

Section II

TRAINING

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TRAINING A CLEANUP RESPONSE TEAM

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ABSTRACT

The training of a spilled oil cleanup response team is not an enormous, out-of-control, expensive, or excessively time-consuming undertaking. It requires five steps which, if carefully worked out and agreed to by the parties involved, can be done in four to eight hours per man. It can be completed in approximately three months for a team numbering 300 persons (less time for a smaller team).

The major steps are:

- 1. A printed organization chart of the response team showing all job titles and who relates to whom.*
- 2. A formal and detailed job description of each job.*
- 3. A series of 10-15 action objectives for each man assigned to each job to reach during his training session and after the training session on his own.*
- 4. A four-hour or two four-hour seminars for each job where all objectives are met and accomplished by every participant. Each participant should use all required training tools and techniques including projectors, pictures, models, chalkboard, actual cleanup equipment, radios, personal experience, etc.*
- 5. A call out and a practice session where all members of the team practice their skills in the field.*

INTRODUCTION

There are five major steps required in order to create and train a spilled oil cleanup response team in any area.

The first step is to establish a printed organization chart of the response team. Each job to be established will appear on the chart and the job relationships will show so that men assigned to the various jobs will know how to support each other. The chart of the Clean Bay Response Team (Appendix A) shows 27 jobs that need to be done on any spilled oil cleanup effort that requires the attention of an area response team. The number of men needed is determined on the scene by the spill cleanup administrators in each individual incident. Jobs are combined for small spill operations.

The second step is to write a formal and a detailed job description of each of the 27 jobs. We have provided examples (Attachment B) of a job description for three typical jobs: support manager, manpower manager, and operations planner. The number of jobs and the duties of each have been determined by in-field experience. For small spills, analysis reveals that all of the duties are required. However, some of the more experienced and better trained people on duty can handle two or more jobs. On a large spill that may spread, there will be three or four separate teams of men all patterned after the basic team. They will operate semi-independently in their assigned area and will coordinate frequently with the central spill headquarters. In addition, the cleanup manager will visit each field headquarters daily by helicopter or other appropriate transportation and will coordinate and approve the plan of action. Three main requirements are carefully covered daily:

1. What will be done.

2. Recording and verifying in detail the man-hours and costs of machines and supplies.
3. Keeping a detailed history of all events for legal costs, reports, review talks, and brochures required, including pictures, recordings and notes.

The third step is to write down 10 to 15 action objectives to be reached in one four-hour seminar or in the case of the cleanup manager, operations manager, and the support manager, two separate four-hour seminars. If separate individuals have a personal need for more exposure in order to demonstrate their skills in doing the jobs to which they are assigned, these can be arranged to fit the individual needs. The main thrust of these objectives is to cover all the requirements in the description of each job. Then when every person assigned to each job can demonstrate his skill in doing the required duties of his assigned job, he is a trained person. It is the duty of the trainer or seminar coordinator to provide for a suitable demonstration of skill on the part of each assigned man. Then if the skill is not present he must provide for more training or practice. If an assigned person cannot acquire the required skill or if he demonstrates that he is not interested, then he should be replaced. We have found that team members are always highly motivated to show their skills. They are in intercompany competition status and do not wish to fail. For continuity, the objectives established for the same three jobs as described above are provided as models of seminar objectives (see Appendix C). The training tools, techniques, and methods used to reach the stated objectives will be covered next. They will vary with technology and with training skill. However, the needs of the trainee will always be first priority.

Identifying and appointing response team members

Before the actual training seminars, it is necessary for the member companies in the geographical area to appoint their candidates to fill each job that they have agreed to provide. For example, the San Francisco Bay Area consists of one large, four medium, and one small member companies, plus a number of small groups of marketing bulk plants. The five major groups were asked to appoint two candidates for each job, although some appointees were appointed to more than one job but not more than two. The smaller companies were only asked for a few candidates. However, their appointee's names were given to the spill co-op office as candidates for a specific response team job. Usually their company jobs were coordinated closely with the job description of the job they were to perform on the response team. It should be noted that the team from each company also formed an in-house team. Individual in-house teams would always respond to an in-house spill first; if the operation was too big to handle this way, the nucleus of a larger co-op response team effort would be functioning in the field when the cleanup response team reported for duty.

In certain geographic areas, co-op member company men are too few in number to form an effective cleanup response team. This requires a commitment from the parent company administrators

that there will be a cleanup team appointed to each co-op area, and therefore, each company will need to appoint a task force team to go to an adjacent area in case of a spill. This must be worked out in each individual case. This paper assumes that a response team is made available to serve in an area where a company does business and in which there needs to be a spilled oil cleanup capability. The responsibility to establish a team rests with the co-op management.

A typical training seminar

A reasonable centrally located room in a plant or a hotel-motel or a schoolhouse can be arranged to hold a meeting of all the appointed support managers.

Prior to the seminar, the training coordinator should send each appointee a copy of the response team organization chart, the job description of the support manager, and a list of the action objectives to be reached at the four-hour seminar. The letter of invitation should state the time, date, place, parking arrangements, time duration, and all other necessary data. The training coordinator should setup the seminar room, check the training tools and equipment, and make other general arrangements.

At the start of the seminar, the coordinator should take an inventory of both the group's and the individual's skills and compare this with the set of objectives to be reached.

The balance of the session consists of practicing with hardware and tools such as hand radios, accounting forms, history requirements and of displaying headquarters trailer equipment, if any, sorbent material, etc.

Thorough discussions of interjob relations on the response team organization chart are needed. Past experiences, pictures of actual duty, and other training aids are very useful in reaching the goals that have been set for the seminar.

The main objective is to create a spill cleanup identity and commitment in the minds of each one of the assigned team members. This will be known to the coordinator if each team member is provided with an opportunity to demonstrate his skill as support manager. This experience also enables the team member to know he has been properly trained for the assigned job.

Final demonstration for a trained response team

A spill drill should be followed by a thorough review at a time when it is appropriate to call out the team. This should give practice under field conditions for each team member to exercise his skills. The field exercise will raise many questions, and it will demonstrate the seriousness of being able to do all the required things in an actual spill.

CONCLUSION

In order to train a cleanup response team so that each man assigned to the team will be able to do the required things, it is first necessary to decide and document the categories of work to be done. This requires careful analysis and decision.

Step I. Prepare an organization chart, such as the one attached, which carefully describes the many jobs to be done in cleaning up spilled oil on water bodies anywhere. We have found that all these jobs have to be done by someone, no matter what the size of the spill. On small spills, one man can handle multiple jobs. On a big spill, it takes a full slate plus many persons in many categories.

Step II. This step requires a careful task analysis and a detailed work description for each job. This usually takes the form of a thorough job description and is a part of the spill cleanup contingency plan.

Step III. The appointment of at least two men by name from each of the companies involved in a cleanup co-op is a basic requirement. This group of men establishes a cleanup response team for the specific area. Men should be selected whose industry jobs most nearly match the description of the job they will perform on the response team.

Step IV. Performance objectives should be written for a series of seminars designed to bring together all persons assigned to a particular job on the response team (see Appendix C). On the scheduled date all assigned persons are invited to attend the seminar for four hours. Appropriate training aids are selected to allow each response team member to reach the objectives set.

Summary

We have found that most response team members who are assigned have moved themselves toward the set goals. The seminar is merely needed to bring the men together, review the details and experience of this job during an actual spill cleanup operation, review the interrelation of the jobs on the spill team, and answer questions. The results are real; the costs are modest and the system works. Conditions during a real spill are so unique and unusual that general principles are sufficient. Ingenuity in application, initiative, and dogged persistence are required behavior when you are it.

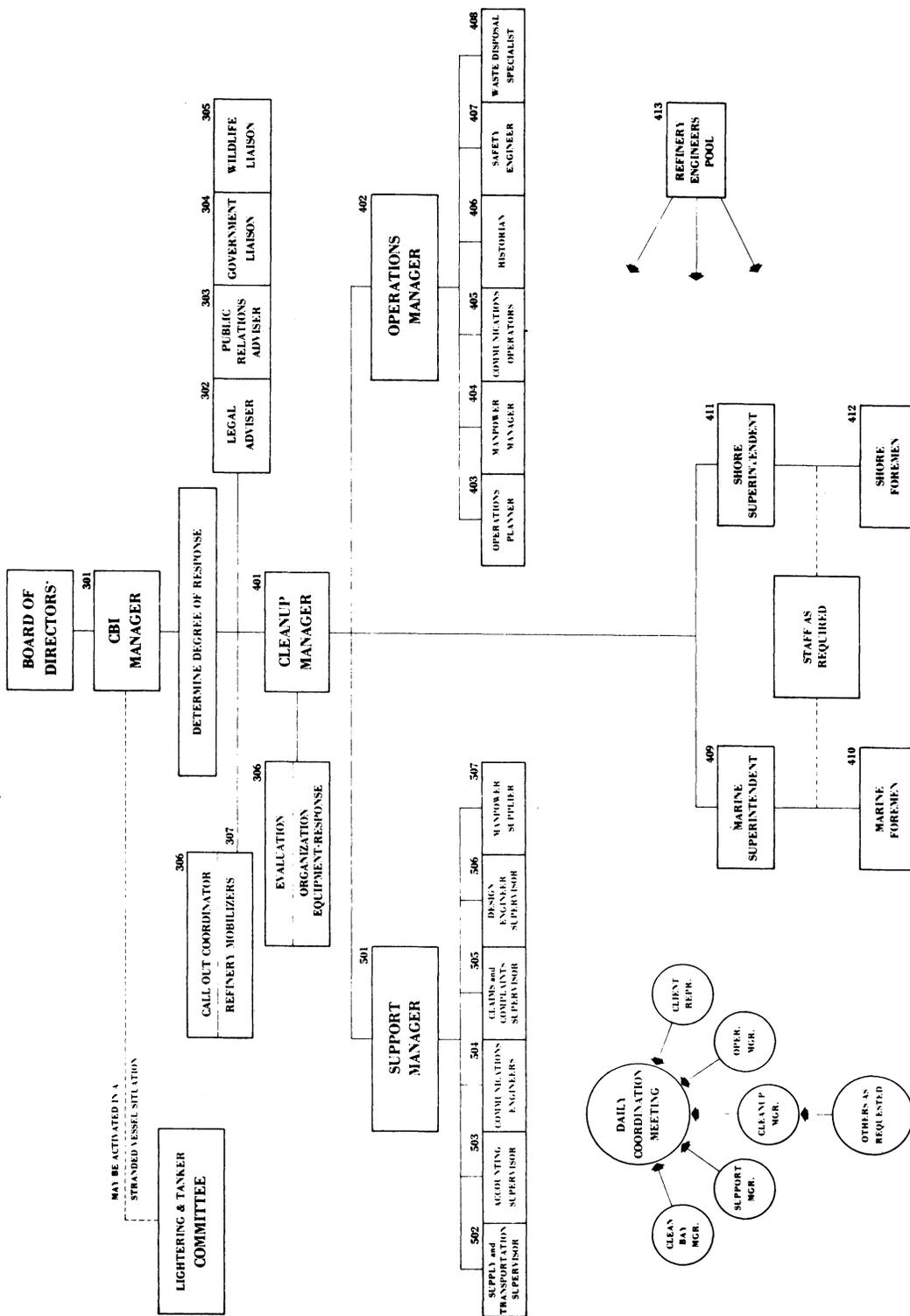
ACKNOWLEDGMENTS

The author is grateful to the administrators of the San Francisco Bay Cleanup Cooperative, Clean Bay, Inc., for the opportunity to put these practical training procedures into practice with over 300 oil company supervisors. The experience was extremely gratifying because of the results obtained. The procedures were repeated in a smaller geographic area in California and similar positive results were obtained.

APPENDIX A

Clean Bay response team

CLEAN BAY RESPONSE TEAM (CBRT)



APPENDIX B**Job descriptions****SUPPORT MANAGER**

- I. Job summary: oil spill emergency
Supervise all support staff activity and supply the operations manager with the equipment, supplies, and men requested to accomplish the job.
- II. Job duties
 - A. Initially report to co-op office and staff the support organization as necessary.
 1. claims and complaints
 2. supply and transportation
 3. accounting
 4. communications engineers
 5. manpower supplier
 6. design engineers
 - B. Stay in contact with operations manager so that his needs (present and anticipated) can be supplied.
 - C. Receive people at co-op headquarters and supervise all support activities including enlarging the staff to handle any situation.
 - D. Initially, if needed, one or more communications operator should be called out to work with and for the organization at co-op headquarters. In the event support location is moved to the spill site, the communications operator(s) should be adequate.
 - E. In some cases, engineering for equipment modifications or new ideas will be requested. In this event the support manager should call out a design engineer for this purpose. (See design engineer's job description.)
 - F. Keep notes and records of activities for completing history of cleanup.
 - G. Initial duties are outlined in the alert procedure.

MANPOWER MANAGER

- I. Job summary: oil spill emergency
Report to co-op mobile headquarters. Help assign and direct men to proper duty stations as required. Maintain complete records of where everyone in the field is located. Report to operations manager.
- II. Job duties
 - A. Insure that initial organization is adequately staffed and directed.
 - B. Arrange with the supply and transportation supervisor for cleanup manpower to be transported, fed, provided protective clothing, and housed as required.
 - C. Work with the manpower supplier to provide contract manpower as required. On small to medium spills, manpower manager may act as manpower supplier (see manpower supplier duties).
 - D. Receive assigned shore and marine foremen and refinery engineers pool men and others. Assign them to appropriate duty stations.
 - E. Assign co-op safety hats to all persons with job title. If hats are not available, assign name tags and ask that all co-op personnel wear either the hats or tags while on duty.
 - F. Provide all co-op manpower with a copy of their job description, a total organization chart, appropriate job related forms and information, a small notebook and pencil, and a map of the area.
 - G. See that people are relieved when needed. Work with marine and shore superintendents in arranging manpower for next day. Reassign men as required to keep the effort staffed as requested.
 - H. Maintain records of all men assigned to field operation duties. Maintain up-to-date organization chart of operations activities and keep master copy posted in a place convenient to co-op personnel.

OPERATIONS PLANNER

- I. Job summary: oil spill emergency
Report to operations manager and make recommendations on areas requiring maximum effort, cleanup and containment procedures, and outside contractors for specific work assignment.
- II. Job duties
 - A. Report to field office as directed by operations manager or mobilizers.
 - B. Immediately obtain survey information to determine size, location, direction, and type of spill.
 - C. Predict spread of oil for planning of future operations.
 - D. Recommend priorities for initial deployment of available manpower and equipment.
 - E. Assist in development of cleanup plan and equipment requirements. Assist in executing plan if so directed by operations manager.
 - F. Request manpower, equipment, and any other requirements from support manager if so directed by operations manager.
 - G. Recommend use of contractors for specific cleanup or containment operations.
 - H. Recommend use of specific cleanup procedures as necessary.
 - I. Remain in continuous contact with operations manager for current spill survey information.
 - J. Recommend modifications to plan to increase effectiveness.
 - K. Insure that waste disposal is being properly handled. On small spills a waste disposal specialist may not be needed; in that case, the operations planner should perform the waste disposal function. (See duties of waste disposal specialist.)
 - L. Keep accurate notes, records, and time of actions taken for completing history of cleanup.
- III. Special training required
Should have ability to determine tide levels and current effects throughout the operating area.

APPENDIX C**Training Seminar objectives****TRAINING SEMINAR: SUPPORT MANAGER****Objectives to be reached**

1. Diagram the co-op response team (CRT) organizational chart and name the 6 functions that you are responsible for.
2. Describe how the alert procedure works and who calls the people to report for CRT duty.
3. Describe the relation between the support manager and the operations manager.
4. Given a situation requiring the successful functioning of any of your 6 areas of responsibility, describe your action to help your team be successful.
5. Describe how your manpower supplier would determine the number of laborers required on beach X tomorrow and how he would make a successful execution of a plan to be certain that the correct number was actually there as desired.
6. Describe a proposed communication network that would be required in a spill recovery operation in a central part of the operating area. Point out some differences between various parts of the area and the north and south coastline.
7. Describe how you would see to it that contractors hired to do work on a spill operation would have rates agreed to by your agent before he began his work.
8. Describe how you would handle claims against the co-op from the following sources:
 - a. a marina harbormaster
 - b. a public works director of a city
 - c. a dept. of fish & game warden
 - d. a private boat owner
 - e. a lady on the phone about a theft by a co-op worker.

9. Describe how you would obtain 20 vacuum trucks to work in a spill area. Describe how you would obtain 30 wire mesh-covered garden forks and a box of 3/4" manila line.
10. Describe two ideal support headquarters setups that might be used for a large co-op area spill. Who would arrange this?

TRAINING SEMINAR: MANPOWER MANAGER

Objectives to be reached

1. Describe the co-op response team (CRT) organization and your spot in the organization.
2. Describe the call-out procedure used to activate the CRT.
3. Describe a typical situation that arises at spill cleanup headquarters during shift change twice a day and explain a method for improving this situation.
4. Outline a method for getting more shore foremen help.
5. Explain your relation with the manpower supplier on the support manager's staff.
6. Discuss how you would maintain proper knowledge of manpower requirements at beach X or marina Y.
7. Describe a field headquarters setup where you would do your work.

TRAINING SEMINAR: OPERATIONS PLANNER

Objectives to be reached

1. Describe the co-op response team (CRT) organization and your location in the organization.

2. Describe the call-out procedure used to activate the CRT.
3. Describe a typical headquarters trailer setup at the spill site. Discuss the location of the operations manager, communications operator, and manpower manager with relation to where you would probably be located.
4. Discuss the role your job would play in the daily coordination meeting and in providing people and equipment to keep the operation going.
5. Describe the steps you would take to get 10 more engineers' pool men assigned to the spill location for duty.
6. You will be able to list the kinds of information you will need in your reference manual so that needed marine and shore contractors can be called to do planned work in a number of different areas.
7. Discuss the most effective sources of information you would need in order to prepare a plan of operation for the next 12-hour period or for the start of the next day's operation.
8. Point out the recommended method for obtaining a variety of small supplies needed to make your work more effective.
9. Describe the relation between your job and a shore superintendent located at area X.
10. Discuss a method for keeping track of the names, job titles, and location of all supervisors and how effective the day's plan is being carried out.