encouraged to prepare for their involvement.

This section describes how CDEM organisations can prepare for spontaneous volunteers **during readiness**, including:

- setting up spontaneous volunteer coordination roles, and
- developing processes, procedures, and forms for tasking spontaneous volunteers during response.

This section focuses on preparations for **tasking** spontaneous volunteers. For more information on **working alongside** spontaneous volunteers who self-activate during a response, see section 6.3 *Spontaneous volunteers in response and recovery* on page 39.

5.1 Spontaneous volunteer coordination roles

The Volunteer Coordinator may choose to appoint personnel specifically for the coordination of spontaneous volunteers, depending on the:

- size, capability, and structure of the CDEM organisation
- anticipated needs of the community, and
- possible size and type of future emergencies.

Spontaneous Volunteer Coordinator

Where appointed, the Spontaneous Volunteer Coordinator works alongside the Volunteer Coordinator, under the direction of Operations during response.

The Spontaneous Volunteer Coordinator is responsible for communication, coordination, support, and the sharing of resources with spontaneous volunteer individuals, groups, and group leaders. They may also be involved in coordinating the registration, screening, briefing, and deployment of spontaneous volunteers who present themselves at CDCs or volunteer centres.

Candidates for the role of Spontaneous Volunteer Coordinator are best identified during readiness. The role has the same requisites as those for any member of the Volunteer Coordination team (see *Required skills* on page 5). A Spontaneous Volunteer Coordinator must also be proficient in the core competencies (see *Core competencies* on page 18) for volunteer coordination.

A Spontaneous Volunteer Coordinator must also have:

- a flexible and adaptive approach to working with a wide range of people
- excellent communication skills, and
- an understanding of communication/information technology as it relates to volunteer coordination (such as mobile devices, online databases and systems, and social media).

| **Supporting roles** | CDEM organisations that intend to task spontaneous volunteers during a response will need personnel who are trained to carry out the following functions at CDCs or volunteer centres: |

- reception and information – this function welcomes spontaneous volunteers as they arrive, provides them with information, and directs them to the appropriate areas
- registration and screening – this function facilitates the registration process, and analyses the information provided to place the spontaneous volunteer in an appropriate role or task, and
- briefing and dispatch – this function provides spontaneous volunteers with an initial briefing, either general or task specific, and directs them to a waiting area or other location.

5.2 Considerations for tasking spontaneous volunteers

Tasking spontaneous volunteers can benefit response and recovery operations by significantly enhancing the capability of the CDEM organisation, capturing more expert advice and experience, and providing a channel for spontaneous volunteers who have not been able to organise themselves to participate in important activities.

| **Challenges** | Challenges associated with tasking spontaneous volunteers include: |

- the Volunteer Coordination team will only have a short amount of time to gauge spontaneous volunteers' skills, strengths, and limitations
- spontaneous volunteers will need a more comprehensive briefing for the role or task, and on-the-spot training
- CDEM organisations are responsible for supervising and supporting tasked spontaneous volunteers, and
- CDEM organisations could be legally liable for the actions of their tasked spontaneous volunteers under the *CDEM Act 2002*.

| **Solutions** | The Volunteer Coordination team can prepare for tasking spontaneous volunteers during readiness, by developing: |

- a clear decision-making process for tasking spontaneous volunteers, and
- comprehensive yet flexible processes and forms, so they can be used for rapid-fire registration, screening, and placement.

5.3 Developing processes, procedures, and forms

This section describes the processes, procedures, and forms that need to be developed to ensure that **tasked spontaneous volunteers** are effectively coordinated and supported during response and recovery.

These processes, procedures, and forms may be adapted from those prepared for CDEM-trained volunteers (see Section 4 *Readiness – CDEM-trained volunteers*, beginning on page 20).

5.3.1 Spontaneous volunteers in the Volunteer Response Procedure

A *Volunteer Response Procedure* (see section 4.2.6 *Developing a Volunteer Response Procedure* on page 28) needs to include provisions for spontaneous volunteers.

Initial steps in the procedure must include advising the Operations Manager:

- how communities have responded, including initial spontaneous volunteer activity or emergent spontaneous volunteer groups
- whether the role of Spontaneous Volunteer Coordinator needs to be activated
- whether spontaneous volunteers need to be tasked, and
- public messages related to spontaneous volunteers that need to be prepared and distributed (by the PIM team).

5.3.2 Developing potential roles or tasks

The Volunteer Coordination team can anticipate what kind of roles or tasks spontaneous volunteers may be required to fill during an emergency response.

Levels of responsibility

Given that the capability to screen and perform background checks on spontaneous volunteers may be severely limited, consider designing tasks that don't involve a high level of responsibility. Those roles (such as handling money, or working with children) may be:

- reserved for CDEM-trained volunteers, or community members whose backgrounds are known (such as registered teachers), or
- assigned to spontaneous volunteers, provided that proof the relevant qualification and/or professional accreditation is supplied and confirmed.

Possible roles or tasks

Possible roles or tasks for spontaneous volunteers include **desk-based** tasks, such as:

- data entry (electronic or paper), or log keeping
- operating information points
- answering phones, and
- welcoming new arrivals at welfare centres or volunteer centres.

Spontaneous volunteers may be able to carry out **active tasks**, such as:

- catering
- moving equipment or supplies
- cleaning and general maintenance of facilities, and
- other essential physical tasks.

See Appendix G *Volunteer task description* on page 68 for a template.

Spontaneous volunteers with CDEM-relevant skills can be assigned to more **specialised roles or tasks**. The *Role description: Volunteer Coordinator* (Appendix B on page 51) may be used as a template for a more specialised spontaneous volunteer role description.

5.3.3   Registration

The Volunteer Coordination team needs to develop a **registration form** for tasking spontaneous volunteers. The form needs to cover the same basic information as that used to recruit CDEM-trained volunteers during readiness (see section 4.1.3 *Registration* on page 22), but be easily adapted to suit the specific circumstances and needs of the response.

Developing an **online registration system and electronic database** is strongly encouraged, as it will provide the speed and simplicity required during response.

The example provided in Appendix H *Volunteer registration form* on page 69 may be used to develop a registration form for use with spontaneous volunteers during a response.

5.3.4   Screening

Screening, as described in section 4.1.4 *Screening* on page 23, may not be possible for tasked spontaneous volunteers during an emergency response.

CDEM organisations need to decide whether tasking spontaneous volunteers into certain roles is the best option for them, and prepare plans and processes accordingly.

Methods

The Volunteer Coordinator or Spontaneous Volunteer Coordinator may decide if a spontaneous volunteer is suitable for a particular role or task by:

- considering the information provided during registration:
  - identified strengths, skills, and limitations
  - stated occupation (such as teachers, who undergo background checks in order to be registered, often carry practising ID cards or certificates)
- 'red flags', such as physical limitations (a medical condition or disability) or behavioural issues.

Legal considerations

During this process, spontaneous volunteers must not be pre-judged or excluded in a way that contravenes their legal rights. For more information about relevant legislation, see Appendix C *Legislation* on page 52.

5.3.5   Briefing processes for spontaneous volunteers

Briefings for teams that include spontaneous volunteers will need to be more detailed, to provide extra information and clarity regarding:

- relevant codes of conduct and obligations, such as those related to the *Privacy Act 1993*
- who to take instructions from
- health and safety information, including:
    - safe techniques to use on the job
    - the importance of breaks and refreshment (and where to access food, water, and toilet facilities), and
    - how to manage risks and report accidents
- the communities, groups, and other agencies that the volunteers will be working with.

See section 4.2.7 *Briefing processes* on page 29 for more detail about developing a comprehensive briefing process.

5.3.6   Support and supervision

In the field, tasked spontaneous volunteers may be integrated with teams of CDEM-trained volunteers. Volunteer Supervisors will then be responsible for ensuring that all volunteers in their teams continue to be **supported** in their tasks, and are operating effectively and safely.

See section 4.2.1 *Support and supervision* on page 25 for more detail.

Existing systems for **recognition** may be adapted to acknowledge the efforts of tasked spontaneous volunteers. Key features of this system will be:

- a Volunteer Coordination team who interact positively with spontaneous volunteers throughout response and recovery
- efficient and effective registration, briefing, and supervision processes
- public acknowledgement of the efforts of all volunteers during the later stages of response and recovery.

See section 4.2.2 *Recognition* on page 25 for more detail.

5.3.7   Monitoring and evaluating performance

As with CDEM-trained volunteers, it is important to monitor and evaluate the performance of tasked spontaneous volunteers. Informal advice or feedback is the best approach.

Key considerations for spontaneous volunteers

A heightened sensitivity needs to be applied when providing feedback to spontaneous volunteers. The **Volunteer Coordinator, Supervisor, or other team member** needs to consider:

- what motivated the volunteer to come forward
- whether the volunteer is fully aware of the constraints and responsibilities associated with their role, and the role of the CDEM organisation, and
- the level of the volunteer's knowledge and expertise.

5.3.8 Critical incidents and corrective action

The Volunteer Coordination team needs to follow a procedure for *Dealing with critical incidents* involving tasked spontaneous volunteers (see section 4.2.4 on page 26), as well as a procedure for *Taking corrective action* with tasked spontaneous volunteers (see section 4.2.5 on page 27).

Delivering feedback, advice, and role modification may require extra sensitivity.

5.3.9 Drafting messages for potential spontaneous volunteers

Draft messages for communicating with potential spontaneous volunteers can be prepared during readiness. Messages might include:

- volunteers needed
- volunteers not yet needed, and
- a thank you to volunteers.

The Volunteer Coordinator is responsible for working with the PIM manager to draft these messages.

See Appendix M *Key messages for spontaneous volunteers* on page 77 for some examples.

SECTION 6   RESPONSE AND RECOVERY

This section describes the volunteer coordination tasks that need to be carried out **during response and recovery**, including:

- starting up
- ongoing response work related to:
  - CDEM-trained volunteers
  - spontaneous volunteers, and
- winding down.

The response and recovery volunteer coordination tasks have been combined as these tasks all occur during and following the emergency, and often overlap.

6.1   Starting up

Once the Volunteer Coordination team has been activated, the Volunteer Coordinator can use Appendix I *Volunteer Response Procedure* on page 70 and Appendix J *Response checklist* on page 72 to record which steps have been completed.

For more information see section 4.2.6 *Developing a Volunteer Response Procedure* on page 28.

The main steps

The main steps for the Volunteer Coordinator and Volunteer Coordination team during the starting up phase are:

- activation
- consultation with the Operations Manager/Controller
- gathering information about the initial volunteer response (either CDEM-trained volunteers or spontaneous volunteers)
- proactively identifying possible volunteer tasks
- make recommendations to the Operations Manager about ongoing volunteer involvement, including:
  - which CDEM-trained volunteers need to be activated
  - which CDCs or volunteer centres need to be set up, and
  - whether spontaneous volunteers may need to be tasked
- working with PIM to draft public messages related to volunteers
- setting up the Volunteer Coordination team and workspaces (including in CDCs and/or volunteer centres), and
- using the processes, procedures, and forms prepared during readiness.

Liaising with other CIMS functions

All Coordinated Incident Management System (CIMS) functions at the ECC/EOC are responsible for sharing information they obtain through their usual activities with any other relevant CIMS function. The Volunteer Coordination team works mainly under the direction of **Operations**, and also need to work with the **PIM** team. They also work closely with **Logistics** and **Welfare**.

See *CIMS* on page 50 of Appendix A for more information.

6.2   CDEM-trained volunteers in response and recovery

The contributions of CDEM-trained volunteers are crucial during all stages of response and recovery. Many will be able to provide the Volunteer Coordination team with information about affected areas, or spontaneous volunteers who have self-activated. CDEM-trained volunteers can also pass on important information to community members who have self-activated, or leaders of emergent spontaneous volunteer groups.

The Volunteer Coordination team's **ongoing responsibilities** related to CDEM-trained volunteers include:

- identifying suitable tasks for CDEM-trained volunteers as response and recovery progresses
- ensuring CDCs and/or volunteer centres and worksites continue to be adequately staffed and resourced
- providing support and supervision for CDEM-trained volunteer teams
- reporting on and following-up any accidents or incidents, and
- sharing information related to the activities of CDEM-trained volunteers with CIMS function managers.

6.3   Spontaneous volunteers in response and recovery

The Volunteer Coordination team's ongoing responsibilities related to the coordination of spontaneous volunteers include:

- gathering and sharing information with spontaneous volunteers as response and recovery progress
- identifying suitable tasks for spontaneous volunteers
- providing support and supervision for teams of tasked spontaneous volunteers teams, and
- sharing information related to the activities of spontaneous volunteers with CIMS function managers.

The **Volunteer Coordinator** is responsible for ensuring that these tasks are carried out. However, depending on the scale and nature of the emergency, the role of **Spontaneous Volunteer Coordinator** may be activated. This role (with support from other members of the Volunteer Coordination team) then becomes responsible for carrying out these tasks.

6.3.1   Tasking spontaneous volunteers

If the decision is made to task spontaneous volunteers, the Volunteer Coordination team will need to use the processes and documents prepared during readiness (see Section 5 *Readiness – Spontaneous volunteers* on page 32).

Messages for spontaneous volunteers

The Volunteer Coordination team needs to work closely with the PIM team to ensure that any volunteer-related information included in public messages is current and accurate.

See Appendix N *Key messages for spontaneous volunteers* on page 79 for example messages.

Alternatives to tasking spontaneous volunteers

Some CDEM organisations may decide that they do not have the capability to task spontaneous volunteers. If that is the case, the Volunteer Coordinator needs to work with the PIM Manager to share the following information with the public:

- let people know how they can help the response or recovery effort under their own direction
- other groups, either spontaneous volunteer groups or established organisations (such as the Red Cross), who might be able to task them, and
- how people can stay in touch with CDEM, as circumstances may change during the event or in future.

On-the-job training

On-site role-specific training for tasked spontaneous volunteers needs to be conducted by the **Volunteer Supervisor** or a delegated person.

A buddy system

Consider buddying spontaneous volunteers with someone who is more experienced, either with the task or the processes and procedures of the CDEM organisation.

6.3.2   Working alongside spontaneous volunteers

Spontaneous volunteer individuals, groups, and group leaders may emerge during the ongoing response. The Volunteer Coordination team need to identify and contact key people to share information, coordinate efforts, and provide and seek support and advice if needed.

Gathering and sharing information

The **PIM Manager and the PIM team** are responsible for communicating with the public during an emergency response. The Volunteer Coordination team will need to work with the PIM team to ensure that public messages are accurate and consistent.

Social media	The Volunteer Coordinator needs to ensure that social media pages are regularly updated with information about:

- volunteer involvement
- safety and security (such as avoiding cordons or other dangerous areas)
- streets or areas with particular damage, or information about spontaneous volunteer activity in the community, and
- how communities can help themselves.

The Volunteer Coordination team can also gather volunteer or community-related information from the CDEM organisation's social media page.

Public meetings or briefings	The Volunteer Coordinator needs to consider attending or participating in public meetings or briefings during the later stages of a response, or during recovery, to:

- meet spontaneous volunteers who have been at work in the community
- thank everyone in person for their efforts
- provide updates about the response and recovery from a CDEM perspective
- let spontaneous volunteers know how they can continue to help
- provide advice and answer questions, and
- establish new key contacts in the community.

The Volunteer Coordination team will need to liaise with CIMS function managers (such as the Operations and PIM Managers) and other CDEM personnel to confirm authorisation, and ensure that messages are consistent and information is accurate.

Providing support

During response, timeframes can be very tight and resources are often limited. CDEM organisations can provide support to spontaneous volunteers by:

- sharing up-to-date and accurate information as the response and recovery progresses
- providing advice about health, safety, and good CDEM practice if requested, and
- enabling communication **between** spontaneous volunteer groups, so they can combine efforts or pool resources.

Sharing resources	It may be beyond the capability of CDEM organisations to provide resources to spontaneous volunteers during a response.

By liaising with CIMS function managers, the Volunteer Coordinator will know where and when resources may be available, and can pass this information on to both the Volunteer Coordination team and volunteers (either CDEM-trained or spontaneous).

6.4   Winding down

As the recovery from the emergency progresses, volunteer coordination-related tasks will become part of business as usual.

Volunteer Coordination team debriefing

The **Volunteer Coordinator is responsible for** debriefing the Volunteer Coordination team, including reviewing:

- what worked well
- areas for improvement, and
- any effects on personnel, including psychosocial issues.

Volunteer Supervisors are responsible for debriefing the volunteer teams they worked with. See Appendix L *Volunteer debriefing sheet* on page 76.

6.4.1   Volunteer stand-down

Once the need for volunteers in the response and recovery phases has passed, it is important to stand down CDEM-trained volunteers, and any tasked spontaneous volunteers.

The stand down phase will provide opportunities to capture the experience of all volunteers, and seek volunteer input into future plans and procedures.

Recognition

The Volunteer Coordination team may consider sending out a message of thanks to all volunteers (see Appendix M *Key messages for spontaneous volunteers* on page 77 for an example).

Regional or local authorities may have established plans for official recognition of volunteer effort. The Volunteer Coordination team need to ensure that official recognition accurately reflects volunteer activity in all communities.

The end-of-activation debrief

An end-of-activation debrief may include all the CDEM-trained volunteers, tasked spontaneous volunteers, and other spontaneous volunteers (individuals, groups, or group leaders) who have been active during the response.

Where this is unfeasible, consider debriefing smaller groups.

Opportunities

An end-of activation debrief is an opportunity to review how the organisation performed, and provide volunteers with a forum to discuss their experiences.

It is also an opportunity to thank volunteers en masse for their assistance, and to promote future volunteering opportunities with the CDEM organisation.

Individual volunteers	Conducting individual end-of-activation debriefings for volunteers is a good way to ascertain if there was any physical or mental impact on the volunteers.
	The following situations (where they apply to **CDEM-trained or tasked spontaneous volunteers**) may need to be dealt with:

- If a volunteer was injured, the organisation will need to file an accident report. There may be follow-up medical issues and ACC paperwork.
- If the volunteer has suffered a psychological effect, for example, severe stress or trauma, they will need to be referred to a suitable agency for ongoing support.
- If the volunteer has lost a possession they are entitled to compensation from the administering body (CDEM organisation/council).

In a **non-declared** emergency, volunteers are not covered for losses or damage to their property (such as vehicles and equipment) unless it is covered by their own insurance.

CDEM organisations need to develop plans for providing effective ongoing emotional support for volunteers.

Retaining volunteers

The Volunteer Coordination team needs to encourage all volunteers who were active in the response to remain or become CDEM-trained volunteers for future engagement.

Reasons why volunteers stay committed	Volunteers stay committed when they:

- feel appreciated
- can see that their efforts make a difference
- are aware of opportunities to deepen their level of involvement
- feel capable of performing tasks assigned to them
- enjoy a sense of belonging and teamwork among colleagues, and
- are involved in the review and planning process.

Reasons why volunteers lose interest	Volunteers lose interest when:

- coordinating people or organisations are disorganised and inefficient
- they feel they are working in isolation
- there are discrepancies between the stated expectations and the reality of the situation
- there is no one easily available to offer support, leadership or guidance in difficult situations
- they receive no acknowledgement of their efforts
- they do not feel that their efforts are making a difference, and
- there are few opportunities to express creativity or demonstrate initiative.

6.4.2   Organisational review of engagement of volunteers

Following the end-of-activation debrief, CDEM organisations need to review their volunteer coordination processes and documents, and make appropriate updates and improvements. A comprehensive organisational review will:

- ensure that activities are in tune with CDEM principles
- identify both strengths and weaknesses, and
- provide another opportunity for volunteers to be involved, as their opinions may be sought as part of the review process.

A culture of volunteer engagement

The aim of an organisational review should be to work towards a culture of volunteer engagement. This may be seen to be achieved when:

- financial, technological, and human resources are dedicated to supporting volunteers
- the opinions and ideas of volunteers are valued, encouraged and acted upon, and
- volunteers feel valued and acknowledged for their efforts, and understand the difference they make.

SECTION 7   APPENDICES

APPENDIX A   ABOUT CDEM

This is a brief overview of CDEM intended for people who have not been involved in CDEM before.

More information is available in the *Guide to the National CDEM Plan*, available on the MCDEM website www.civildefence.govt.nz.

Ministry of Civil Defence & Emergency Management (MCDEM) is the central government agency responsible for providing leadership, strategic guidance, national coordination, and the facilitation and promotion of various key activities across the 4Rs. It is the lead agency at a national level responsible for coordinating the management of CDEM emergencies. MCDEM may act as a support agency by coordinating the CDEM response to any given emergency managed by another lead agency. MCDEM is responsible for maintaining the National Crisis Management Centre (NCMC) in a state of readiness and for the National Warning System.

CDEM Groups are required under the *CDEM Act 2002*. Every unitary authority, and each regional council and every territorial authority within that region, has established a CDEM Group.

Business as usual CDEM structure

The general structure of a CDEM Group is shown in Figure A-1 (below). Variations to this structure are discussed in the next paragraph.
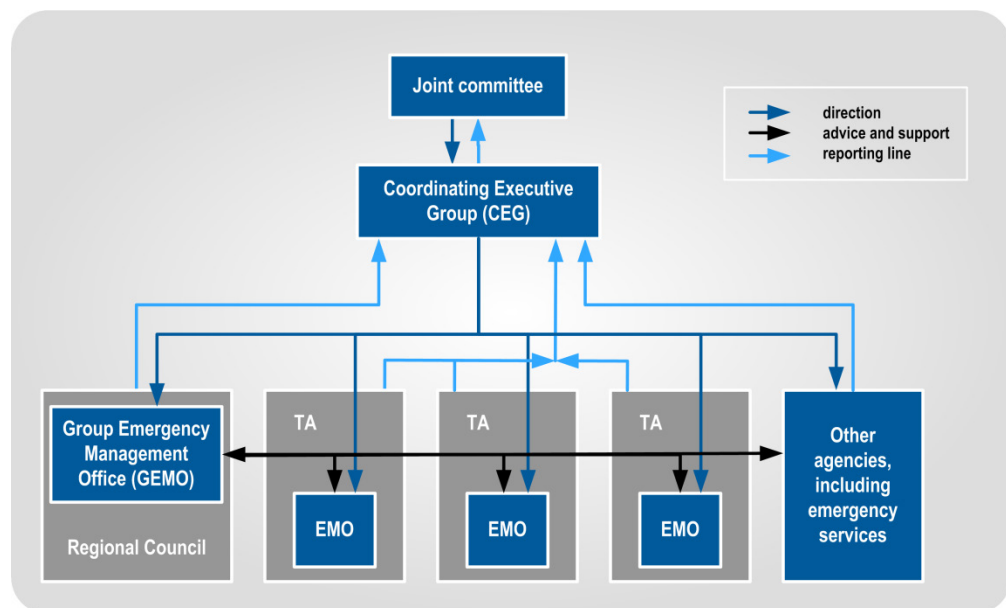
Figure A-1 CDEM structure for readiness

The **Joint Committee** is made up of representatives of member authorities, such as mayors, chairpersons, or delegates. In CDEM Groups with a unitary authority structure, the Joint Committee is a committee of council.

The **Coordinating Executive Group (CEG)** is made up of chief executives of the local authorities, and representatives of emergency services, health services, and others.

Group Emergency Management Office (GEMO) is the CDEM Group's regionally based emergency management office. CDEM Groups sometimes use different terms for these.

Emergency Management Office (EMO) is a CDEM Group's locally based emergency management office. CDEM Groups sometimes use different terms for these.

| Variations in CDEM Group structure | CDEM structures vary significantly in the different Groups. The CDEM Group Plan will show their particular structure. The main variations in structures are: |

CDEM structures vary significantly in the different Groups. The CDEM Group Plan will show their particular structure. The main variations in structures are:

- GEMO with no local EMO(s) (includes unitary authorities)
- all or some of the EMOs reporting through the GEMO, rather than through the territorial authorities
- pooling territorial resources to jointly provide all CDEM functions in the CDEM Group's region
- grouping EMOs under area offices over several local councils, and
- the CDEM Group contracting out provision of CDEM to a third party, who report directly to the CEG.

CDEM response structure

The structure of a national emergency response is shown in Figure A-2 (below):
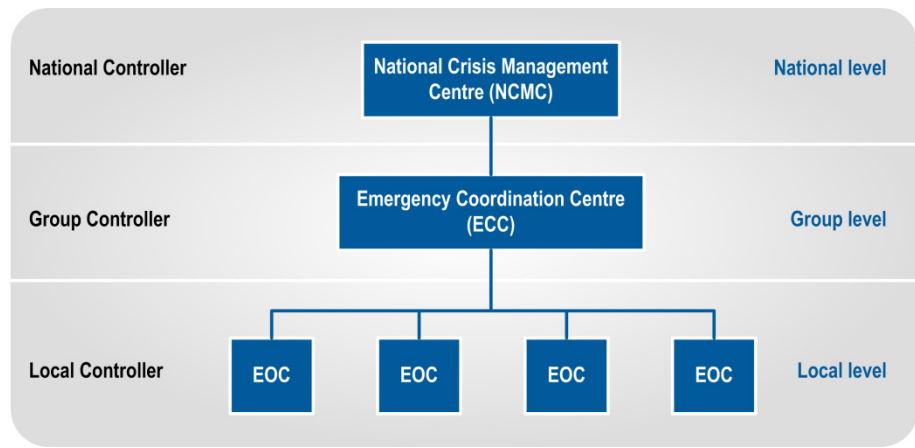
Figure A-2 CDEM structure during response

The **Controller** is the person in charge of the response, at the respective level.

The National Crisis Management Centre (NCMC), ECC, and EOC (at national, CDEM Group, and local level respectively) are structured according to the **Coordinated Incident Management System (CIMS)** (see *CIMS* on page 50 for more information).

During and following an emergency, the:

- **ECC (Emergency Coordination Centre)** is a facility that operates at the CDEM Group level to coordinate and support one or more activated EOCs.
- **EOC (Emergency Operations Centre)** is a facility that operates at a local level to manage the response.

A.1   Commonly used CDEM terms

A **CDEM Group Plan** has been developed and is regularly reviewed by each CDEM Group, required under the *CDEM Act 2002*.

Agencies are government agencies (including public service departments, non-public service departments, Crown entities, and Offices of Parliament), non-governmental organisations, and lifeline utilities.

The **lead agency** is the agency that manages a particular emergency. Some agencies are required by law to lead particular types of emergencies; other types of emergencies will have the lead agency determined by expertise.

A **support agency** is any agency that supports the lead agency during an emergency.

National Crisis Management Centre (NCMC) can refer to either the secure all-of-government facility maintained in a state of readiness in which the national response to emergencies can be managed, or the team that operates from this facility.

The '4Rs'

The '4Rs' of emergency management are:

Reduction means identifying and analysing long-term risks to human life and property from natural or non-natural hazards, taking steps to eliminate these risks if practicable, and, if not, reducing the magnitude of their impact and the likelihood of their occurring.

Readiness means developing operational systems and capabilities before an emergency happens, including self-help and response programmes for the general public, and specific programmes for emergency services, lifeline utilities, and other agencies.

Response means actions taken immediately before, during, or directly after an emergency to save lives and property, and to help communities recover.

Recovery means the coordinated efforts and processes used to bring about the immediate, medium-term, and long-term holistic regeneration of a community following an emergency.

Terms used in local government

A **territorial authority (TA)** is a city or district council, or unitary authority.

A **regional council** is a region-based council, primarily responsible for environmental management.

A **unitary authority** is a territorial authority with regional council functions and powers.

A **local authority** is any of the above.

CDEM roles	The **Director of CDEM (the Director)** is the head of MCDEM, who reports to the Minister of Civil Defence. The Director has the role of National Controller during an emergency led by CDEM, unless they choose to delegate.
	The **GEMO Manager** is the person who manages the GEMO.
	The **Emergency Management Officer (EM Officer)** is the person who manages the EMO.
	Regional Emergency Management Advisors (REMAs) are MCDEM personnel, based at MCDEM's regional offices in Auckland, Wellington, and Christchurch. They are responsible for providing advice and support to the CDEM Groups in their geographic area.
	The **Controller** is the person in charge of an emergency, or an aspect of it. The level of their control is given by the name – National Controller (usually based at the NCMC), Group Controller (usually based at an ECC), and Local Controller (usually based at an EOC).
	The **Recovery Manager** is the person in charge of recovery. When emergencies will have significant recovery activities, the Controller hands over to the Recovery Manager once most response tasks have been completed.
Key CDEM documents	The following documents are available on the MCDEM website www.civildefence.govt.nz, by searching for the document name.
	The **Civil Defence Emergency Management Act 2002 (CDEM Act 2002)** describes the legal requirements for CDEM in New Zealand.
	The National CDEM Strategy describes the intentions of the Crown regarding CDEM provisions.
	The **National CDEM Plan (the Plan)** mandates the actions required across the 4Rs (reduction, readiness, response, and recovery) and who is required to carry them out.
	The Guide to the National CDEM Plan (the Guide) explains the Plan in detail.
	Director's Guidelines are documents developed by MCDEM, to provide guidance to CDEM and other agencies regarding CDEM. They are issued by the Director of CDEM under the *CDEM Act 2002*.
EMIS	The **emergency management information system (EMIS)** is used by CDEM organisations to record data and maintain situational awareness during an emergency response. EMIS is used to generate situation reports, action plans, and maps.

CIMS

The **Coordinated Incident Management System (CIMS)** is a proactive incident management framework, used by New Zealand agencies when responding to emergencies. It is intended to achieve effective response management and multi-agency coordination for all incidents, regardless of hazard, size, or complexity. It aims to coordinate separate agency operations into a single, unified response.

There are seven CIMS functions:

- **Control** is responsible for the overall direction and management of an emergency, or an aspect of it (see 'Controller', under 'Roles' on previous page).
- **Operations** is responsible for the coordination of the response, detailed task planning, and the implementation of the Action Plan.
- **Planning** is responsible for planning operations.
- **Intelligence** is responsible for hazard and environmental analysis, and collating information about the response.
- **Welfare** is responsible for coordinating and delivering emergency welfare services and resources to affected individuals, families/whānau, and communities.
- **Logistics** is responsible for sourcing resources needed to support the response and the affected population, including personnel, equipment, and transportation.
- **Public Information Management** is responsible for releasing information to the public, media liaison, and community liaison. The content of official information (such as warnings) is generated by official processes, and approved by the Controller.

The **Incident Management Team (IMT)** consists of the key appointments within a response coordination centre - the Controller and Response Manager; the functional managers (Operations, Planning, Logistics, Intelligence, PIM, and Welfare); technical experts such as scientific advisors; and key support agency representatives such as the Fire Service, Police, or representatives of hospitals and health services. The exact composition at any time is determined by the Controller.

Naming indicates where it is based, and the agency (if applicable). For example, CDEM ECC IMT means the CDEM IMT based at the ECC, and the Police Wainui IMT is the Police IMT based at Wainui.

More information about CIMS is provided in the *Coordinated Incident Management System (CIMS)* manual, available on the publications page of the MCDEM website www.civildefence.govt.nz.

APPENDIX B   ROLE DESCRIPTION: VOLUNTEER COORDINATOR

This role description may be used as a template for high-level or specialised roles for volunteers (either CDEM-trained or spontaneous). Further competencies are available in the CDEM Competency Framework, available on the MCDEM website www.civildefence.govt.nz, on the publications page.

Role description	
Role	Volunteer Coordinator
Reports to	EM Officer/GEMO Manager (during readiness), and Operations Manager/Controller (during response).
Functional Relationships	Volunteers (including spontaneous volunteers), Volunteer Liaison(s), Volunteer Supervisor(s), Operations Manager (and team), other CIMS function managers (and teams), other CDEM personnel, community groups and group leaders, technical experts, representatives from other response organisations.
Knowledge/ Experience	To fulfil their role, Volunteer Coordinators' basic skills and knowledge must include: • knowledge of CDEM processes and procedures • local knowledge, including community groups • personnel management skills • legislation knowledge • basic logistics knowledge • office procedure skills, and • hazard and risk management skills and knowledge.
Personal Attributes	A Volunteer Coordinator needs to have personal attributes that will enable them to undertake the job such as: • the ability to effectively work with all types of people (from different socio-economic backgrounds and cultures), and • ability to act professionally under stress.
Training	A Volunteer Coordinator must participate in training on a regular basis, including exercises and welfare-related training.
During readiness	During readiness, the Volunteer Coordinator identifies potential members of the Volunteer Coordination team, and addresses any skill or knowledge gaps by organising appropriate training. Then, with the Volunteer Coordination team: • gathers information about the community, and completes a volunteering needs assessment • identifies and engages with relevant personnel in CDEM organisations, as well as key community groups, for advice and information, and • develops plans, processes and supporting documents for use during response.
During response	During response, the Volunteer Coordinator is responsible for ensuring that: • members of the Volunteer Coordination team are activated • volunteer coordination workspaces and venues (including volunteer centres) are set up, and continue to be adequately staffed and resourced • the Volunteer Coordination team is liaising continually and working with the IMT • suitable tasks for all volunteers are identified • CDEM-trained volunteers are deployed into roles suited to their skills, and have the appropriate support and resources to complete their tasks • spontaneous volunteers are welcomed, screened, briefed, and deployed effectively and efficiently • spontaneous volunteers have appropriate support and resources for their tasks, and • the efforts of all volunteers are continually recognised.
During recovery	During recovery, the Volunteer Coordinator is responsible for ensuring that: • all volunteers active in the response have access to ongoing support • the experiences and opinions of volunteers are considered in future planning, and • volunteers continue their positive involvement with the CDEM organisation.

APPENDIX C LEGISLATION

This appendix describes some of the legislative considerations for volunteer involvement in CDEM, relating to:

- *Civil Defence Emergency Management (CDEM) Act 2002*
- *Health and Safety in Employment Act 1992*
- *Privacy Act 1993*
- *Employment Relations Act 2000*
- *Human Rights Act 1993*, and
- *Accident Compensation Act 2001.*

C.1 Civil Defence Emergency Management Act 2002

The *CDEM Act 2002* does not specify particular duties or obligations of territorial authorities toward CDEM-trained volunteers, or prescribe any requirements (codes of conduct, training standards) of CDEM-trained volunteers.

SPECIFIC REFERENCE TO VOLUNTEERS IN THE CDEM ACT 2002

Section 17(1)(b) Functions of CDEM Groups

take all steps necessary on an ongoing basis to maintain and provide, or to arrange the provision of, or to otherwise make available suitably trained and competent personnel, including volunteers, and an appropriate organisational structure for those personnel, for effective civil defence emergency management in its area

Section 18(2)(a) General Powers of CDEM Groups

a Group may recruit and train volunteers for CDEM tasks

Other relevant sections of the Act

Section 108(1) provides for **compensation for members of a CDEM group** (or any other person who carries out Civil Defence Emergency Management under proper instruction) where they suffer loss or damage to personal property as a result of their CDEM work. This section states that such people are entitled to compensation for any personal property that has been lost, or the diminution in value of any personal property that has been damaged. However, no compensation is payable to the extent to which that loss or damage is covered by a contract of insurance (section 108(3)).

Section 110 relates to **protection from liability**. It states that, except as provided for elsewhere in the Act, and except for actions or omissions that represent bad faith or gross negligence, no one can take action against any CDEM group officer or person to recover loss or damages that are due directly or indirectly to a state of emergency.

Section 112(1) protects people involved in CDEM duties (including volunteers) from **dismissal from their paid employment** because of their absence for CDEM duties in a declared emergency, whether or not their employer had consented to that absence. This provision does not, however, require the employer of a person absent on CDEM duties to pay him or her any remuneration while they are absent from their employment.

Non-declared emergencies	In a non-declared emergency, volunteers (**CDEM-trained** and **tasked** spontaneous) are:

- covered for accident and injury by ACC, and
- **not** covered for losses or damage to their property (vehicles, equipment etc.) unless it is covered by their own insurance arrangements.

Further information	For more information, see the MCDEM website www.civildefence.govt.nz.

C.2   Health and Safety in Employment Act 1992

The *Health and Safety in Employment Act 1992* requires the person or organisation engaging volunteers to consider hazards when planning and organising their work. All work activities need to be planned and organised with health and safety in mind. All workers need to be safe when performing work activities.

> **SECTION 2(1) OF THE HEALTH AND SAFETY IN EMPLOYMENT ACT 1992**
>
> **volunteer –**
>
> (a) means a person who –
>
>   (i)   does not expect to be rewarded for work to be performed as a volunteer; and
>
>   (ii) receives no reward for work performed as a volunteer; and
>
> (b) does not include a person who is in a place of work for the purpose of receiving on-the-job training or gaining work experience."…

Status as employees	**Section 3C** of the Act states that volunteers are considered employees for the purposes of the Act when:

- the volunteer is doing work for an employer or a self-employed person who has given consent to, or has knowledge about, the voluntary work, and
- the volunteer does the work on an ongoing and regular basis for that employer or self-employed person, and
- the work is an integral part of the business of that employer or self-employed person.

In these cases, organisers of volunteer labour have the same obligations to volunteers as they do to their paid employees.

In any other case, volunteers are covered by **section 3D**.

Exemptions	**Section 3C** of the Act specifies that volunteers who meet the criteria above are nevertheless excluded from coverage when they are involved in the following activities:

- participating in fundraising
- assisting with sports or recreation for a club or educational institution
- assisting in activities for an educational institution offsite, or
- providing care for another person in the volunteer's home.

Further information	More information about the *Health and Safety in Employment Act 1992* is available at the Department of Labour website, www.dol.govt.nz.

C.3   Other relevant legislation

Employment Relations Act 2000

Volunteers are not included in the *Employment Relations Act 2000*. Organisations that engage volunteers do not have to follow any of the provisions of the Act, for example, those in relation to good faith bargaining or unfair dismissal.

CDEM organisations may choose to develop processes for volunteers based on some of the requirements of this Act; for example, job descriptions, support supervision, and monitoring and evaluating performance.

For more information, see the Employment Relations page at the Department of Labour website, www.dol.govt.nz.

Human Rights Act 1993

The *Human Rights Act 1993* applies to 'employees, voluntary workers, people seeking work, contract workers, (independent contractors) and in some contexts the clergy'.

The Act makes discrimination unlawful when it occurs:

- on prohibited grounds, including race, gender, and disability, and
- in prohibited areas of public life, including employment.

The selection process for volunteers must be based on skills, experience, and qualifications.

For more information, see the Human Rights Commission website www.hrc.co.nz.

Privacy Act 1993

The *Privacy Act 1993* deals with personal information, which is defined as 'information about an identifiable individual'.

The act imposes limits on the gathering, storage, usage, and disclosure of personal information by agencies.

All organisations that involve volunteers must ensure that their volunteers are observing the requirements of this Act while carrying out their voluntary work. To help ensure this, **volunteers must be briefed** on the need to be careful and discrete with personal information.

Detailed information about privacy requirements is available on the Privacy Commissioner's website www.privacy.org.nz.

Accident Compensation Act 2001

Volunteers may have cover under the *Accident Compensation Act 2001*, which is paid out through the Accident Compensation Corporation (ACC).

Accidental injuries that occur in the course of voluntary work are classified as non-work injuries.

Volunteers who are injured in the course of their voluntary work, and then have to take time off from paid work for longer than one week, are eligible for weekly compensation.

Volunteers who are injured in the course of their voluntary work, and are not in any paid work, are not eligible for weekly compensation, but may be entitled to other assistance, which can be sought through Work and Income.

For further information visit ACC's website www.acc.co.nz.

APPENDIX D   VOLUNTEERING AND COMMUNITY RESOURCES

There are regional or local council CDEM personnel with substantial experience and expertise in working with volunteers. Volunteer Coordination teams may seek advice and guidance from CDEM personnel in other regions and locations.

There are also a number of key organisations (governmental and non-governmental) who can provide advice and support to Volunteer Coordination teams. Some of these organisations are listed below.

MCDEM

MCDEM provides guidance to CDEM Groups in areas including public information management, community engagement, welfare, and recovery management. Director's Guidelines and Information Series documents are available on the MCDEM website www.civildefence.govt.nz. A link to the RAPID suite of training materials (see section 3.4 *Training and development* on page 17) is also available through the website.

New Zealand Police

The Police work within communities throughout New Zealand, and are an integral part of emergency management across the 4Rs. They have wide networks of influence and support, and can provide advice about community make-up, community activity, vetting services, and background checks. Their website is www.police.govt.nz.

New Zealand Fire Service

The Fire Service is active in most New Zealand communities, both urban and rural. They are an integral part of emergency management across the 4Rs, supported by a large network of skilled volunteers. The Fire Service has experience and expertise in managing volunteers, community engagement, and emergency response and preparedness. Their website is www.fire.org.nz.

Volunteering New Zealand

Volunteering New Zealand (VNZ) is an association of New Zealand organisations that have a commitment to volunteering. Their website is www.volunteeringnz.org.nz, and includes a list of volunteering organisations by region.

Crisis Cleanup

Crisis Cleanup is a disaster mapping tool to help volunteer relief organisations to coordinate the efforts of volunteers from different organisations. It is free, open source, and may provide useful guidance for the Volunteer Coordination team. Their website is www.crisiscleanup.org.

RNZSPCA

The Royal New Zealand Society for the Prevention of Cruelty to Animals (RNZSPCA) is a voluntary organisation which has 47 centres across New Zealand.

The RNZSPCA have experience managing volunteers, and may be able to advise the Volunteer Coordination team about engaging volunteers in the context of animal welfare. Their website is www.rnzspca.org.nz.

Lions Clubs New Zealand

Lions Clubs New Zealand is a voluntary service organisation with clubs in communities across New Zealand. Lions Clubs work to empower volunteers to serve their communities, and play a major role in community and humanitarian service. Members have wide ranging skills, including leadership and the ability to manage volunteers. Their website is www.lionsclubs.org.nz.

Neighbourhood Support New Zealand	Neighbourhood Support groups are active in communities throughout New Zealand, urban and rural. They work closely with the Police and many other organisations to reduce crime, improve safety, and prepare for emergencies and natural disasters. Neighbourhood Support groups and members have a valuable understanding of their local communities and environments. Their website is www.ns.org.nz.
New Zealand Red Cross	The Red Cross is a service organisation that focuses on building resilience, and responding to disasters. They have over 90 active branches or groups throughout New Zealand, supported by a large network of volunteers. The Red Cross provides assistance to communities, raises funds for disaster relief, and provides first aid and emergency response training. Their website is www.redcross.org.nz.
Rotary of New Zealand	Rotary is a voluntary service organisation with clubs in communities across New Zealand. Its members include business and community leaders who carry out service projects in local communities focusing on poverty, health, education, and the environment. Their website is www.rotary.org.nz.
Rural Support Trusts	Rural Support Trusts help people and families in the wider rural community who experience an adverse event - climatic, financial, or personal - to more effectively meet and overcome these challenges.
	Rural Support Trusts engage volunteers during emergencies to support rural people and communities. Their website is www.rural-support.org.nz.
St John New Zealand	St John New Zealand is a charitable organisation with a large network of volunteers. As well as providing ambulance and other health-related services, St John also provides first aid courses, and community and youth programmes. Their website is www.stjohn.org.nz.
The Salvation Army	The Salvation Army is a charitable, church-based organisation with a large network of volunteers. They support families and communities by providing budgeting advice, food and clothing assistance, and life skills programmes. They may be able to advise the Volunteer Coordination team about engaging volunteers in the context of welfare and community support. Their website is www.salvationarmy.org.nz.

APPENDIX E   ACCESSIBILITY

The best people to consult with about ensuring CDEM facilities, services, and information are accessible are those who have difficulty accessing places or interpreting information by the usual means, or through the usual channels. They may include:

- blind or vision impaired
- Deaf or hearing impaired
- people with physical, mental, intellectual, neurological, or sensory impairments
- people who speak English as a second language, or not at all, and
- people whose social circumstances, culture, or faith restricts their access to media such as radio, television, newspapers, or the internet.

Further resources   Many organisations, especially those with a focus on culturally and linguistically diverse (CALD) communities or people with disabilities, provide clear guidance on what is required to make information accessible.

E.1   Obligations and legal requirements

All people must be treated without discrimination. This means that that everyone, including disabled people, and people from culturally and linguistically diverse (CALD) communities, must have access to information and services on the same basis as others.

The key documents regarding inclusion in communities are:

- The Treaty of Waitangi
- New Zealand legislation:
  - *Human Rights Act 1993*
  - *New Zealand Bill of Rights Act 1990*
  - *New Zealand Sign Language Act 2006*
  - *New Zealand Public Health and Disability Act 2000*
  - *Building Act 2004*
- New Zealand policies and standards:
  - *New Zealand Disability Strategy 2001*
  - *NZS 4121:2001 – Design for Access and Mobility – Buildings and Associated Facilities*
- international treaties and agreements:
  - *United Nations Universal Declaration of Human Rights*
  - *United Nations Convention on the Rights of Persons with Disabilities*
  - *United Nations International Covenant on Civil and Political Rights,* and
  - *United Nations International Covenant on Economic, Social and Cultural Rights.*

E.2 How to make information accessible

This section outlines the main considerations for providing **accessible information**. Detailed information is available through the key resources listed in section E.3 *Key accessibility resources* on page 59.

Signage

Signage for the public during an emergency must be accessible. Information on accessible signage is available from the Royal New Zealand Foundation of the Blind (see section E.3 *Key accessibility resources* on page 59).

Consider providing written signs in languages used in the local community.

Using translators and interpreters

Professionals <u>must</u> be used for interpreting and translating whenever practicable. This ensures that:

- the messages' integrity is maintained by avoiding any issues arising from family, community, or cultural considerations, and
- members of the public (especially younger members) are not potentially placed in the position of conveying difficult information during traumatic circumstances.

New Zealand Sign Language (NZSL) interpreters can be accessed remotely, including for TV broadcasts.

The main providers of translation and interpretation services are Language Line, The Translation Service, iSign, and Interpreting New Zealand.

Consider organising CDEM personnel who are outside the area/region affected by the emergency to manage the process of getting translations prepared.

Spoken information

Alternatives to spoken/audible information need to be provided for:

- Deaf and hearing impaired. Examples of alternatives include:
  - New Zealand Sign Language
  - hearing loops
  - closed captioning or subtitles
  - SMS (text messaging) services, and
- speakers of other languages or people who sign. Examples of alternatives include interpreters, and written summaries that have been translated.

Written information

Written information needs to be in:

- Plain English (see section E.4 *Glossary of key terms* on page 64 for the definition)
- a large font, and
- black writing on white background.

Also consider:

- using images to convey instructions or information in a simple way, for people who may find reading difficult (to support written text, or as an alternative), and
- using easy-read formatting (see section E.4 *Glossary of key terms* on page 64 for the definition).

Electronic information	Electronic information needs to:
	• follow the relevant requirements for written, spoken, and printed information (above)
	• provide documents in file formats that work for screen readers and magnification technology, including:
	○ Word documents
	○ tagged PDFs (not automatically tagged)
	○ HTML
	• have HTML designed to allow for changeable font size, and volume control, and
	• provide text alternatives of any images.
	Additional information for technical support personnel is available from the New Zealand Government Web Toolkit, available at www.webtoolkit.govt.nz.
Printed information	Printed information needs to:
	• follow the requirements for written information above, and
	• be translated into languages relevant to the community, including braille when practicable.
Cultural considerations	Additional considerations to ensure information is accessible by CALD communities include:
	• understanding the importance of initiating engagement and maintaining it during readiness
	• providing information in hard copy
	• being aware that some CALD communities will have limited or no internet access
	• providing information in English alongside translated information
	• distributing information through existing CALD community networks and hubs, and
	• making use of existing specialist media such as CALD communities' publications, and student and community radio.

E.3   Key accessibility resources

This section includes resources that provide information on at least one of the following:

- information accessibility
- physical accessibility
- contacts for CALD communities
- disabled people's organisations, and
- CDEM information related to people with disabilities or CALD communities.

Age Concern	Age Concern promotes healthy, active ageing to people of all ages, and works in cooperation with other organisations. Age Concern works for the rights and wellbeing of older people and towards an inclusive society, where older people are respected, valued, supported and empowered. More information is available on their website www.ageconcern.org.nz.
Association of Blind Citizens of New Zealand	The Association of Blind Citizens of New Zealand (Blind Citizens NZ) is a national organisation of, and for, blind citizens of New Zealand. Blind Citizens NZ advocates on blindness-related issues and assists government and health agencies, local authorities, utilities, and other organisations in improving services to blind people. Blind Citizens NZ provides opportunities for blind people to meet, socialise, and support each other by sharing information and experiences. Their website is at www.blindcitizens.org.nz.
Barrier Free Trust	The Barrier Free Trust provides advice, support, and training in ensuring built environments are able to be accessed by everyone. Their website is at www.barrierfreenz.org.nz.
CALD community advisory groups	Some local authorities may work with CALD community advisory panels/groups that provide advice on a range of issues related to CALD communities.
Deaf Aotearoa New Zealand	Deaf Aotearoa is a nationwide provider of services to Deaf people. Deaf Aotearoa is Deaf-led and works with government agencies, businesses and other organisations to provide information and resources on life for Deaf New Zealanders, Deaf culture, and New Zealand Sign Language. This includes making sign language videos. Information available at their website www.deaf.org.nz includes NZSL, and the Get Ready Get Thru - DVD in NZSL.
Deafblind (NZ)	Deafblind (NZ) Incorporated represents, raises the needs, and promotes the interests of people who are deafblind i.e. people with the unique dual sensory condition of vision and hearing impairment. It advocates for improved services through government and recognised agencies providing services to people who are deafblind.
Disability reference groups	Some local authorities work with disability reference groups that provide advice on a range of issues related to disability.
Disabled Person's Assembly (DPA)	Disabled Person's Assembly (New Zealand) Inc. (DPA) is an umbrella organisation representing people with impairments, their families, disability advocacy organisations, and disability service providers. The DPA provides advice and information about matters relevant to New Zealanders who have disabilities, and includes a national network of regional assemblies which advocate on local issues.
District health boards	District health boards (DHBs) fund and provide health services in their areas. Some DHBs have disability community liaison/advisory committees. DHBs are listed on the Ministry of Health website at www.health.govt.nz.
Education New Zealand	Education New Zealand markets New Zealand as an education destination to international students, recruits students and collaborates with international education partners, including education agents who are part of the New Zealand Specialist Agent programme. Their website is www.educationnz.govt.nz.

Family and Community Services	The Family and Community Services (part of the Ministry of Social Development) website www.familyservices.govt.nz lists organisations which engage with some refugee and migrant communities. Search for 'Refugee and migrant networks' on the home page.
Get Ready Get Thru	The Get Ready Get Thru website www.getthru.govt.nz provides information on the natural disasters that can happen in New Zealand and advice on how to be better prepared.
	Resources include:
	- Blind and vision impaired resources. Access through the 'Downloads' tab, and
	- Deaf and hearing impaired resources. Access through the 'Downloads' tab
	The website is translated into *Simplified Chinese, Traditional Chinese, Hindi, Korean, Te Reo Māori, Gagana Sāmoa, Lea Faka-Tonga, and Arabic* (access through links at bottom of home page).
Hearing Association New Zealand	The Hearing Association New Zealand aims to improve the quality of life and ensure the rights of all persons with a hearing loss, their family/whānau and all who support them. It supports 32 separate associations to raise the profile of hearing issues, provide information including advances in technology, and to ensure facilities and services are available for all people with a hearing loss. The website is www.hearing.org.nz.
IHC New Zealand, IDEA Services	IHC works for all people with an intellectual disability. They provide services, advocacy, support and information. IHC will advocate for the rights, inclusion and welfare of all people with an intellectual disability and support them to live satisfying lives in the community.
	IDEA Services is a subsidiary of IHC and provide services for people with an intellectual disability that include accommodation, supported living, day services, supported employment, and family/whānau services.
	The IHC website at www.ihc.org.nz includes a library on its resources page.
International offices – tertiary education providers	Most formal tertiary education providers have an international office which can provide information about their international students. The Ministry of Education website www.minedu.govt.nz includes a directory of tertiary institutions.
Interpreting New Zealand	Interpreting New Zealand offers professional face-to-face and telephone interpreting in 70 languages and provides information on their website www.interpret.org.nz.
iSign	iSign is the nationwide booking service for New Zealand Sign Language interpreters. Their website is at www.isign.co.nz.
Language Line	*Language Line* is a professional telephone-only interpreting service provided in 44 languages listed by the country in which they are spoken. Access is through the website www.languageline.govt.nz.
Making information accessible	The Office for Disability Issues document *Make your communications accessible: A quick tips resource for writers, communicators, designers and production houses* is available at http://www.odi.govt.nz/resources/guides-and-toolkits/make-your-communications-more-accessible/index.html.

MCDEM	The MCDEM publication *Working from the same page: consistent messages for CDEM* has action messages for people with disabilities under the tab *Household Emergency Plan*. The publication is available on the MCDEM website www.civildefence.govt.nz on the publications page.
Mental Health Foundation of New Zealand	The Mental Health Foundation of New Zealand is a charitable trust that provides free information and training, and advocates for policies and services that support people with experience of mental illness, their families/whānau, and friends. Their website is www.mentalhealth.org.nz.
Ministry of Education	Migrant and Refugee Education Coordinators are based in Ministry of Education regional offices in Auckland, Hamilton, Wellington and Christchurch to provide support for students from refugee and migrant backgrounds and liaise with families and communities. Regional Pasifika Education Coordinators are based in Auckland, Rotorua and Christchurch regional offices. More information is available on their website www.minedu.govt.nz.
Ministry of Pacific Island Affairs	The Ministry of Pacific Island Affairs promotes the social, economic and cultural development on Pacific peoples in New Zealand. Information about local Pacific communities is available through their regional offices, and on their website at www.mpia.govt.nz.
National Foundation for the Deaf	The National Foundation for the Deaf works as a consortium with their eight member organisations to help break down barriers for people with hearing loss, encourage hearing preservation, and promote good sound. Their website is at www.nfd.org.nz.
New Zealand Disability Support Network	The New Zealand Disability Support Network is an association of disability support service provider organisations who provide services through government contracts. They are an umbrella organisation and their website www.nzdsn.org.nz provides information on a number of disability support service providers across New Zealand.
New Zealand Federation of Disability Information Centres	The New Zealand Federation of Disability Information Centres aims to provide an impartial information and referral service to associated organisations, through a national network of mainly local, independent community centres. Some centres function as local disability resource centres. More information is available on their website www.nzfdic.org.nz.
New Zealand Federation of Multicultural Councils	The New Zealand Federation of Multicultural Councils (NZFMC) acts as an umbrella organisation for ethnic and migrant communities of New Zealand, providing advocacy and support. The NZFMC has a Youth Council and an Ethnic Women's Council. Their website www.nzfmc.org.nz provides information and contacts for regional multicultural/ethnic councils.
New Zealand Human Rights Commission	The New Zealand Human Rights Commission (HRC) website www.hrc.co.nz provides information on ensuring people are treated fairly and equally. Key documents available on their site are the *Disabled People's Rights Reports (2012)* which describe the New Zealand context, international best practice, and recommendations for the future under the topics of the built environment, information, and political processes. Access the reports through the 'Disabled people' tab on the HRC website home page.

New Zealand Police	New Zealand Police Ethnic/Asian Liaison Officers work with CALD communities in Auckland, Wellington and Christchurch. To find out if there is an Ethnic/Asian Liaison Officer working in a particular area, make contact with the local Police Station.
	Information about the *Emergency 111 Deaf TXT service* is available on the home page of the Police website www.police.govt.nz/deaf-txt.
New Zealand Red Cross Refugee Services	New Zealand Red Cross Refugee Services (formerly Refugee Services Aotearoa) runs the New Zealand resettlement programme for quota refugees. The programme supports refugees for one year after their arrival in New Zealand to settle in Auckland, Hamilton, Wellington, Nelson and Palmerston North. More information is available on their website www.redcross.org.nz/refugee-services.
Ngāti Kāpo o Aotearoa	Ngāti Kāpo o Aotearoa Inc. (Ngāti Kāpo) is a national kaupapa Māori disability consumer driven organisation founded by kāpo (blind, vision impaired and deafblind) Māori and their whānau. Ngāti Kāpo is a national Māori health and disability service provider. Practices are founded upon Māori values, principles and practices with membership open to any person who supports the society's purpose and aims. Their website is www.kapomaori.com.
Office for Disability Issues	The Office for Disability Issues (ODI) is part of the Ministry of Social Development and is the focal point in government on disability issues. Their website www.odi.govt.nz is a significant resource.
	Emergency preparedness and responsiveness (including information on the 2012 Disability Symposium) can be found under 'Resources', 'Guides and Toolkits'.
	Information on the *New Zealand Disability Strategy* and the *United Nations Convention on the Rights of Persons with Disabilities* is available on the home page.
Office of Ethnic Affairs	Information available on the website of the Office of Ethnic Affairs, www.ethnicaffairs.govt.nz, provides information including:
	Community Directory - a list of some community associations and organisations from specific ethnicities and nationalities. Access through the tab on the home page.
	Language Line is a professional telephone-only interpreting service provided in 44 languages listed by the country in which they are spoken. Their website is www.languageline.govt.nz.
Royal New Zealand Foundation of the Blind (RNZFB)	Royal New Zealand Foundation of the Blind (RNZFB) is the main provider of vision-related services to the blind and those with vision impairments.
	Their website www.rnzfb.org.nz has information on accessible signage, Braille, digital books (including DAISY standards), E-text, and large print.
	The website also has a link to *Get ready now so you can get through* - available in a range of formats, including e-text, DAISY digital books, audio CDs and cassettes, and Braille.
Settlement Support New Zealand	There are Settlement Support New Zealand offices in 18 locations around the country with some based at local councils. Free information is provided and migrant settlement support advisors help new migrants with local settlement requirements. Their website is www.ssnz.govt.nz/regional-information/index.asp.

Statistics New Zealand	Statistics New Zealand provides population estimates and projections containing statistics about the size and composition of New Zealand's population. This includes ethnic, regional, and household populations, tourist accommodation surveys by region, as well as past, present, and future populations. Their website is www.stats.govt.nz.
Te Puni Kōkiri	Te Puni Kōkiri, the Ministry for Māori development, works within the public sector and with Māori communities, to support Māori. Information about hapū and iwi Māori is available from their regional offices, and on their website, at www.tpk.govt.nz.
Technical information for web developers	Technical information for web developers on making websites accessible so they comply with *New Zealand Government Web Standards 2.0* is available on the 'standards' tab at www.webtoolkit.govt.nz. Central government agencies are required to comply with these standards, and local government is recommended to comply.
The Translation Service	The Translation Service provides professional translation services to businesses, central and local government, education providers and private individuals, and is an accredited agency for the New Zealand Immigration Service, New Zealand Qualifications Authority, the NZ Transport Agency, and the Citizenship Section at the Department of Internal Affairs. It operates within the Department of Internal Affairs (DIA) as a stand-alone business, and details are available on the DIA website www.dia.govt.nz by searching for 'translation services'.

E.4   Glossary of key terms

Accessibility	'Accessibility' refers to characteristics of the built environment, and of information and communication systems, that enable their use by all members of the community, regardless of people's cultural or ethnic identity, or their age, and including people who have physical, sensory, neurological, mental, or intellectual impairment.
CALD communities	Members of culturally and linguistically diverse (CALD) communities are people who do not speak English or Te Reo (Māori language) as their primary language, or who have been (or are being) raised in a different culture from the predominant one where they live. Differences in culture may arise from their country of birth, their circumstances, the ethnic group they identify with (including beliefs, customs, values, and traditions), the language they choose to use**,** or their faith. CALD communities include people from refugee and migrant backgrounds, international students, tourists, and international visitors. Members of CALD communities may be New Zealand-born, and some CALD communities have been established for a long time. CALD communities in New Zealand consist of Pacific peoples, Asian, Middle Eastern, Latin American, African and Continental European groups.

Cultural competency	Cultural competency refers to an ability to interact effectively with people of different cultures and socio-economic backgrounds.
DAISY	DAISY is a technical standard for digital audio books that provide easy access by blind- and print-disabled people.
Deaf	'Deaf' (with a capital D) refers to people who identify themselves as being part of the Deaf community, in contrast with 'deaf' that indicates someone with a hearing impairment. Deaf people see being Deaf as a difference, not a disability. The Deaf community has its own language, values, rules for behaviour, and traditions. Deaf people see themselves as a distinct group and their first language is New Zealand Sign Language (NZSL).
disability	Disability is a consequence of someone with impairment (physical, sensory, neurological, intellectual, physical, and/or mental) being disadvantaged by barriers to their lives in ordinary society.
disabled people's organisation (DPO)	Disabled people's organisation (DPO) is the term for an organisation that represents people with disabilities.
easy-read	Easy-read information is information that is easy to read and understand. It has more requirements than Plain English (see definition below). The Office for Disability Issues website has a guide to easy-read that is available on their website www.odi.govt.nz by searching for 'easy-read'.
hearing loops	A hearing loop is a loop of cable permanently installed in a room or building, which enables the intended sound source to be picked up by someone wearing hearing aids without any distracting sounds.
Human Rights Commission (HRC)	The Human Rights Commission is the New Zealand institution that applies and enforces the *Human Rights Act 1993*. It operates independently of the government.
Human Rights Act 1993	The *Human Rights Act 1993* is New Zealand legislation that outlaws discrimination on a number of grounds, including disability, ethnic or national origins, colour, race, and religious beliefs. It also governs the work of the New Zealand Human Rights Commission.
interpret	To interpret is to change spoken or signed communication into another spoken or signed language.
New Zealand Bill of Rights Act 1990	The *New Zealand Bill of Rights Act 1990* is New Zealand legislation that sets out to affirm, protect and promote human rights and fundamental freedoms in New Zealand. It requires the government and anyone carrying out a public function to observe these rights, and to justify any limits placed on them.
New Zealand Disability Strategy	The New Zealand Disability Strategy was developed in 2001 under the *New Zealand Public Health and Disability Act 2000* in partnership with people with disabilities and their representative organisations. It provides an enduring framework to ensure that government departments and agencies consider people with disabilities before making decisions, and is available at www.odi.govt.nz/nzds/.

New Zealand Sign Language (NZSL)	New Zealand Sign Language (NZSL) is unique to New Zealand and is one of our three official languages (as defined and mandated by the *New Zealand Sign Language Act 2006)*.
	Sign language is a combination of hand shapes, facial expressions, and body movements.
NZS 4121:2001	The New Zealand Standard *NZS 4121:2001 Design for Access and Mobility – Buildings and Associated Facilities* describes the requirements for making public buildings accessible to people with disabilities.
Plain English	Communication in English that is clear, brief, and avoids jargon.
translate	To translate is to change writing in one language into another language.
United Nations Convention on the Rights of Persons with Disabilities	The *United Nations Convention on the Rights of Persons with Disabilities* (UNCRPD) (the Convention) is an international law, ratified by the New Zealand Government in 2008. It is available at http://www.un.org/disabilities/default.asp?id=259.
	The government is responsible for implementing the Convention and obliged to report progress to the United Nations. Local government has a key role in ensuring mainstream services are inclusive of people with disabilities and delivered in non-discriminatory ways.
United Nations International Covenant on Civil and Political Rights	The *United Nations International Covenant on Civil and Political Rights* (ICCPR) (1966) is considered to be part of the *International Bill of Human Rights* along with the *International Covenant on Economic, Social and Cultural Rights* and the *Universal Declaration of Human Rights*. It commits states to respect the civil and political rights of citizens including the right to life, freedom of religion, speech, assembly, and the right to a fair trial. New Zealand ratified the ICCPR in 1978.
	The ICCPR is overseen by the Human Rights Committee.
United Nations International Covenant on Economic, Social and Cultural Rights	The *United Nations International Covenant on Economic, Social and Cultural Rights* (UNICESCR) (1966) requires parties to work toward the granting of economic, social and cultural rights to individuals, including labour rights and the right to health, the right to education, and the right to an adequate standard of living. New Zealand ratified the UNICESCR in 1978.
	The ICESCR is part of the *International Bill of Human Rights*, along with the *United Nations Universal Declaration of Human Rights* and the *United Nations International Covenant on Civil and Political Rights*.
United Nations Universal Declaration of Human Rights	The *United Nations Universal Declaration of Human Rights* (UNUDHR) (1948) sets out fundamental human rights to be universally protected. It was drafted by representatives from around the world (New Zealand played a key role in this), and is considered part of the *International Bill of Human Rights*.

APPENDIX F   EQUIPMENT, TOOLS, AND SUPPLIES CHECKLIST

This template is:

- for use by the Volunteer Coordinator and their team **during readiness**
- intended to be amended to reflect actual needs of the Volunteer Coordination team
- intended to have **red text deleted.**

Note that during response the procurement and distribution of resources is the responsibility of **Logistics**, under the CIMS structure.

All items need to be available at alternative sites, and sites need room to expand if the emergency requires more personnel.

All work sites need to provide bathrooms, water, and drink making facilities, and be accessible to everyone.

Item	Tick when sourced
For potential workspaces in ECCs/EOCs	
Desks and chairs	
Access to power outlets, multi boxes and extension cords	
Computers with access to intranet, EMIS, the internet, and printers	
Office stationery	
For CDCs and/or volunteer centres	
Desks and chairs	
Pre-printed signage, plus materials for making temporary signage	
Multi boxes and extension cords	
Computers with access to intranet, EMIS, the internet, and printers	
Cell phones with chargers	
Office stationery	
Emergency supplies of food, water, and first aid equipment	
Supplies for cleaning kitchen areas and toilets	
Volunteer identification vest, cards, or badge	
Waterproof jackets	
Blankets	
Torches and/or headlamps	
Tools for tasks	
Shovels	
Hard hats	
Dust masks	
Buckets	
Wheelbarrows	
Leather gloves	
Sandbags	
A portable first aid kit	

APPENDIX G   VOLUNTEER TASK DESCRIPTION

This template is:

- used by the Volunteer Coordinator and their team **during readiness**
- intended to be amended to reflect actual roles or tasks that need appointing/assigning
- intended to have **red text deleted.**

The example provided is for guidance only, and may be deleted and replaced.

Task description	
Task	Sandbagging
Purpose	To assist the community through the creation and maintenance of flood defence.
Report to	Joan Watson (Volunteer Supervisor), ph. 021 072 2435
Functional Relationships	Supervisor, other volunteers in team, community members and property owners, other Civil Defence Emergency Management officials, technical experts advising the team.
Skills required	A reasonable level of physical fitness.
Activities agreed to	• fill sandbags • hold open bags whilst others fill • load sandbags onto pallets / vehicles / wheelbarrows • transport sandbags • place sandbags • compact sandbags • dig trenches • lay polythene
Equipment provided and worn by volunteer	• heavy shoes • warm and weather-proof clothing
Equipment provided by CDEM and used by volunteer	• shovels • gloves • goggles
Managing hazards	• use correct lifting technique, as demonstrated by Supervisor. • be aware of dangers of working near moving and possibly contaminated water • practise good personal hygiene; wash hands before eating • avoid dehydration and exhaustion; drink water and have regular rest breaks

Agreement	
I hereby accept these tasks and responsibilities for such time as I may be rostered while the response is operating. *I realise the importance of not disclosing any personal details relating to people that I may assist, and undertake not to pass on personal information to any other person(s) other than those required to have it to perform their role in the response.* *I acknowledge that I will work under the direction of Civil Defence Emergency Management staff at all times.*	
Volunteer signature	G. Addams
Date	22 August 2012

APPENDIX H   VOLUNTEER REGISTRATION FORM

This template is:

- used by the Volunteer Coordinator and their team **during readiness**
- intended to be amended to reflect actual registration process used by the Volunteer Coordination team
- intended to have **red text deleted.**

Personal details			
Name		Home phone	
Address		Mobile phone	
Availability		Alternative/emergency phone	

Skills, strengths, and interests	
Current or past occupation(s)	
Relevant qualifications	
Relevant skills and experience	

I would be interested in volunteering for tasks related to (please tick):			
Administration		Public education	
Care of elderly		Coordinating other volunteers	
Care of children		Logistics and organising supplies	
Catering		Developing coordination systems	
Cultural or community liaison/outreach		Other (please specify below)	

I can provide the following resources (please tick and provide detail):			
Transport		Equipment or supplies	

Declaration (please tick and provide details if necessary)				
I have an illness or disability that may prevent me from performing some tasks.	No		Yes	
If yes, please provide detail:				
I give permission for Civil Defence Emergency Management to ascertain my criminal record via a Police background check.	No		Yes	
Volunteer signature				
Date				

APPENDIX I   VOLUNTEER RESPONSE PROCEDURE

This template is:
- for use by the Volunteer Coordinator and their team during an emergency
- prepared during readiness
- intended to be amended to reflect actual processes used by the Volunteer Coordination team
- intended to have *grey text* replaced with required information, and **red text deleted.**

Tasks
Activation trigger
1. Volunteer Coordinator is informed of emergency by *[insert method, e.g. phone call from Operations Manager]*, and receives information about: • the current situation and response, and   • the extent of the need for volunteer aid.   **Note:** If the designated Volunteer Coordinator is unavailable or cannot be contacted, the back-up person must be contacted *[insert contact details for back-up]*.
2. The Volunteer Coordinator liaises with **Operations** and **PIM**, to ascertain: • which CDEM-trained volunteers have self-activated   • which CDEM-trained volunteers may need to be activated   • the response from spontaneous volunteers   • whether spontaneous volunteers may need to be tasked   • what key messages need to be communicated to potential spontaneous volunteers, and   • the locations of volunteer centres to be activated/set up.
3. The Volunteer Coordinator contacts other required members of the Volunteer Coordination team to: • ascertain their availability *[attach a list of contact details for team members, designating essential response roles and back-ups]*, and   • pass on information about which registered CDEM-trained volunteer teams are to be activated, and which volunteer centres are to be set up.
Setting up workspaces and venues
4. If Volunteer Coordination workspaces are to be established in the ECC/EOC: • the Volunteer Coordinator ensures team members have access, and   • asks them their expected times of arrival, and records it.   The first team member to arrive at the workspace informs the *[relevant personnel (may be the Operations Manager)]* that they have arrived, and ensures the workspace is set up (with tables, chairs, electronic equipment)
5. Volunteer Coordinator ensures that: • team members have access to **activated volunteer centres**, and   • times of arrival of team members is recorded.
6. The first team member to arrive at the volunteer centre informs the *[relevant CDEM personnel]*, and begins setting up (locating tables, chairs, signage, electronic equipment).
7. The roles of Volunteer Liaison and Volunteer Supervisor are activated   **Note:** There may be several people required for these roles, if more than one volunteer centre is activated, and more than one team of volunteers is expected to be working.   The Volunteer Coordinator may be performing one or both of these roles, depending on the scale of the response.

8.	The Volunteer Liaison ensures:
	• all features of the volunteer centre are set up, and
	• all processes and documents for receiving, briefing, and placing spontaneous volunteers are in place.
9.	The Volunteer Supervisor ensures:
	• their registered CDEM-trained volunteer teams have been activated and informed, and
	• CDEM-trained volunteers arriving for deployment are briefed and equipped appropriately.
10.	The **Volunteer Coordinator** sets up an initial roster for the Volunteer Coordination team, and ensures that rosters for any activated volunteer teams are also established.

Ongoing tasks

11.	Volunteer Coordinator and Volunteer Coordination team complete tasks listed in the Response checklist

Winding down

12.	The Volunteer Coordinator:
	• ensures all members of the Volunteer Coordination team are debriefed before returning to their business as usual roles, and
	• participates in CDEM organisation debriefings.
13.	The Volunteer Coordinator ensures that:
	• end-of-activation debriefings for all volunteers involved in the response have taken place, for groups and individuals
	• volunteers are thanked, en masse and as individuals, for their contributions to the response
	• any ongoing issues that volunteers may have are identified and addressed
14.	The **Volunteer Coordinator** ensures all records are archived according to the requirements of the *Public Records Act 2005*.
15.	The **Volunteer Coordinator** works with *[relevant council personnel]* to prepare ways in which the efforts of volunteers can be recognised.

APPENDIX J   RESPONSE CHECKLIST

This template is:
- for use by the Volunteer Coordinator and their team during an emergency
- prepared during readiness
- intended to be amended to reflect actual processes used by the Volunteer Coordination team
- intended to have **red text deleted.**

Start up

	Done (tick)	Assigned to	Started (date/time)	Finished (date/time)
Volunteer Coordinator is informed/briefed about emergency		Ops Manager/Controller		
Volunteer Coordinator activates required members of the Volunteer Coordination team		Volunteer Coordinator		
Information is gathered about initial community/volunteer response		Volunteer Coordinator		
Decisions made regarding which CDEM-trained teams to be activated		Ops Manager/Controller		
Decisions made regarding tasking of any spontaneous volunteers, and activation of roles (e.g. Spontaneous Volunteer Coordinator.		Ops Manager/Controller		
Any required ECC/EOC workspaces and volunteer centres set up		Volunteer Coordinator		

Ongoing response work

Volunteer Coordinator's ongoing tasks *(under direction of Operations, and in consultation with other CIMS functions as appropriate)*	Assigned to (name of Volunteer Coordination team member)
Prepare messages ('volunteers needed' or 'volunteers not yet needed') as required	
Maintain contact with Volunteer Coordination team members and key community members	
Ensure volunteer-related information is shared with the public	
Ensure community and spontaneous volunteer activity is being monitored	
Ensure any active volunteer centres continue to be resourced	
Support and update members of Volunteer Coordination team	
Support and update active volunteer teams (may include tasked spontaneous volunteers)	
Support and update spontaneous volunteers who have self-activated	

Daily checklist	Date:							
Volunteer Coordinator daily tasks								
Attend CDEM/IMT briefings at ECC/EOC and present progress and any issues or concerns								
Re-evaluate appropriateness and effectiveness of CDEM-led volunteer activity								
Review Volunteer Coordination team and volunteer requirements (support, resources, workspaces)								
Check in with key community contacts as appropriate								
Check in with members of the Volunteer Coordination team as appropriate								
Daily checks – Volunteer Coordinator to carry out remedial actions if not occurring								
Information related to volunteer activity is accurate and reflected in any public messaging (liaise with PIM)								
Information coming from communities or volunteers (CDEM-trained or spontaneous) is monitored and appropriate actions are taken								
Processes and documents prepared during readiness are being used								
Established processes of the CDEM organisation and other CIMS functions are being followed								
Records are being kept of Volunteer Coordination team and volunteer activity								
The Volunteer Coordination team and volunteers are being rostered appropriately, and have regular breaks and refreshment								
The Volunteer Coordination team and volunteers are managing stress								
The Volunteer Coordination team and volunteers are briefed and debriefed at the beginning/end of a shift								

Winding down

	Done (tick)	Assigned to	Started (date/time)	Finished (date/time)
Debrief the Volunteer Coordination team and all volunteers/active community members as teams and/or individuals				
Provide volunteer coordination issues and learnings to CDEM debriefing sessions				
Ensure all records are archived, following the requirements of the Public Records Act 2005				
Ensure input and feedback form all volunteers active in response is sought				

APPENDIX K   VOLUNTEER BRIEFING SHEET

This template is:
- used by the Volunteer Coordinator and their team **during readiness**
- intended to be amended to reflect actual processes used
- intended to have **red text deleted.**

Background information
Introduction
• Speaker introduces self
• Thank volunteers for being involved
Event description
• Affected regions, districts, suburbs, communities, streets, or roads
• Number of people affected, displaced
• Degree of severity
• Extent of utility, infrastructure, or property damage
• Casualties or fatalities (if relevant/appropriate)
Outlook
• Expected aftershocks, weather forecasts
• Expected duration of event
• Any major complicating/simplifying factors
CDEM response activities
• Activated ECCs/EOCs/Civil Defence Centres (including evacuation, welfare, or volunteer centres)
• CDEM response/volunteer teams already at work
• Other council CDEM personnel
Other agencies'/groups' response activities
• Police, search and rescue teams, Fire Service (urban, rural), contractors, military
• Lifeline utilities (electricity/telecommunications companies repairing damage)
• Other council CDEM personnel
• Spontaneous volunteers (individuals or groups)
Task allocation
Overview
• Description of tasks that need carrying out
• Allocation and description of specific tasks to individuals
• Distribution of volunteer task description sheets/health and safety sheets (if necessary/practicable)
Site or task specific
• Equipment to be used, suitable clothing to be worn
• Hazards to be aware of
• How to minimise hazards

Working in communities		
What to be aware of		
•	Cultural or linguistic diversity	
•	General make-up of community	
•	People with aversion to charity	
What to look out for		
•	Any community members who seem vulnerable	
•	Who to report these issues to	
House-keeping		
Shift schedules		
•	Estimate length of shift	
•	Desired outcome (what is hoped to be achieved)	
Reporting lines		
•	Who to report to (for task allocation, to report accidents, or incidents)	
•	Who to ask to direct questions to about any task specifics	
•	What to do if unsure about anything	
Breaks and refreshment		
•	How many	
•	How long	
•	Where to get food, water	
•	Smoking areas	
•	Toilets and washrooms	
Responsibilities		
CDEM responsibilities		
•	To make sure volunteers are prepared, understand roles	
•	To make sure volunteers get regular breaks, and have access to food, water, and refreshment	
•	To answer any questions, listen to issues	
•	To let volunteers know how/where to get extra guidance, assistance	
•	To provide as much support and training as possible on the job	
•	To provide items or clothing that identify volunteers as part of CDEM	
Volunteer responsibilities		
•	To exercise common sense	
•	To prioritise safety of self/others	
•	To keep any private information encountered private	
•	To only give personal statements to the media (not on behalf of CDEM)	
•	To interact positively with team and community	

APPENDIX L   VOLUNTEER DEBRIEFING SHEET

This template is:

- used by the Volunteer Coordinator and their team **during readiness**
- intended to be amended to reflect actual processes used
- intended to have **red text deleted.**

Recognition
• A thank you for all volunteers
• Overview of volunteer response as a whole, and work accomplished or contributed to

Sharing feedback
Jobs well done
• Things that went well from CDEM's perspective
• Ask volunteers for their ideas about what went well for them
Areas for improvement
• Ideas for improving activities from CDEM's perspective
• Ask volunteers what didn't work well for them
• Propose some solutions
• Ask volunteers to propose some solutions

Next steps
Ongoing support
• Tell volunteers where/how they can get support if needed (such as psychosocial support)
• Tell volunteers about upcoming events they could be involved in
• General invites to open days or award ceremonies
Signing up
• Encourage spontaneous volunteers to consider registering
• Let CDEM-trained volunteers know about more training opportunities
• Collect names and contact details

Goodbye
• Final thank you
• Reinforce how volunteers can keep in touch with organisation

APPENDIX M   KEY MESSAGES FOR SPONTANEOUS VOLUNTEERS

These examples can be used during readiness to prepare messages for spontaneous volunteers for use during response and recovery. It may be amended to reflect actual processes used by **the Volunteer Coordination and PIM teams**.

Volunteers required

Due to the recent flood emergency in the *[name of region/district/area]*, Civil Defence is requesting volunteers who are able to assist in the following areas:

- administration
- care of the elderly
- catering.

If you are able to assist, please report to *[location of Civil Defence Centre/volunteer centre, address, date, and time],* or telephone *[number/name of contact person].*

Although this work will be based indoors all volunteers should be prepared for the weather, so warm clothing, suitable footwear and a waterproof jacket are advised. Volunteers will also need to bring their own lunch and drinking water. All other equipment will be provided.

Volunteers reporting to the *[Civil Defence Centre/volunteer centre]* will be briefed and then transported to their worksite. Volunteers will be returned to the *[Civil Defence Centre/volunteer centre]* and debriefed at the end of their shift.

Volunteers not yet required

The *[name of council]* would like to thank all those who have offered their assistance during the *[type of emergency/name of event].*

Although no volunteers are required at this stage, potential volunteers should stay tuned to their radio, as well as *[Civil Defence website, social media page]* as help may be needed at a later stage. We will keep you advised of any developments.

Thank you for offering to help your community.

Thank you to volunteers

The *[name of council]* would like to thank all those who volunteered during the *[type of emergency/name of event].* It was incredibly heartening to receive such a positive response from our community. Some essential work has been completed, including *[details about response/recovery work undertaken].*

Please keep in touch via *[phone number or location of website or social media page]*, and let us know if you would like to continue to help out, or if you know of somewhere where more help is needed.

APPENDIX N   HEALTH AND SAFETY FACT SHEET

This template is:

- used by the Volunteer Coordinator and their team **during readiness**
- intended to be amended to reflect actual processes used
- intended to have *grey text* replaced with required information, and **red text deleted.**

Important health and safety information	
Report accidents, incidents, or near misses to:	*[name of Volunteer Supervisor, CDEM official, or delegated person]*
Hazards/risks	*[list of general or task-specific hazards or risks]*
How to manage hazards/risks	*[list of recommended techniques, actions, PPE, etc.]*
Who knows First Aid	*[list or people who have first aid certificates or relevant medical expertise (includes the Volunteer Supervisor)]*
Where to find important items	*[locations of emergency exits, first aid kits, phones, PPE, etc.]*
Scheduled breaks and refreshments	*[break times, locations of toilets, where to get fresh water or hot drinks, where to get food if needed]*
How to look after yourself and others	*[e.g. make sure not to work through breaks, drink plenty of water, make sure others are taking breaks, consult with Supervisor if anyone seems to be struggling physically or mentally]*

Agreement	
I agree to: • wear suitable clothing and any required personal protective equipment • monitor own actions for safety, and look out for the safety of others • use common sense at all times • always report accidents, incidents, or near misses • take breaks and keep hydrated as much as possible	
Volunteer signature	
Date	