

# Human Resource Specialist S-340



NFES 002970

**Field Reference**  
**JUNE 2011**



## CERTIFICATION STATEMENT

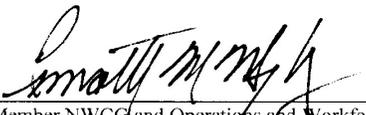
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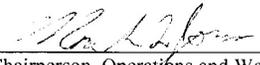
Human Resource Specialist, S-340  
Certified at Level I

This product is part of an established NWCG curriculum. It meets the requirements of the NWCG Curriculum Management Plan and has received a technical review and a professional edit.

  
Member NWCG and Operations and Workforce  
Development Committee Liaison

Date

6.15.11

  
Chairperson, Operations and Workforce Development  
Committee

Date

6/15/2011

# Human Resource Specialist

## S-340

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ATTN: Great Basin Cache Supply Office, 3833 South Development Avenue, Boise, Idaho 83705.  
Order publication number: NFES 002970.

## **PREFACE**

Human Resource Specialist, S-340, is a required training course in the National Wildfire Coordinating Group (NWCG), wildland fire curriculum. This course was developed by an interagency group of experts with direction and guidance from NWCG Training under authority of the NWCG. The primary participants in this development effort were:

National and Geographic Area Human Resource Specialist Coordinators

The NWCG appreciates the efforts of these personnel, and all those who have contributed to the development of this training product.



# CONTENTS

PREFACE .....	i
UNITS OF INSTRUCTION	
Unit 0 – Introduction .....	0.1
Unit 1 – HRSP Function, Role/Responsibilities, and Qualifications .....	1.1
Unit 2 – Assignment Preparation and Dispatching Procedures .....	2.1
Unit 3 – Incident Contacts and Interactions .....	3.1
Unit 4 – Incident Personnel Rights and Responsibilities .....	4.1
Unit 5 – Mutual Respect – You Make the Difference .....	5.1
Unit 6 – Problem Resolution Assistance .....	6.1
Unit 7 – Documentation and Reports .....	7.1
Unit 8 – Personal Safety, Security, and Wellness .....	8.1
APPENDIX A – Incident Human Resource Specialist Guide .....	A-1
APPENDIX B – Incident Behavior Messages .....	B-1



## Human Resource Specialist, S-340

### Unit 0 – Introduction

#### OBJECTIVES:

During this unit the instructor will:

1. Introduce the course instructors and students.
2. Discuss the schedule of events/agenda.
3. Explain the course process.
4. Review the course and unit objectives.
5. Discuss student expectations.



## I. INTRODUCE THE INSTRUCTORS AND STUDENTS

### A. Instructors

- Instructor's name
- Instructor's home unit (location, agency)
- Instructor's job title and duties
- Incident qualifications and experience

### B. Students

- Student's name
- Student's home unit (location, agency)
- Identify interests in Human Resource Specialist (HRSP)
- Incident qualifications and experience

## II. SCHEDULE OF EVENTS

### A. Course Agenda

### B. Administrative Concerns

- Lodging
- Transportation
- Punctuality
- Breaks, refreshments, restrooms
- Smoking policy
- Ground rules
- Message locations – available telephones
- Local info – restaurants, etc.

### C. Class Registration Sign-In Sheet

Attendance is required each day of the course.

### D. Course Evaluation

Students will be afforded the opportunity to evaluate the instructors and the course. Students should make comments on the form as the course progresses rather than wait until the end. The evaluation form will be collected at the end of the course.

### III. COURSE PROCESS

This course is presented through a series of lectures, class interaction, panel presentations, and classroom exercises.

The instructor's role in this training is to manage the learning environment and facilitate the achievement of course and unit objectives.

The Fireline Handbook (FHB), PMS 410-1, provides the user with Incident Command System (ICS) information, position descriptions, and unit information.

The National Interagency Mobilization Guide provides guidance on agreements, ICS terminology, recognized incident command position codes, and the process for ordering resources.

### IV. COURSE AND UNIT OBJECTIVES

#### A. Course Objectives

At the successful completion of the course, students will demonstrate the ability to complete the tasks required of the Incident Human Resource Specialist as follows:

1. Monitor incident activities for violations of appropriate practices or activities that could lead to violations.
2. Inform incident management that inappropriate practices or activities exist.
3. Maintain appropriate visibility.
4. Assist incident management by providing information on proper incident behavior.
5. Advise incident management/ supervisors on proper actions to take to alleviate inappropriate practices.

6. Assist incident management in resolution of inappropriate acts or conditions by facilitating the appropriate process.
7. Participate in daily Incident Management Team briefings.
8. Provide appropriate documentation of contacts made during the incident.

B. Unit Objectives

UNIT 1 – HRSP Function, Role/Responsibilities, and Qualifications

Describe the overall function, role, responsibilities and qualification requirements of the Incident Human Resource Specialist.

UNIT 2 – Assignment Preparation and Dispatching Procedures

1. Describe the material the HRSP needs to prepare in advance and have available for an incident assignment.
2. Describe dispatching ordering channels and procedures; the expectation for dispatch availability; define the information needed from dispatch during initial mobilization; identify type of information available through servicing dispatch; identify dispatch order procedure while on an incident.

UNIT 3 – Incident Contacts and Interactions

1. Describe the various types of contacts, relationships and interactions that may occur between the HRSP and other incident personnel.
2. Explain the importance of the interactions and how they relate to the overall success of the incident.
3. Describe the role of the HRSP on all-hazard incidents.
4. Identify the steps the HRSP takes in getting established at the incident and the information to be conveyed during briefings.

#### UNIT 4 – Incident Personnel Rights and Responsibilities

1. Identify appropriate human and civil rights policies that apply to incident personnel. Interpret the policies and apply them to situations that might occur on incidents.
2. Define the term “mutual respect” and the relationship it has to appropriate incident behavior.
3. Define appropriate incident behavior and incident personnel responsibilities in adherence to appropriate behavior and identify consequences for failure to abide by appropriate behavior.
4. Identify the avenues available to employees to exercise their right to file a formal complaint or grievance.

#### UNIT 5 – Mutual Respect – You Make the Difference

1. Clearly define the terms: inappropriate behavior, harassment, sexual harassment and mutual respect.
2. Identify the laws and policies that address Civil Rights violations and inappropriate behavior.
3. Recognize responsible behavior and inappropriate behavior.
4. Describe the steps to prevent and correct inappropriate behavior.
5. Determine appropriate resources to utilize when a problem exists or occurs.
6. Identify avenues available to file a complaint or grievance while on an incident.
7. Discuss the consequences for behaving inappropriately.

## UNIT 6 – Problem Resolution Assistance

1. Clarify the roles and responsibilities of the HRSP and other involved personnel when dealing with incident concern/problem resolution.
2. Identify types of concerns/problems that may arise on an incident.
3. Determine when problem incidents must be referred, whom to refer them to, and what documentation is required to support any performance and/or conduct situations.
4. Discuss how to advise and assist supervisors and managers when it is determined to be appropriate to assist in problem situations.
5. Describe problem resolution assistance tools available to the HRSP.

## UNIT 7 – Documentation and Reports

1. Describe the documentation and reporting requirements associated with HRSP responsibilities.
2. Identify confidentiality factors associated with the HRSP documents and reports.
3. Participate in scenarios designed to incorporate various elements learned throughout the course.

## UNIT 8 – Personal Safety, Security and Wellness

Describe methods of maintaining personal safety, security and wellness while serving on an incident assignment.

## V. STUDENT EXPECTATIONS

## Human Resource Specialist, S-340

### Unit 1 – HRSP Function, Role/Responsibilities, and Qualifications

#### OBJECTIVE:

During this unit the instructor will:

Describe the overall function, role, responsibilities, and qualification requirements of the Incident Human Resource Specialist.



## I. HRSP FUNCTION

HRSP must be established on fires on National Forest lands:

- When 300 or more people are assigned to the incident (FSM 5136.03 policy).
- When the incident commander or agency administrator deems their presence is necessary.

Through incident human resource specialist assistance, the incident commander (IC) has a better opportunity to:

- Ensure that a positive working environment, supportive of cultural diversity, will be maintained and enhanced for all incident personnel.
- Be proactive in preventing incident human interaction problems.
- Be timely in resolving human interaction problems and concerns that may arise during the incident.

## II. HRSP MAJOR ROLE/RESPONSIBILITIES

The incident HRSP serves as an advisor and assistant to the IC and general staff providing them with a better opportunity to be proactive in preventing problems, and to resolve problems and concerns before personnel assigned to the incident return to their home units.

## A. Major Responsibilities of the HRSP

1. Monitors incident activities for violations of appropriate practices and/or activities that could lead to violations.
  - Each individual assigned to an incident has a personal responsibility to abide by appropriate incident behavior requirements. The HRSP is not responsible for the behaviors of incident personnel other than themselves.
  - The HRSP acts as the eyes and ears for the IC and other incident managers and supervisors to observe work behaviors and conditions.
  - The HRSP develops skills in recognizing potential problems before they escalate into serious ones. They also provide a basic understanding of human behaviors as they relate to operating in emergency and stressful situations.
2. Informs incident management that inappropriate practices exist.
  - If a HRSP observes, or is informed of, inappropriate working behaviors or conditions they bring it to the attention of the IC immediately. The IC or other managers/supervisors are the individuals with the authority to take action on these issues.
  - The HRSP acts as an advisor and assistant to incident management.
3. Advises incident management/supervisors on proper actions to take to handle inappropriate acts or conditions.
  - The HRSP provides options for dealing with inappropriate practices based on established agency policies and procedures.

4. Assists in the resolution of inappropriate acts or conditions.
  - The HRSP acts as a facilitator for managers and supervisors as they work through the problem solving process to resolve inappropriate actions or conditions.
5. Provides appropriate documentation.
  - The HRSP documents all aspects of contacts made on appropriate forms.
  - The HRSP completes a statistical report at the end of the incident that includes “numbers” of contacts dealing with civil rights violations or inappropriate behaviors.
  - The reports are submitted to the respective Geographic Area Coordinators in the geographic area in which the incident took place.
  - This information is later consolidated into geographic area reports that are then forwarded to the National HRSP Coordinator.
  - National combined statistical reports are then developed and dispersed to fire managers.

## B. Roles HRSP **Should Not** Assume

- HRSP should not take on responsibilities of other incident personnel such as:
  - IC
  - Other incident management team personnel
  - Incident supervisors
  - Safety officer
  - Law enforcement officer
- HRSP should not be a social director.
- HRSP should not dig for issues or act as a “watch dog.” They should mingle and make general observations.
- The HRSP is not an “employee” advocate. The HRSP is a “management” advisor and representative. Union representatives are employee advisors and advocates. NFFE Article 28 outlines the requirements for union representation on incident.

## III. HRSP QUALIFICATION REQUIREMENTS

The PMS 310-1, Wildland Fire Qualification Guide establishes minimum national interagency HRSP qualification requirements.

The FSH 5109.17, Fire and Aviation Management Qualifications Handbook contains additional requirements for Forest Service employees above the qualifications set in the PMS 310-1.

FOREST SERVICE MANUAL  
WASHINGTON

TITLE 5100 - FIRE MANAGEMENT

Amendment No. 5100-98-7  
Effective July 24, 1998

5136 - CIVIL RIGHTS AND HUMAN RESOURCE PROGRAMS.

5136.03 - Policy. A Human Resource Specialist must be assigned to any incident involving 300 or more people. Prior to leaving an incident, the Human Resource Specialist will prepare a package for the agency administrator listing civil rights corrective actions taken during the incident and any follow-up actions required. The package must be labeled, "Administratively Confidential - For Official Use Only," and delivered to the responsible line officer.

5136.04 - Responsibility.

5136.04a - Regional Foresters and Area Director. It is the responsibility of the Regional Forester and the Area Director to assign a Human Resource Specialist to incidents with 300 or more people.

5136.04b - Incident Assignments. Human Resource Specialists assigned to wildland fire management projects are responsible for monitoring Civil Rights activities, providing Civil Rights awareness/education, and initiating corrective action to resolve problems as directed by FSH 5109.17, Wildland Fire Qualifications Handbook, Chapter 20.



## HUMAN RESOURCE SPECIALIST POSITION RESPONSIBILITIES (Excerpt from NWCG PMS 410-1 Fireline Handbook)

The Human Resource Specialist is responsible for monitoring civil rights and related human resource activities to assure that appropriate practices are followed. Work is normally conducted in a base camp environment but may involve tours of the fireline, other camps, and rest and recuperation (R&R) facilities.

- Establish contact with the Planning Section Chief to determine placement within the organization.
- Obtain briefing from the assigned supervisor.
- Arrange for necessary workspace, materials, and staffing.
- Provide a point of contact for incident personnel to discuss civil rights and human resource concerns.
- Participate in daily briefings and planning meetings to provide appropriate civil rights and human resource information.
- Prepare civil rights messages to include in the Incident Action Plan.
- Post civil rights or other human resource information on bulletin boards and other appropriate message centers.
- Monitor whether a positive working environment, supportive of cultural diversity, is maintained and enhanced for all personnel.
- Conduct awareness sessions as needed. Use civil rights or human resource videotapes when appropriate.
- Establish and maintain effective working relationships with agency representatives, liaisons, and other personnel in the Incident Command.
- Refer concerns about pay, food, sleeping area, transportation, and shift changes to the appropriate incident staff, taking into account civil rights and human resource factors.

- Receive and verify reports of inappropriate behavior that occur on the incident.
- Take steps to correct inappropriate acts or conditions through appropriate lines of authority.
- Give high priority to informally resolving issues before the individuals leave the incident.
- Provide referral information if a complaint cannot be resolved during the incident.
- Conduct follow-up, as needed, depending upon the seriousness of the infraction.
- Prepare and submit reports and related documents.
- Participate in the final team debriefing.
- Maintain Unit Log (ICS Form 214).

**HUMAN RESOURCE SPECIALIST (HRSP)**  
(Position Category: Incident Support)

**REQUIRED TRAINING**

Human Resource Specialist (S-340)

Human Resource Specialist Refresher Workshop (RT-340) (Triennial)

**REQUIRED EXPERIENCE**

Successful position performance as a Human Resource Specialist (HRSP)

**PHYSICAL FITNESS LEVEL**

None Required

**OTHER POSITION ASSIGNMENTS THAT WILL MAINTAIN  
CURRENCY**

None

**OTHER TRAINING WHICH SUPPORTS DEVELOPMENT OF  
KNOWLEDGE AND SKILLS**

Human Factors on the Fireline (L-180)

Introduction to ICS (I-100)

Interagency Incident Business Management (S-260)

Basic Wildland Fire Orientation (S-110)



**FSH 5109.17 - FIRE AND AVIATION MANAGEMENT QUALIFICATIONS HANDBOOK  
CHAPTER 20 - QUALIFICATIONS AND CERTIFICATION**

**HUMAN RESOURCE SPECIALIST (HRSP)**

Position Category: Incident Support

TRAINING:

<b>LEVEL 1</b>		
I-100	Introduction to Incident Command System	
S-110	Wildland Fire Suppression Orientation	
S-260	Interagency Incident Business Management	
S-340	Human Resource Specialist Training	

CERTIFICATION:

RT-340 Human Resource Specialist Refresher Workshop (RT-340) (Triennial)

REQUIRED EXPERIENCE:

Experience and/or training that equipped the individual with a general knowledge of civil rights, equal employment opportunity and personnel programs; conflict resolution; facilitation, fact finding and effective communication skills; and administrative and management advisor skills

**AND**

Successful position performance as a Human Resource Specialist (HRSP)

PHYSICAL FITNESS:

None Required

OTHER POSITION ASSIGNMENTS  
THAT WILL MAINTAIN CURRENCY:

None

The Task Book for this position is available on the NWCG website at:

[www.nwcg.gov/pms/taskbook/planning/pms-311-62.pdf](http://www.nwcg.gov/pms/taskbook/planning/pms-311-62.pdf)



## Human Resource Specialist, S-340

### Unit 2 – Assignment Preparation and Dispatching Procedures

#### OBJECTIVES:

During this unit the instructor will:

1. Describe the material the HRSP needs to prepare in advance and have available for an incident assignment.
2. Describe dispatching ordering channels and procedures.



## I. HRSP ASSIGNMENT PREPARATION

- A. Successfully complete S-340.
- B. Determine your HRSP Geographic Area Coordinator and establish contact.
- C. Prepare HRSP kit.

A HRSP kit should be assembled prior to assignment.

- Kits can be established by Geographic Area Coordinators, or the HRSP can collect the materials themselves.
- Kits should be contained in a durable briefcase or bag.

At a minimum the HRSP kit should include the following items:

- 1. Forms
  - General Message Forms, ICS-201
  - Unit Log Forms, ICS-214
  - HRSP Contact Info Sheets
  - HRSP Contact Info Report Forms
  - HRSP Checklist
  - Accessibility Checklist

2. Reference material

- National and Geographic Area HRSP Coordinator Contact Info
- EAP/EIP/EEO/Union RVP Contact Info
- Incident and Agency Ethics/Conduct Regs/Info
- Sexual Harassment Prevention and Civil Rights Posters/Info
- ICS Glossary/Position Codes/Org Info
- Glossary of Wildland Fire Terms
- Fireline Handbook, PMS 410-1

3. Miscellaneous supplies

- HRSP ID tag (lanyard with vinyl pouch attached or other)
- HRSP sign
- Supply of HRSP messages

- Office supplies
  - Writing pads
  - Pens
  - Pencils
  - Staplers
  - Markers
  - Tape
  - Calendar
  - Paper clips
  - Post-it-note pads
- Heavy duty stapler
- Duct tape

## II. HRSP DISPATCHING PROCEDURES

### A. Ordering Channels and Procedures

All agencies have designated ordering procedures for incidents and wildland fire support.

These established ordering channels provide for rapid movement of requests, agency review, efficient utilization of resources, and cost effectiveness.

Information is communicated between dispatch centers, Geographic Coordination Centers (GACC), and the National Interagency Coordination Center (NICC) at the National Interagency Fire Center in Boise, Idaho.

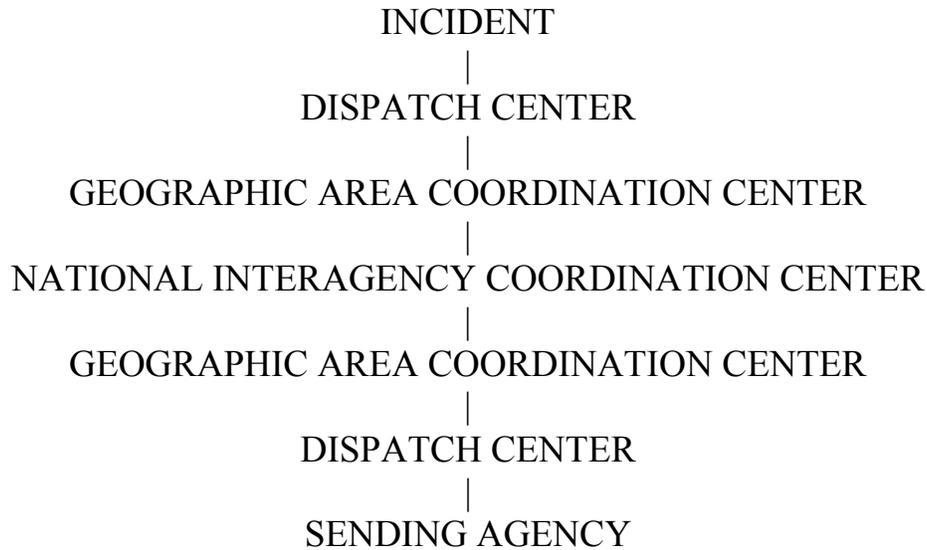
NICC is responsible for coordinating the movement of all resources between Geographic Areas not covered by local operating plans.

There is a total of eleven GACCs:

- Eastern Area – Milwaukee, WI
- Southern Area – Atlanta, GA
- Southwest Area – Albuquerque, NM
- Rocky Mountain Area – Lakewood, CO
- Northern Rockies – Missoula, MT
- Alaska – Fairbanks, AK
- Northwest Area – Portland, OR
- Northern California Operations – Redding, CA
- Southern California Operations – Riverside, CA

- Eastern Great Basin – Salt Lake City, UT
- Western Great Basin – Reno, NV

Orders for an incident will follow the established ordering channel displayed below.



#### B. Availability

In order to maximize efficient incident mobilization and demobilization, the typical length of commitment from initial dispatch will be 14 days (excluding travel).

Shorter commitments must be negotiated at the time of dispatch. Overhead commitments of less than 14 days, including travel, are not cost effective and should be discouraged.

It is important to keep your local dispatch office or local fire manager informed on your availability, following the local protocols that have been established. If you do not indicate you are available, you may not be dispatched.

If you are only available for 10 days and not 14, provide that information as well. The dispatch center, also referred to as local coordination center, will provide this information through the dispatch channels to the requesting unit (same as receiving unit/incident). They will either accept or decline the offer.

In time of resource scarcity (such as multiple incidents on a national level), most requesting units will accept short duration assignments. But be prepared to make yourself available for the full 14 days.

### C. Information Needed From Dispatch

The following is provided to assist in making your initial, or any subsequent, dispatch or reassignment as a HRSP or any other single resource, as smooth as possible, at least from a mobilization standpoint.

Dispatch should make all necessary flight, room, or rental reservations.

Upon your initial call from dispatch or from your supervisor, assuming you are available and accept an assignment, you will need the following information from the dispatcher:

1. Type of incident
  - Wildfire
  - Prescribed fire
  - All-risk
2. Name of incident
3. Resource order number (examples: AZ-CNF-094, CA-YNP-0141)
4. Request number (referred to as “O” number for overhead)

5. Agency account codes
  - P# for Forest Service [wildfire]
  - W# for Forest Service [prescribed]
  - S# for Forest Service [severity]
  - DOI # [wildfire]
  - F#s [FEMA incidents]

6. Location of incident
7. Incident phone number(s)
8. Contact person

Depending on the size of the incident this may be an individual or check-in.

9. Mode of transportation to incident

There are different ways of mobilizing resources to an incident, for example:

- Commercial flight
- Charter flight
- Bus
- Agency owned vehicle
- Rental vehicle

Normally, your agency dispatcher or zone coordination center will make travel arrangements for you.

In some cases you may be asked to make them yourself. Keep your local dispatcher informed of the arrangements you have made.

A picture I.D. is needed for electronic tickets on commercial flights.

10. Mode of transportation upon arrival at an airport

When a rental vehicle is approved, the local dispatcher should make the arrangements for you.

NOTE: You may be required to use your own credit card to procure/lease the vehicle. This procedure is common with sport utility vehicles (SUVs).

Most often, the incident ground transportation picks you up and drives you to your destination.

If transportation is provided for you and you elect to use a rental vehicle, the government will not reimburse those expenses.

11. Travel authorization number

Everyone should have a travel authorization set up by their local unit regardless of agency; this is not often required, but handy to have just in case.

12. Additional information that dispatch should provide:

- Copy of your Resource Order
- Line qualification requirement for the assignment
- Directions to the incident base or other destination
- Map to the incident
- Estimate of personnel on incident (this may not be available)
- Incident Status Summary, ICS-209 (if available)
- Information on special needs (if going to Alaska, items such as mosquito repellent, mosquito nets, or a second pair of boots may be required)
- Fire weather forecast
- National Incident Management Situation Report

D. Ordering Procedures for Additional HRSP While Assigned to an Incident

When you have a need to order additional help (examples: increase in fire complexity results in additional resources, incident within an incident, multiple issues) inform your immediate incident supervisor and follow the established procedures.

Normally, all orders are processed through the supply unit leader in the logistics section. The supply unit leader places the order through expanded dispatch.

Before ordering additional help, take into account the incident demobilization plan; the incident may demobilize all resources before your help arrives. Coordinate this with your incident.

E. Follow Up With Dispatch

Keep your local zone dispatch center advised of any reassignments or demobilization.

Also, inform them of transportation needs upon return from an assignment, if any flights are involved, or if vehicle is at the airport (will not need transportation).

At times it is more efficient for the coordination center to hear from the individual directly, since information travels a lot slower than desired through the dispatch channels, or information is not passed on.

## **HRSP KIT GETTING STARTED**

After you've obtained a red card, establish a personal HRSP kit that will be ready to go at a moment's notice. A durable briefcase makes an excellent container.

The following are examples of what should be in your personal HRSP kit:

- HRSP Guide
- Binder clips
- Stapler/staple gun
- Dictionary
- Duct tape
- Cellophane tape
- Pushpins
- Scissors
- Ruler
- Markers
- Pens/highlighters
- Pencils
- Correction fluid
- Day planner
- Scratch pads
- Activity calendar
- Ruled pad
- Posters
- NFFE Master Agreement
- Extra copies of messages/notices
- Document protectors
- Fireline Handbook (PMS 410-1)
- List of essential telephone numbers

NOTE: If available or practical, take a notebook computer with word processing capabilities.

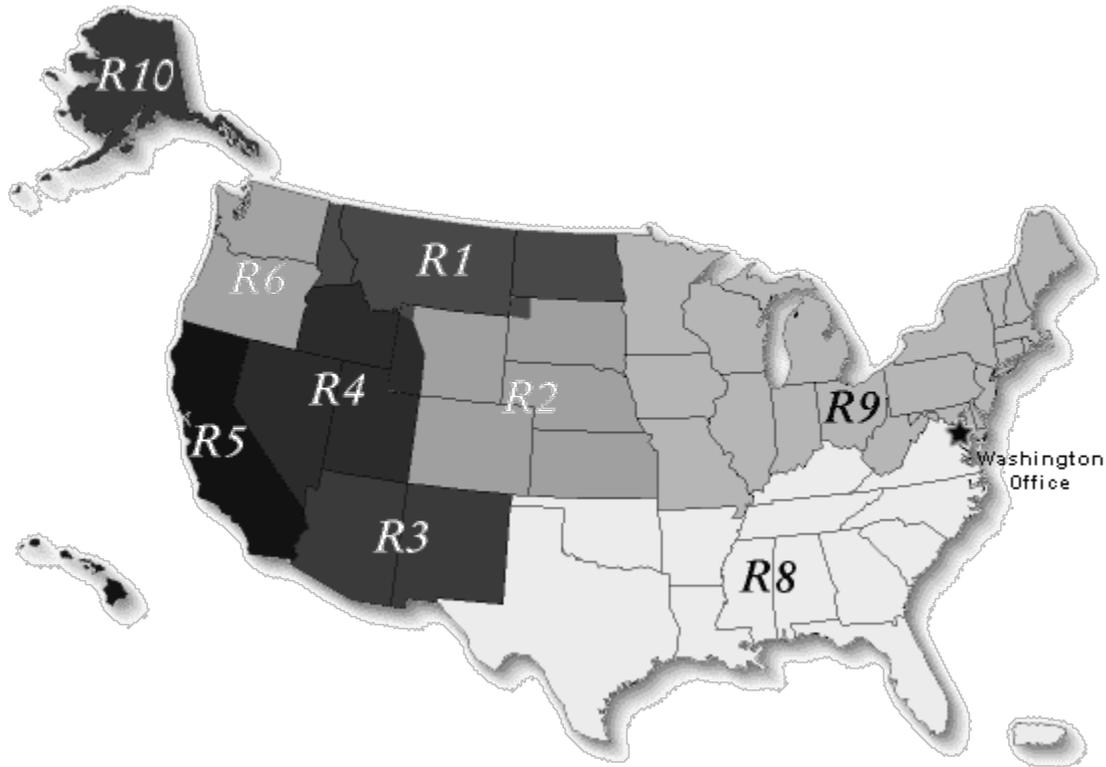
## MISC PERSONAL ITEMS

- Fleece shirt
- Hat
- Medication/prescriptions
- Sunblock
- Baby wipes
- Extra warm and cool clothes

ORDER THROUGH GSA – Ordering information is available through the NWCG catalog – check with your area fire office for more information:

- Nomex fire clothing (2 shirts, 2 pants)
- Small tent
- Fire red bag
- Hard hat
- Fire shelter
- Sleeping bag
- Flashlight
- Gloves

## NATIONAL FOREST REGIONS



Northern Region (R1)

Missoula, Montana

Rocky Mountain Region (R2)

Lakewood, Colorado

Southwest Region (R3)

Albuquerque, New Mexico

Intermountain Region (R4)

Ogden, Utah

Pacific Southwest Region (R5)

Vallejo, California

Pacific Northwest Region (R6)

Portland, Oregon

Southern Region (R8)

Atlanta, Georgia

Eastern Region (R9)

Ft. Snelling, Minnesota

Alaska Region (R10)

Juneau, Alaska

Washington Office

Washington, DC



## **GEOGRAPHIC AREAS AND NATIONAL INTERAGENCY FIRE CENTER**



## **NATIONAL INTERAGENCY FIRE CENTER**

The National Interagency Fire Center (NIFC), located in Boise, Idaho, is responsible for overseeing wildland fire activities for all Federal land management agencies throughout the United States. The center is comprised of the Fire Directors for the USDA Forest Service, National Park Service, Bureau of Land Management, Bureau of Indian Affairs, U.S. Fish & Wildlife Service, and the National Interagency Coordination Center (NICC).



## Human Resource Specialist, S-340

### Unit 3 – Incident Contacts and Interactions

#### OBJECTIVES:

During this unit the instructor will:

1. Describe the various types of contacts, relationships and interactions that may occur between the HRSP and other incident personnel.
2. Explain the importance of the interactions and how they relate to the overall success of the incident.
3. Describe the role of the HRSP on all-hazard incidents.
4. Identify the steps the HRSP takes in getting established at the incident and the information to be conveyed during briefings.



## I. INTRODUCTION

The key to success for the incident HRSP will depend on how well they interact with incident personnel and understand the incident environment, including the various components making up that environment.

As the role of the HRSP expands, so will the interactions and contacts on any given incident. Most HRSP interactions will occur in the incident base camp.

Some issues will deal with concerns on the line; however, many issues and problems can and will arise right at the incident base and can come from a variety of individuals.

## II. INCIDENT CONTACTS AND HRSP INTERACTIONS

HRSP contacts include:

- Incident Management Team
- Incident support personnel
- Incident crews
- Other incident personnel
- Contractors and contractor's representatives
- Non-incident personnel

## A. Incident Management Team (IMT)

This team is comprised of incident commander and general staff.

The general staff is comprised of:

- Planning Section Chief (PSC)
- Logistics Section Chief (LSC)
- Operations Section Chief (OSC)
- Finance Section Chief (FSC)
- Safety Officer (SOFR)
- Information Officer (IOFR)

IMT officials possess the authority to respond to the personnel concerns and problems that may occur during the incident. The HRSP provides advice and assistance in this effort.

IMT support of and interaction with the HRSP is extremely important. Each member of the IMT has a distinct relationship with the HRSP.

### 1. Incident Commander (IC)

The IC is the individual responsible for the management of all operations at the incident site.

Some IC's have the HRSP working directly for them while others have the HRSP working for the planning section chief.

Regardless, the HRSP can provide a very valuable service to the IC and provide them with information they may not normally hear.

The attendance of the HRSP at planning meetings and briefings is crucial.

## 2. Planning Section Chief (PSC)

The PSC is responsible for the collection, evaluation, dissemination, and use of information about the development of the incident, status of resources, and demobilization of the incident.

The HRSP is assigned to the PSC in the Incident Command System.

The HRSP interacts with the PSC by:

- Supplying messages to the Incident Action Plan.
- Completing documentation for the Final Incident Package.
- Making presentations at the Operational Briefings and in some cases providing information on the condition of some crews for line assignments.

## 3. Logistics Section Chief (LSC)

The LSC is responsible for providing facilities, services, and material in support of the incident.

HRSP interactions with the LSC can go far beyond just getting workspace and supplies.

Because of their involvement with other incident personnel, the HRSP can provide some very valuable information such as:

- Sleeping area problems
- Food considerations
- Transportation issues
- Other logistical concerns
- Assistance with reasonable accommodations

Several issues can be quickly resolved, or at least addressed, if they are brought to the LSC's attention.

#### 4. Operations Section Chief (OSC)

The OSC is responsible for the management of all tactical operations at the incident.

The HRSP can be a very valuable asset to the OSC. Normally, OSCs are deeply involved in strategy, tactics, and safety; they often overlook the human element.

The HRSP can assist by providing additional eyes and ears for the OSC. The HRSP can also advise the OSC when problems arise between or among crews.

They can notify the OSC when crew performance may be affected by other issues, not necessarily related to line duties.

Once again, this is an area where some understanding or awareness can prevent issues from becoming major.

If the issues are allowed to escalate, they can have very severe impacts on safety.

5. Finance Section Chief (FSC)

The FSC is responsible for all financial and cost analysis aspects of the incident.

The HRSP can provide information to the FSC if there are pay issues, problems with AD rates, or acquiring emergency transportation home.

History has shown that even the best run incidents will have pay problems and problems during demobilization.

This is especially true with AD and contract crews. The HRSP can assist the FSC when these problems are discovered.

6. Safety Officer (SOFR)

The SOFR is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety.

Like the OSC, the HRSP can provide additional eyes and ears to the SOFR.

The HRSP may hear of safety concerns, both from the line and camp that the SOFR needs to be aware of so that they can be quickly resolved.

The HRSP, in their involvement with individuals, may hear of safety concerns before the SOFR.

Also, because of the nature of the contacts, individuals may feel free to more readily discuss safety concerns with the HRSP.

## 7. Information Officer (IOFR)

The IOFR is responsible for the formulation and release of information about the incident to the news media and others. Once again, interactions with the IOFR can be overlooked.

The IOFR will sometimes need assistance on understanding what type of information incident personnel may want or need.

The IOFR may also need assistance on sensing how the local communities are dealing with an emergency situation in their back yard.

## B. Incident Support Personnel

These contacts would include planning section, operations section, logistics section, and finance section personnel.

Some of these key contacts include:

- Law enforcement
- Security manager
- Training specialist
- Various unit leaders
- Division/Group supervisors
- Crew/squad bosses

Most interactions will consist of coordination and facilitation of information and/or processes.

## C. Incident Crews

Some of the types of crews a HRSP may have interactions with include:

- Hotshot crews
- Regular crews
- AD crews
- Native American crews
- Contract crews
- Military crews
- Prison crews
- Job Corps crews
- Other crews

Most interactions will consist of coordination and facilitation of information and/or processes.

Be sure to involve crew supervisors, managers, and/or liaisons.

#### D. Other Incident Personnel

- Individual overhead
- Local hires
- Camp help
- National Guard

Most interactions will consist of coordination and facilitation of information and/or processes.

#### E. Contractors

It is important to understand that the HRSP collects just enough information to determine the nature of contractor or contractor employee concerns.

All issues and concerns in regard to contractors or their employees are referred to the respective contracting officer's representative (COR) or contracting officer's technical representative (COTR) for that particular contract.

FSC should have a copy of all contracts. The FSC should know if COR or COTR is assigned to incident or how to contact them. These officials are the only ones with authority to take any action on these kinds of issues or concerns. As requested, the HRSP can assist with basic fact finding.

Most contracts contain clauses covering government policies on violence in the workplace and sexual harassment. Contractors and their employees are subject to these policies.

Some contracts may not clearly include them while some contracts specifically state the consequences for non-compliance.

1. Examples of contract clauses in most contracts:
  - EEO
  - Non-segregated facilities
  - Drug free workplace
  - Hiring of Veterans
2. Examples of some wildland fire contracts with a designated COR or COTR are:
  - Mobile food services
  - Shower facilities
  - Contract crews
  - Equipment (aircraft, heavy equipment, water handling, fallers, vehicles, buses, toilets, trailers/modular building, tents)

F. Non-Incident Personnel

- Home unit personnel
- Host unit personnel
- Local community members
- Local law enforcement
- Local volunteers
- Local city officials

Interactions with home unit and host unit personnel offices will be discussed in more detail in a later unit.

The information officer will generally be the individual interacting with local community members, law enforcement officials, volunteers and city official.

If initial contact is made with the HRSP, the contacts can appropriately be referred to the information officer.

### III. HRSP ROLE ON ALL-HAZARD INCIDENTS

Incident Management Teams are frequently being requested for emergency incidents that are non-fire (all-hazard incidents such as hurricanes, recovery operations, etc.).

The HRSP may encounter human resource issues that are more challenging to resolve due to the intense and unique conditions associated with the incident.

Although the IMT's mission and assigned workforce may be different, the HRSP's role is the same as on a fire assignment which is to provide education, prevention and early resolution of human resource-related issues.

### IV. GETTING ESTABLISHED AT THE INCIDENT

#### A. Networking and Visibility

Effective networking establishes necessary contacts and builds relationships and visibility.

It contributes to successful communications and interactions on the incident.

1. When you first arrive at the incident, check in with the planning section chief or IC to determine to whom you will report.
  - Determine supervisor's expectations of you in the HRSP role on the incident.
  - Find out issues of concern needing immediate attention.
  - Ask to be included in IMT meetings (strategy and planning).
  - Attend all briefings.
2. Introduce yourself to:
  - Section chiefs
  - Safety officer
  - Law enforcement officers
  - Security manager
3. Arrange workspace.
  - Situate office in an easily accessible and visible location.
  - Post adequate and readable HRSP signs.
4. Wear HRSP name tag.
5. Walk around camp and mingle.
6. Visit remote camps.

## B. Briefings/Messages

1. The HRSP should convey a message at briefing meetings, particularly morning and evening meetings, as agreed to with the PSC or IC.
2. Briefing message should be concise, to the point, relevant, and interesting. It can recap events of the day or speak to areas of developing concern.
3. HRSP also prepares messages for the incident action plans.

## C. Notices/Announcements/Bulletin Boards

1. Establish a bulletin board in base camp.
2. Post visible, eye-catching notices and announcements.  
  
Information content should include appropriate incident behavior, and incident personnel's rights and responsibilities.
3. Change information daily.
4. Be creative, accurate and informative.  
  
Display information in Spanish and English if possible.
5. Post the location of HRSP work area on the bulletin board.

**USDA FOREST SERVICE  
INCIDENT BASE CAMP ACCESSIBILITY CHECKLIST**

**RESTROOMS (Portable Toilets)**

Y/N

- Is restroom located on an accessible route?
- Is there high contrast tactile signage next to door?
- Does the door into the restroom provide at least 32" clear open width?
- Does the door provide an 18" clearance on the pull side?
- Does the door have hardware operable by a closed fist?
- Is the threshold of the door ½" or less in height or beveled?
- Are ramps rigid enough to support a chair?
- Is there adequate turning space inside the restroom (5' clear diameter?)
- Are 1½" diameter grab bars with 1½" clearance mounted approximately 30" above the floor located along the side wall next to the toilet and behind the toilet?
- Is there at least 1 accessible unit per 20 single user units?

**WASH BASINS**

Y/N

- Is there knee clearance of 29" below the front of the basin?
- Is the sink mounted with the counter rim height 34" maximum?
- Are shelves accessible from a sitting position?
- Is the faucet operable without tight grasping, pinching or twisting?
- Is the bottom of the mirror no higher than 40"?

**ACCESSIBLE ROUTES**

Y/N

- Is there at least one accessible path for travel between accessible parking space and base camp facilities?
- Is the path at least 36" wide, 5% or less running grade and 2% side slope?
- Is the path surface stable, firm?
- Are surface protrusions less than ½ inch?
- If protrusions are greater than ½ inch, is there a route around the object at least 32 inches wide?

## PARKING SPACES

Y/N

- Is there at least one parking space on flat terrain (2% or less) with stable, firm surface and at least 16 feet wide, 20 feet deep?
- Are accessible parking space(s) identified and signed?

## WORK SPACES/TRAILERS TENTS

Y/N

- Are there work spaces available at ground level?
- If floor is ground surface, is it firm, stable and level (2% maximum)?
- If trailers are used, do they have ramped entries?
- If no ramps, are there steps with uniform treads and risers, curved nosing and hand rails on both sides?
- Is the space along an accessible route?

## SHOWERS

Y/N

- Is there at least one shower unit with seating, grab bars and accessible controls?
- Is the unit along an accessible route?
- Does the door into the shower provide at least 32" clear open width?
- Does the door provide an 18" clearance on the pull side?
- Does the door have hardware operable by a closed fist?
- Is the threshold of the door ½" or less in height or beveled?

## FOOD SERVICE

Y/N

- Is the food service area along an accessible route?
- Is serving area at ground level and within reach from a chair?
- If no, have provisions been made to serve anyone unable to reach the facility?
- Is there at least one table with knee clearance of 28" minimum and table top height of 32" maximum?
- Is there a 5' turning radius adjacent to accessible tables?
- Are special dietary needs being met?

## SIGNAGE

Y/N

- Are signs clearly visible and logically placed (between standing and sitting height)?
- Is there strong contrast between the sign background and the characters?
- Are characters block style?
- Do the characters have a width to height ratio between 3:5 and 1:1?
- Do the characters have a stroke to height ratio between 1:5 and 1:10?

## SLEEPING AREAS

Y/N

- Are there sleeping areas along accessible routes?
- Is the terrain flat (2% or less) and the surface firm and stable?
- Is there at least 36" of free space around the area designated for a tent?

## GENERAL

Y/N

- Did you consider ordering a lift from logistics if needed and practicable?
- Is lighting adequate for tripping hazard recognition?
- Are trip and low ceiling hazards identified with high contrast warning tape?
- Do ramp grades of 5% or greater have railings installed on both sides (even if next to a building)?
- Are accessible paths free of wood chips or other slippery material?



## HRSP CHECKLIST

The following is a brief checklist designed to help you get started when you arrive at an incident. The list is not intended to be exhaustive, nor does it include the routine check-in procedures such as time, supply, etc.

- Contact Geographic Area HRSP Coordinator.
- Check in with Planning Section Chief. Determine to whom you will report (IC, D/IC, PSC). What problems they might be concerned about. What expectations are, yours and theirs (be positive). Explain your experience, qualifications, how you prefer to operate, etc. Find out in which briefings you are to participate. Find out status of incident, spike camps, expected assignment duration, etc.
- Check in with Incident Commander (IC). Determine how the IC views the role of the HRSP. Discuss size of incident and number of HRSP positions required. Discuss chain of command. Find out: how the IC wants to be kept informed (directly, or through PSC); who has the authority to authorize a Critical Incident Stress Debriefing.
- Check in with facilities. If you are the first HRSP on the incident, set up an office. Your office should be visible and accessible. Consider not being in the center of activities. Some people need confidentiality and don't want to be seen going into the HRSP tent. Therefore, some degree of privacy is needed. When ordering furniture, order one table and at least four chairs. Using the office as sleeping quarters is very effective.
- Establish a bulletin board, or designate a portion of an existing board(s).
- Post pictures of yourself (if you have them), introduction, location, posters, and other appropriate material.
- Determine whether or not you need a radio.

- Meet LEOs, safety, medical and other unit leaders. Find out their concerns.
- Check with documents unit to find out desired procedures for HRSP Unit Log.
- Order HRSP kit from supply if available and needed.
- Find out if a Union Representative is assigned, who it is, and introduce yourself. If one is not assigned, find out how to contact one if needed.
- Find out who the agency reps are, and meet them.
- Find out what crews are assigned; how long they've been out and unique conditions, and when they are expected to rotate.
- Develop a visibility strategy. How are you going to make yourself accessible and let people know who and where you are?
- Determine from IC whether or not sexual harassment training is needed, particularly for the camp crews. If so, schedule and provide.
- Is any other training necessary?
- Find out who provides and what the procedures are for requesting a Critical Incident Stress Debriefing. This can save you valuable time if a debriefing is needed.

## Human Resource Specialist, S-340

### Unit 4 – Incident Personnel Rights and Responsibilities

#### OBJECTIVES:

During this unit the instructor will:

1. Identify appropriate human and civil rights policies that apply to incident personnel. Interpret the policies and apply them to situations that might occur on incidents.
2. Identify the avenues available to employees to exercise their right to file a formal complaint or grievance.
3. Define appropriate incident behavior and incident personnel responsibilities in adherence to appropriate behavior and identify consequences for failure to abide by appropriate behavior.



## I. RIGHTS OF INCIDENT PERSONNEL

Incident personnel have the right to work in a discrimination and harassment free work environment.

The Federal laws and regulations that apply to Federal employees at their official duty stations are applicable on incident assignments as well.

### A. Applicable Human/Civil Rights

#### 1. Federal Discrimination Regulations

##### a. 29 CFR § 1614.101 - EEO

It is the policy of the Government of the United States to provide equal opportunity in employment for all persons, to prohibit discrimination in employment because of race, color, religion, sex, national origin, age or handicap and to promote the full realization of equal employment opportunity through a continuing affirmative program in each agency.

##### b. Title VII of Civil Rights Act of 1964

Prohibits employment discrimination based on race, color, religion, sex, or national origin.

##### c. The Age Discrimination in Employment Act of 1967

Protects individuals who are 40 years of age or older.

##### d. Sections 501 and 505 of the Rehabilitation Act of 1973

Prohibit discrimination against qualified individuals with disabilities who work in the Federal government.

## 2. Policies

Agencies may have developed supplemental policies that apply. Find out which agency policies are applicable and need to be posted and shared.

### a. Host Agency Policy

“Host Agency” is the agency with jurisdiction over where the incident is occurring.

These generally only “redefine” the parent agency policy and it may not be necessary to post them all.

Check with the host unit to obtain their current Human Resource/Civil Rights policy information.

### b. Home Agency Policy

“Home Agency” is the location the employee is normally “officially” assigned – when not at the incident.

It should be understood that there ARE other policies that govern incident employees.

It is not necessary to locate each person’s home policy, although each person is held accountable to it while on the incident.

If violated, their home unit may discipline them when they return home.

### c. Host Unit Policy

The host unit may have specific policy or direction related to the IMT.

d. Incident Policy

The IMT may have specific policy or objectives assigned to the Incident.

B. Federal Laws that Prohibit Sexual Harassment

29 CFR § 1604.11 - Sexual harassment

Harassment on the basis of sex is a violation of section 703 of Title VII.

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment,
2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

## II. AVENUES FOR EMPLOYEE COMPLAINTS OR GRIEVANCES

Most problems or concerns that arise during an incident are minor in nature and can be fairly easily resolved at the incident.

These are the types of problems and concerns that the HRSP will become involved with by providing assistance and advice to incident management and supervisors in the problem solving process.

Not all issues can be resolved at the incident. When it becomes apparent the issue cannot be resolved at the incident, it must be referred to appropriate technical experts.

The HRSP is not expected to be an expert in complaint or grievance resolution. They need only to know the appropriate referral source.

The HRSP should not become involved in this level of complaint or grievance process, beyond facilitating referral.

Employees have the following options when they choose to exercise their right to pursue a more formal complaint or grievance:

### A. EEO Complaint

Employees assigned from Federal agencies, state agencies, and hired directly to the incidents, have access to the EEO complaint process that is applicable to the host unit (FS, BLM, State).

The employee on the incident should be referred to the EEO counselor that represents the host agency responsible for that incident.

B. Union Grievances

Employees in a specific bargaining unit should be referred to an individual representing that bargaining unit.

The HRSP may have to do some research to find out which agreement is appropriate to determine which bargaining unit representative to contact.

If there is a regional area union vice president, they can be a contact.

C. Administrative Grievances

Employees that do not fall under a specific bargaining unit should be referred to the host unit standard operating procedures for filing an administrative grievance.

D. Title VI Contract Complaint

Contract employees concerns must be dealt with by the COR or COTR for the respective contract.

The HRSP must not attempt to interpret or apply the contract regulations or Title VI Law.

These issues must be handled by a certified COR or COTR.

### III. RESPONSIBILITIES OF INCIDENT PERSONNEL

#### A. Appropriate Incident Behavior

Incident personnel have the responsibility to conduct themselves in a manner that supports a discrimination and harassment free work environment.

It is important for incident personnel to understand they have a personal responsibility to:

1. Know current civil rights and sexual harassment prevention policies, laws, and regulations.
2. Abide by those policies, laws, and regulations.
3. Report violations to appropriate management officials.

#### B. Incident Management/HRSP Responsibility

It is important for the HRSP to understand that it is the incident management team's responsibility to "ensure" appropriate behavior takes place on incidents, not the HRSP.

The HRSP assists managers in fulfilling their responsibility.

#### C. Mutual Respect

Incident personnel have the right to work in a harassment-free environment where they are treated with dignity and respect.

They also have the responsibility to conduct themselves in such a manner as to contribute to a harassment-free work environment.

This means treating others with dignity and respect. These two factors define "mutual respect."

## IV. EFFECTS OF INAPPROPRIATE INCIDENT BEHAVIOR

Inappropriate behavior is disruptive and counterproductive to incident management objectives.

It can also be dangerous because incident interaction requires mutual respect, teamwork and cooperation in order to be successful.

### A. Recognizing Appropriate/Inappropriate Behavior

Two categories of behavior that occur within the incident work environment are work behavior and social behavior.

Each can have positive or negative factors.

- Positive work and social behaviors foster mutual respect.
- Negative work and social behaviors constitute inappropriate behavior and must be avoided.

#### 1. Work behavior

Positive work behavior includes actions/behaviors necessary to accomplish the job such as:

- Teamwork
- Cooperation
- Communicating with others clearly and respectfully if conflict or differences of opinion occur

Negative work behavior creates a nonproductive work environment and can include behaviors such as:

- Failure to follow instructions
- Failure to cooperate
- Failure to communicate effectively

Single instances of the above would typically be considered a minor violation of appropriate behavior and could be easily resolved at the incident.

Repeated instances could be considered a major violation and would usually need to be referred to an Employee Relations (ER) specialist.

## 2. Social behavior

Positive social behavior includes actions/ behaviors we do at work that are not necessary to get the job done, but make the job more enjoyable by:

- Showing interest and caring in someone as a person.
- Discussing common interests such as family, sports, hobbies, etc.

Negative social behaviors create a nonproductive work environment and sometimes contribute to a hostile work environment.

They include behaviors such as:

- Put down humor
- Arguing and fighting
- Inappropriate joking and teasing
- Quick temper

One instance of these types of inappropriate behaviors can typically be resolved at the incident and would be considered a minor violation.

Repeated instances would be considered a major violation and would require referral to a Civil Rights or ER specialist.

One instance of the following inappropriate behaviors, if adequately supported, constitutes a major violation.

- Harassment (sexual or non-sexual)
- Hazing
- Discrimination

B. Consequences of Inappropriate Incident Behavior

Consequences will depend on the severity of the inappropriate action. They may range from:

- Written or oral direction from a supervisor.
- Written or oral warnings by a supervisor or the IC.
- Removal from the incident by IC on major violations.

If the inappropriate action is serious enough the individual will be sent home.

A package of documentation covering the circumstances surrounding the situation will be sent to the home unit manager and servicing personnel office (SPO). The home unit will be responsible for any required disciplinary or adverse action.



Incident Behavior  
Fireline Handbook, Chapter 6 – Common Responsibilities

**Inappropriate Behavior:**

It is extremely important that inappropriate behavior be recognized and dealt with promptly. Inappropriate behavior is all forms of harassment including sexual and racial harassment and shall not be tolerated. When you observe or hear of inappropriate behavior you should:

- Inform and educate subordinates of their rights and responsibilities.
- Provide support to the victim.
- Develop appropriate corrective measures.
- Report the incident to your supervisor, if the behavior continues. Disciplinary action may be necessary.
- Document inappropriate behavior and report it to the employee's home agency.
- While working in and around private property, recognize and respect all private property.

**Drugs and Alcohol:**

- Non-prescription unlawful drugs and alcohol are not permitted at the incident. Possession or use of these substances will result in disciplinary action.
- During off-incident Rest & Recuperation periods, personnel are responsible for proper conduct and maintenance of fitness for duty. Drug or alcohol abuse resulting in unfitness for duty will normally result in disciplinary action.
- Be a positive role model. Do not be involved with drug or alcohol abuse.
- Report any observed drug or alcohol abuse to your supervisor.



## Human Resource Specialist, S-340

### Unit 5 – Mutual Respect – You Make the Difference

#### OBJECTIVES:

During this unit the instructor will:

1. Clearly define the terms: inappropriate behavior, harassment, sexual harassment, and mutual respect.
2. Identify the laws and policies that address Civil Rights violations and inappropriate behavior.
3. Recognize responsible behavior and inappropriate behavior.
4. Describe the steps to prevent and correct inappropriate behavior.
5. Determine appropriate resources to utilize when a problem exists or occurs.
6. Identify avenues available to file a complaint or grievance while on an incident.
7. Discuss the consequences for behaving inappropriately.



## I. INTRODUCTION

This unit covers the following four categories:

- YOUR “RIGHTS” as an employee to work in an environment free from harassment and resources available should you require assistance to correct a problem.
- YOUR “RESPONSIBILITIES” as an employee to conduct yourself in a manner that supports a harassment-free work environment.
- CONSEQUENCES OF BEHAVING INAPPROPRIATELY, and
- SIMPLE EXERCISES to practice what you have learned, preparing you to handle situations you may be confronted with.

## II. YOUR RIGHTS TO WORK IN A HARASSMENT-FREE WORK ENVIRONMENT

All employees have the right to work in a harassment-free environment where people treat one another with dignity and respect.

A harassment-free work environment assists in providing a safe and productive work environment.

### A. The Law Supporting Your Rights

Title VII of the Civil Rights Act defines harassment as a form of discrimination, and therefore, illegal in the workplace.

The 1964 Civil Rights Act, as amended, prohibits discrimination on the basis of race, color, religion, sex, or national origin to influence decisions on hiring, promoting, or firing an individual.

Harassment is any unwelcome conduct that is deliberate or repeated which is not asked for and not returned. It may be verbal, non-verbal, or physical.

Sexual Harassment is defined the same as above except the behaviors are of a sexual nature. It is deliberate or repeated unsolicited sexual advances such as verbal comments, gestures, and physical contact, which are unwelcome and not returned.

Harassment as described above is considered unwelcome conduct that has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

## B. Policy Supporting Your Rights

Several agency policies might apply to employee conduct and behavior on an incident.

### 1. Home Agency Policy

Policy from the location the employee is “officially” assigned – NOT the agency where the incident is located.

There are at least two home policies that apply to you at all times while on an incident assignment: your home “agency” policy and your home “National Fire and Aviation” policy.

#### a. Home Agency Policies

- Forest Service employees:

The United States Department of Agriculture Forest Service Policy which states harassment based on race, national origin, religion, age, mental or physical disability, color, gender, or any other factor such as sexual orientation, marital status, union affiliation, veteran's status, or political affiliation, that might be used to categorize or identify any employee, will not be tolerated.

- Bureau of Land Management employees:

It is the policy of the BLM to prohibit harassment in all of its various forms, to maintain a work environment that is free of harassment, and to ensure that such conduct by any BLM employee will not be tolerated.

b. National Fire and Aviation Policies

Both USFS and BLM further state a remote location, travel to and from an incident, and any location or accommodation where work-related activities associated with an incident occur, is **not** considered a departure from your workplace.

Employees are subject to the same laws, policies, and regulations in every location and will be held accountable for violation of these laws.

Remember, you are representing your agency and you are being **watched** by the public.

2. Host Agency Policy

Policy from the agency at the location the incident is occurring.

For example, you may be assigned to an incident under local State, Bureau of Indian Affairs (BIA), or Park Service jurisdiction. If this is the case, both your Home and their Host Agency policies will apply.

You may not be aware of the Host Agency Policy until you arrive at an incident. Host Agency Policy should be posted; if not, ask a member of the IMT or the Human Resource Specialist to obtain a copy.

### 3. Incident Policy

Policy the IMT assigns to the incident. Specific human resource objectives are generally identified on an incident and are stated as policy.

If these objectives are established, they can be found in the Incident Action Plan under “Incident Objectives.” The objectives may also be posted or stated at briefings.

If there is an Incident Policy established for human behavior, it will apply to you in addition to the home **and** host unit policies.

### C. Policies and Inappropriate Behavior

All policies are developed and implemented to protect the rights of all employees to work in a harassment-free work environment and to ensure everyone is treated with dignity and respect.

Policy assists agencies in holding employees accountable for “inappropriate behavior.”

Inappropriate behavior is considered to be all forms of harassment and discrimination as well as those behaviors that are counter-productive to agency objectives, workforce diversity, retention of employees and a positive work environment.

Inappropriate behavior is always against policy and when it falls under the definition of harassment, it is also against the law.

D. Resources Available to Assist HRSPs if Harassment and/or Inappropriate Behavior Occurs

If harassment occurs, the agency has resources available to assist in stopping the behavior:

1. Your supervisor

Supervisors and managers must take immediate action to stop harassment, to protect the people targeted by a harasser, and to take all reasonable steps to ensure that no further harassment or retaliation occurs.

2. Any supervisor or manager

If the immediate supervisor is part of the problem, notify the next level supervisor or manager.

If the next level supervisor is also part of the problem, any supervisor or manager you are comfortable speaking with is acceptable.

3. Human Resource Specialist

Human Resource Specialists are specifically assigned to assist managers in maintaining a harassment-free work environment and facilitating solutions to work behavior problems.

The HRSP is available as a resource in solving ANY problem related to inappropriate behavior or harassment.

4. Union Officials

Bargaining Unit employees have the right to request Union Representation and to utilize Formal Grievance procedures; however, Union Officials are not typically on an incident.

Request Union Representation on an incident through your supervisor and the Union will be contacted. The Human Resource Specialist can assist in contacting the appropriate Union officials.

5. Agency Administrative Grievance personnel

The Agency Administrative grievance process covers those not in a bargaining unit.

6. Employee Assistance Programs (EAP)

An Employee Assistance Program covers most if not all employees.

Supervisors, as well as the HRSP, can assist in determining the appropriate Employee Assistance organization.

EAP's provide confidential help to employees for both work and non-employment personal problems.

7. Equal Employment (EEO) Counselors

Employees assigned from federal agencies, state agencies, and hired directly to the incident have access to an EEO complaint process.

The EEO Complaint Process handles complaints related to Civil Rights issues.

The HRSP and/or supervisor will assist in contacting the appropriate agency EEO counselor if the problem cannot be resolved through management and the employee does choose to file a formal EEO complaint.

### III. YOUR RESPONSIBILITIES - TO WORK IN A HARASSMENT-FREE WORK ENVIRONMENT

All employees have a responsibility to behave in a manner that ensures a work environment exists where people are treated with dignity and respect, just as they have a right to work in an environment where they are treated with dignity and respect.

This type of responsible behavior supports a positive work environment and is considered appropriate behavior.

#### A. Mutual Respect – You Make The Difference

The responsibility of an individual to behave in a manner that treats people with dignity and respect, coupled with the right one has to receive the same treatment from others, is “**Mutual Respect.**”

Everyone has the responsibility to:

1. Know current Civil Rights policies, laws, and regulations.
2. Report inappropriate behavior.
3. Perform your job in a safe manner.
4. Behave appropriately and utilize non-discriminatory language in all oral and written communication.
5. Treat others with dignity and respect.

## B. Recognizing Appropriate / Inappropriate Behavior

There are two different types of behaviors that happen within the work environment:

### 1. Work behavior

Actions/behaviors necessary to accomplish the job. Examples:

- Digging fireline
- Mopping up
- Sharpening tools
- Giving and receiving direction
- Communicating with others clearly and respectfully if conflict or differences of opinion occur.

### 2. Social behavior

Actions/behaviors done at work that are not necessary to get the job done; however, they make the job more enjoyable or they can make the job miserable!

#### a. “Appropriate Behavior = Positive Behavior”

Positive social behaviors are those things that make the job more enjoyable. These behaviors develop friendships.

Examples:

- Showing interest and caring in someone as a person
- Discussing common interests such as family, sports, hobbies, etc.
- Avoid comment on physical features

b. “Inappropriate Behavior = Negative Behavior”

Negative social behaviors are those things that make the job miserable.

- Commonly identified as blatant harassment/discrimination
- Most commonly occurring is the reactive, insensitive and/or unconscious inappropriate behavior
  - Put down humor/sarcasm
  - Arguing, fighting and quick tempers
  - Inappropriate joking, teasing, and hazing

3. Recognizing the “Red Flags” in those who are possibly being mistreated (victims):

a. Withdrawing

Removing themselves from the group, attempting to make themselves look less attractive, becoming moody, sensitive and/or serious.

b. Denial

“He or she can’t really be coming on to me” or “I must have misunderstood their intention.”

c. Blame

Victims often blame themselves for whatever is happening to them or how they are feeling.

d. Shows signs of embarrassment

4. In those who behave inappropriately:
  - a. Invalidate victim's claims – "He/she can't take a joke, they have no sense of humor," "I was just teasing."
  - b. Provide excuses – "I was just trying to be nice or compliment him/her."
  - c. Defend themselves.
  - d. Blame others.

#### C. Taking Action to Deal with Simple Irresponsible Behavior

Take responsibility upon yourself to implement these easy steps to stop it while it is small...before it becomes serious.

NOTE: DO NOT utilize these steps in an attempt to handle serious conduct – get help!

1. Conduct yourself in a manner that treats others with dignity and respect.

Ask yourself:

- Does my behavior go towards getting the work done?
- Is my behavior a social interaction? If my behavior is a social interaction, is the behavior positive, neutral or is it negative and detracting from the work environment?
- What are the effects of my behavior on the person receiving communication? Positive or negative?
- Follow the simple guideline:  
"If in doubt, don't do it!"

2. Get comfortable with calling people on inappropriate behavior – practice it and set the example!
  - Respond clearly – repeat the exact behavior they did that you are not comfortable with.
  - Be direct and to the point – tell them it is not ok for them to repeat or continue with their behavior.
  - Get commitment – tell them no explanation is needed, just a commitment that it won't happen again.
  
3. Get comfortable with responding to requests for you to stop behaving in the manner you are – practice it yourself and set the example!
  - Don't provide explanations.
  - Don't give reasons or excuses.
  - Simply acknowledge what you said or did bothered them and it will not happen again.

Remember, regardless of the intent, when the behavior is unwelcome, the behavior needs to stop.

If the behavior continues or is repeated, it IS harassment.

#### IV. CONSEQUENCES OF BEHAVING INAPPROPRIATELY

##### A. On an Incident

Consequences for inappropriate behavior vary. They may range from:

- Written or verbal direction
- Written or verbal warnings
- Removal from the incident

##### B. At your Home Unit

If behavior on the incident has been serious enough, a package of documentation around the circumstances may be sent to the home unit. The home unit may choose to take adverse action against the employee.

The penalties following return home may range from:

- Written or verbal direction
- Verbal warnings
- Letters of warning or reprimand
- Up to and including termination of employment

#### **EXERCISES:**

Each group will complete several exercises and present their answers to the class. The exercises are on pages 5.15 through 5.28.

## **Exercise 1: Discrimination**

A non-minority crew leader supervises a 10-person crew, which includes two women and five minorities. When appointing a person to fill in behind the crew leader during his/her absence (an acting supervisor), the supervisor always chooses a white female. You are not the white female being chosen for the acting assignment.

1. Does a policy and/or law cover this situation?
2. What are your rights in this scenario if any?
3. What are your responsibilities in this scenario if any?
4. What resources on an incident are available to you if needed?
5. What consequences might the supervisor expect for their behavior?







### Exercise 3: The “Supervisor and Subordinate Relationship”

Al (the supervisor of the crew) sees Sally (a crewmember) as a potential crew boss. Sally is assertive, well organized, has learned quickly the aspects of becoming a skilled firefighter, has an outstanding work ethic and maintains a strong safety attitude. Al has assisted Sally in developing a plan for her development in her career. Everyone on the crew respects Sally and supports her in learning to become a crew boss.

Sexual Harassment?      YES \_\_\_\_\_ NO \_\_\_\_\_

The crew worked well together at the beginning of the season; however, as Al worked at mentoring Sally and assisting her in her career development, Al and Sally became intimately involved. Al and Sally spent most of their time together, off duty as well as on duty. Other crewmembers began to feel Sally was getting preferential treatment, extending beyond career development. When crewmembers shared their concern with Al, he became angry and told them his personal life was “none of their business.”

Sexual Harassment?      YES \_\_\_\_\_ NO \_\_\_\_\_

Sally noticed her fellow crewmembers irritability and concern. She felt uncomfortable around them and began to work alone and not participate in crew activities. Sally broke off the relationship with Al. Al’s response to Sally was angry. Al told Sally, “I got you where you are today and if you want to continue in this organization you should remember those who helped you!”

Sexual Harassment?      YES \_\_\_\_\_ NO \_\_\_\_\_



### Exercise 4: The “Contractor”

One of your women crewmembers complains about sexual harassment from a contract caterer. Your supervisor tells her there is not much she can do when a non-government employee does the harassing.

Sexual Harassment?      YES \_\_\_\_\_ NO \_\_\_\_\_



### Exercise 5: The “Hugger”

Sharon, the crew boss of your crew is a very friendly and is considered to have a warm and compassionate personality. She frequently hugs her crewmembers.

Sexual Harassment or Inappropriate Behavior?      YES \_\_\_\_\_ NO \_\_\_\_\_

Jim tells Sharon, he is uncomfortable with her when she hugs him and he would like her to stop. He goes on to explain he is from a family that shows affection in private settings. Sharon acknowledges Jim’s request and tells him she will not hug him again. Several weeks later Sharon begins her practice of hugging him again, however, Sharon only hugs him when they are alone and not in front of others. Jim feels Sharon does not “get the message” and goes to the Human Resource Specialist for assistance.

Sexual Harassment or Inappropriate Behavior?      YES \_\_\_\_\_ NO \_\_\_\_\_

The Human Resource Specialist and Jim contact Sharon and explain the concern Jim has with the continued use of hugs. Sharon is quite embarrassed and apologizes to both Jim and the Human Resource Specialist. She attempts to explain to the HRSP her background and why she uses hugs to show appreciation for her employees at work. The HRSP responds it is not important “why” Sharon uses hugs, but rather, it is more important to find another form of appreciation for Jim since he is not comfortable with the hugs. Sharon tells Jim and the HRSP she will stop hugging Jim.

Jim and Sharon leave together and return to the crew. While walking back to the crew, Sharon “lights into Jim” telling him she has told him repeatedly, if he or any of the crewmembers have issues within the crew, keep it “in-house” and work with her to solve the problem. Sharon tells Jim if he had been more specific about his concern with the hugs and had come back to her instead of going to the HRSP, things would have been solved in a more acceptable manner!

Sexual Harassment or Inappropriate Behavior?      YES \_\_\_\_\_ NO \_\_\_\_\_



## Exercise 6: The “Rookie”

You are the newest member to the crew. You were hired in the middle of the season to replace someone who was promoted to another position. Upon your arrival you are given “on the job” training because the formal training to all new firefighters was only offered at the beginning of the season. While you are learning the job you are asked to do the menial jobs. You are asked to do all the clean up jobs and while on the line you are always asked to be at the front of the line. The front of the line is where the hardest manual labor is required. Your fellow crewmembers (those in the same type and grade level as you) refer to the specific jobs you are assigned as the “dirt” jobs. At first you are told you are required to do the “dirt” jobs because you need to learn from the ground up, just as everyone else has.

Inappropriate Behavior? YES \_\_\_\_ NO \_\_\_\_\_

After you feel you have all the necessary skills mastered and your supervisor praises your work, you ask why you still have to be the only one doing all the “dirt” jobs. Your supervisor tells you it is because “you are the new kid on the block” and until someone else comes in, you are it!

Inappropriate Behavior? YES \_\_\_\_ NO \_\_\_\_\_

You complain to a couple of the other crewmembers and they laugh at you and say, “What is your problem? We ALL had to be where you are, just grin and bear it!” You notice your peers are beginning to call you “rookie” and make jokes referring to the “rookie.”

Inappropriate Behavior? YES \_\_\_\_ NO \_\_\_\_\_



### Exercise 7: "A Night on the Town!"

You were on a crew made up of employees from several different units. Since you did not know everyone when you were dispatched to your first assignment, it took some time for everyone to get to know each other and work well together. You were now all great friends! This was your second assignment together since you were dispatched. You were approaching your "Rest and Relaxation" (R&R) days off, were tired, missing your families, and EVERYONE was ready to go home!

The base camp was located next to a small vacation town complete with restaurants and bars. Since the base camp was not a "closed camp" you and your crew walked to one of the local bars for a few beers and dinner.

Inappropriate Behavior? YES \_\_\_\_ NO \_\_\_\_

Before the end of the evening, the Crew Boss became intoxicated, loud, used offensive language and made "passes" at one of the female crewmembers, Sue. Sue was not interested, ignored his persistent efforts, and finally left the bar alone, to return to base camp. The Crew Boss at one point told one of his male crewmembers that he thought Sue was playing "hard to get."

Inappropriate Behavior / Sexual Harassment? YES \_\_\_\_ NO \_\_\_\_

The remainder of your crew left the bar shortly after Sue. The alcohol everyone had been drinking influenced all crewmembers judgment; therefore, no one was able to locate the crew sleeping area. The crew's arrival at base camp was in the wee hours of the early morning and several crews were disrupted. Several folks yelled at your crew, however, the Crew Boss told the crew everything was all right, it was their "off duty" hours and the government couldn't tell them how to spend their "personal" time. Besides, you weren't in pay status, right?

Inappropriate Behavior? YES \_\_\_\_ NO \_\_\_\_

The next morning, the Crew Boss missed his briefing. The Squad Boss from the crew showed up at the briefing shortly after it was finished and attempted to find out the crews assignment for the day. The Squad Boss complained of a headache and smelled of alcohol. The Operations Chief told him to get some coffee, get the Crew Boss and meet them at the Human Resource Specialist Tent.

What do you think were the overriding issues discussed at the HRSP tent?

## Human Resource Specialist, S-340

### Unit 6 – Problem Resolution Assistance

#### OBJECTIVES:

During this unit the instructor will:

1. Clarify the roles and responsibilities of the HRSP and other involved personnel when dealing with incident concern/problem resolution.
2. Identify types of concerns/problems that may arise on an incident.
3. Determine when problem incidents must be referred, whom to refer them to, and what documentation is required to support any performance and/or conduct situations.
4. Discuss how to advise and assist supervisors and managers when it is determined to be appropriate to assist in problem situations.
5. Describe problem resolution assistance tools available to the HRSP.



## I. HRSP ROLE IN PROBLEM RESOLUTION

Individuals serving in the HRSP role are representatives of management (management officials); therefore, as they become aware of inappropriate incident behavior they are obligated to bring it to the proper manager's attention in order for the manager to take action to ensure the behavior is stopped.

When this happens, they enter into the world of employee relations where assistance is given to managers and supervisors as they take steps to correct inappropriate behavior and hold their employees accountable for their actions.

### A. Minor Problem Resolution

1. HRSP will normally be involved with minor concerns or instances of inappropriate incident behavior.

Major instances must be referred to experienced ER specialists, either from the incident personnel's home unit or the incident host servicing personnel office (SPO).

Allegations of a criminal nature must involve a law enforcement officer (LEO).

Some allegations may sound major when first presented, but with some basic fact-finding, it becomes apparent that they are not.

2. When approached with a concern:

- Give the individual full attention
- Take the concern seriously
- Attempt to ensure a confidential environment

The HRSP cannot promise total confidentiality, but can limit information sharing to only those with the need to know.

3. Once the individual has had an opportunity to express their concern:

- Determine the severity of the issue
- Involve appropriate incident personnel if necessary.

Most concerns can be resolved simply, by explaining policies or facilitating communication between the correct parties.

4. If the concern involves the need for management or supervisory action, involve the appropriate supervisor or manager.

The HRSP has no authority to take any supervisory, management, or corrective action. This authority lies with incident supervisors and managers.

The HRSP acts as an assistant to appropriate incident supervisors and managers in minor problem situations by:

- Providing basic fact-finding skills
- Facilitating the problem solving process

#### B. Major Problem Resolution

1. If after some basic fact-finding, it becomes clear to the HRSP that the problem is major and beyond being resolved at the incident:

- Bring the situation to management's (IC) attention.
- Recommend the issue be referred to an experienced ER specialist, the SPO, LEO, or appropriate home unit supervisory official.

When criminal allegations are made, a LEO must be notified. An experienced ER specialist or LEO will have information and skill in the proper steps that need to be taken in major situations.

2. The role of the HRSP, on major issues, is to:
  - Ensure that adequate documentation is completed
  - Facilitate information flow between appropriate parties such as the IC and the ER specialist, LEO, SPO, or appropriate home unit supervisory official.
3. The SPO, ER specialist, or appropriate home unit supervisory official is responsible for following the appropriate procedures for handling any needed future disciplinary action.

The LEO is responsible for following appropriate procedures for handling any need future legal action.

NOTE: If a HRSP is a union official at their home unit, they MUST NOT function as a union official in their capacity as the HRSP.

The HRSP role is not to be an employee representative or advocate. Incident personnel asking for this type of assistance must be referred to a home or host unit union official.

## II. TYPES OF CONCERNS/PROBLEMS THAT MIGHT OCCUR

The incident environment can be very complex and sensitive because the human element is present.

It is a constantly changing environment with varying degrees of stress, excitement, boredom, fatigue, etc.

Issues that would normally be insignificant may take on added significance because of the mental and physical condition of the people involved. As a result, issues may also develop during rest periods.

A. Minor Issues that May Occur

- Miscommunications
- Lack of communication
- Personality conflicts
- Unknown expectations
- Unrealistic expectations
- Extreme fatigue
- Stress
- Homesick people
- Minor family emergencies
  - Arise on a regular basis
  - Vary from family members
  - The information may be delivered by:
    - Phone
    - Message
    - Bringing the person to camp
- Contractor employment concerns
- Demobilization
- Security
- Use of offensive language
- Pay/other benefits

B. Major Issues and Referral Contacts

1. The geographic area HRSP coordinator is a point of contact for assistance in all issues on the incident involving:

- Alleged discrimination
- Sexual harassment
- Hazing
- EEO complaints
- Misconduct
- Violent behavior
- Alcohol/illegal drug use

If you have referral questions, contact the geographic area HRSP coordinator or SOP.

2. When incidents involving alleged discrimination, sexual harassment, or EEO complaints occur, notify the following:

- IC
- Host unit CR/ER Specialist
- Appropriate home unit supervisory official
- Employment Complaints Program Office

Incidents involving alleged sexual harassment need to be reported immediately.

3. Incidents involving hazing or misconduct will normally be referred to:
  - IC
  - Host unit SPO
  - Appropriate home unit supervisory official
4. Incidents involving violent behavior or alcohol/illegal drug use on the incident will normally be referred to:
  - IC
  - LEO
  - Home unit supervisory official

### III. PROBLEM RESOLUTION ASSISTANCE TOOLS

#### A. Basic Fact-Finding

Gathering pertinent and reliable information about a situation in order to determine what did or did not happen and who needs to be involved in any future action.

No form of report is required.

1. Basic fact-finding tips
  - Let the other person do most of the talking.
  - Be a good listener.
  - Keep your mind open, resist distractions and stay focused.
  - Maintain eye contact and positive body language.

- Conduct conversations in an area of minimal confusion with some sense of privacy.
- Jot down brief notes after conversations with person bringing situation to your attention and anyone else who was involved from an observation or hearing standpoint.
- Ask open-ended questions using: who, what, when, where, why, how.

## 2. Open-ended question examples

- “What did you see/hear/experience?”
- “When did the situation occur?”
- “Where did the situation occur?”
- “Who was involved?”
- “How were you impacted by what occurred?”
- “How do you see the situation?”
- “What concerns do you have?”
- “Was anyone else present?”
- “What was their involvement?”
- “Why do you think it happened?”
- “Has this same type of situation occurred before?”
- When, where? Who was involved?”
- “Can you tell me more?”

### 3. Clarifying statement examples

- “I do not understand what you said; please explain it to me again....”
- “As I understand it, your idea is...”
- “Do you mean, for example, that...”
- “In other words, this is what happened...”

### 4. What to do with information gathered

- Determine if the situation requires involvement of others, and get them involved as soon as possible.

Typically a supervisor or manager will need to be involved.

- If information gathered indicates the situation has potential criminal aspects, the information must be referred to a LEO.
- If the information gathered indicates that the situation is a contractor issue the issue must be referred to the Contracting Officer Representative.

## B. Facilitating the Problem Solving Process

The incident HRSP assists incident managers and personnel in resolving issues of concern by guiding participants in a problem solving process.

The objective is to achieve desired outcomes on issues of concern.

1. Problem solving takes place between:
  - Individual(s) with the problem.
  - Individual(s) with the authority to take action regarding the problem.
  
2. The HRSP:
  - Is a neutral party.
  - Guides participants through the discovery and learning process in problem resolution.
  - Documents responses as the process progresses. Use a flip chart or large piece of paper that all participants can view together.
  
3. Ground rules

Lay some ground rules prior to beginning the process by asking the participants if they can agree to:

  - Actively participate.
  - Show mutual respect.
  - Allow the speaker to talk without interruption.
  - Put energy and attention into understanding fully what the other person is saying.
  - Share all relevant information.
  - Ask questions if further clarification is needed.
  - Stay focused on the issue at hand.

## C. Problem Solving Process – Six Steps

The problem solving process guides participants through six steps:

- Identify the problem
- Generate resolution alternatives
- Establish objective criteria
- Decide on a solution that best fits the criteria
- Proceed with the solution
- Evaluate the solution
  - The participants provide the answers.
  - The HRSP encourages participation.
  - At each step of the process, the HRSP asks open-ended questions to draw out response by the participants.
  - The HRSP listens to responses, and then guides participants to the next step when appropriate.

### 1. Step 1 - Identify the Problem

- a. Types of questions an HRSP might ask the individual who presented the problem:
  - “What seems to be the problem or concern?”
  - “How do you see the problem?”
  - “What seems to be causing the problem?”

- b. Then ask:
- “What are your needs and desires regarding this problem/concern?”
- c. Types of questions an HRSP might ask the individual who can take action:
- “Do you have a clear understanding of what the other party sees as the problem?”
  - “Do you need further clarification?”
  - “Do you have a clear understanding of the participant's needs and desires regarding the problem/concern?”
  - “What is your perspective of the problem?”
- d. If the perspectives differ, what questions can be asked?
- Ask each party to further explain their perspectives of the problem.
  - Ask participants to think about what their interests (needs, concerns) are rather than their opinions.
  - Ask “what is the concern” and “why is it a concern?”

Once participants agree they have a common understanding of the problem, the HRSP leads the participants to the next step.

## 2. Step 2 - Generate Alternatives for Solutions

Explain to participants that alternatives need to be attainable and within limits of authority.

- a. The questions an HRSP might ask both participants:
  - “What do you see as some possible solutions to the problem?”
- b. Encourage more than one solution by asking:
  - “What are some other solutions that might work?”

Once participants have finished voicing their possible solutions, guide them to the next step.

## 3. Step 3 - Establish Objective Criteria

Types of questions HRSP might ask to encourage input:

- “What, if any, criteria should be put on your solutions?”
- “What is it you want your solution to achieve?”
- “What would you like your solution to accomplish or not accomplish?”
- “What do you see as qualities of a good solution?”  
(Examples: Is it doable? Fair? Affordable? Acceptable to both participants?)

Once the criteria have been agreed upon, guide participants to next step.

4. Step 4 - Decide on a Solution that Best Fits the Criteria

Questions an HRSP might ask to guide through this step are:

- “Which of the solutions you discussed earlier will best meet these criteria?”
- “Which of the solutions is the least difficult to act on?”
- “Is there anything that would keep you from acting on this solution, if so?”
- “How might those barriers be easily eliminated?”

Once the solution has been agreed upon, guide participants to the next step.

5. Step 5 - Proceed with the Solution

HRSP asks questions to facilitate agreement on solution:

- “Can you both agree to the solution and put it into play?”
- “When is a good time to get back with each other (a set period of time) to determine if the solution is working?”

6. Step 6 - Evaluate the Solution

The HRSP contacts participants in a day or so, to see if the solution is working.

#### D. Additional Things to Remember

1. Let participants talk and listen.
2. Stay in the present and future, not in the past.
3. Stick to the topic at hand.
4. Help participants to avoid put-downs or cross-complaining.
5. Look for and capitalize on areas of agreement.
6. Take a break if discussion escalates.
7. If a participant feels misunderstood, allow them the opportunity to restate what they have said in different ways until there is a common understanding.
8. Watch what you say and how you say it, so that you don't give mixed messages and create an atmosphere of distrust.
9. Encourage participation.

Some individuals are reluctant to participate. The HRSP can encourage participation utilizing the following techniques:

- a. Ask questions – for example:
  - “What is your reaction to that?”
  - “What suggestions do you have to improve ....?”
  - “Tell us more about that.”
  - “Explain the difference between.....”

- b. Ask for more specifics or examples:
  - “Could you be a bit more specific?”
  - “Can you give an example?”
  - “What do you mean by ....?”
- c. Paraphrase for clarity and understanding
  - “Let’s see Joe, if I understand correctly, you are saying....?”

#### E. Incident Within an Incident

Any event that may cause unusually strong emotional reactions and could interfere with your ability to work safely or function normally.

Examples of these may be:

- Personal traumatic injury
- Family member severe illness or death
- Aviation accident
- Shelter deployment
- Motor vehicle accident
- Disaster recovery work
- Coworker critical injury or death

The HRSP is the liaison with the IC and agency administrator (AA) in requesting critical incident stress management (CISM) resources and coordinating all CISM needs for the incident.

The HRSP should have a copy of the Agency Administrator’s Guide to Critical Incident Management to provide to the IC and AA.

1. The HRSP is the sensor for determining the need for:

- CISM support
- Resource ordering
- Providing logistical support
- Coordinating with CISM professionals

The Agency Administrator and/or the Incident Commander will make the final determination to request CISM Resources.

Prior to CISM, the HRSP role may be to provide defusing for affected employees. Defusings can provide initial intervention and assist in determining whether or not a formal debriefing is appropriate.

The HRSP may be involved with grief support.

The HRSP may also be involved with conducting a crew closeout.

2. HRSP self care – CISM reminders

- HRSP is not a therapist; however, they can be a good listener, be present, and help to validate the experience.
- HRSP can be a conduit – listen and take it in, let it go through, let it go by.
- When discussions get tense or overwhelming, “change the state” – pause, take 3-4 deep breaths.
- Allow the quiet spaces – don’t feel compelled to answer or fill in.
- HRSP needs to keep a piece of themselves emotionally separate – remember this is their issue – not yours.
- Take down time to allow refocus.

- Find a partner to share thoughts and experiences.
- Give yourself permission to do self care.
- Be accountable to the work/rest guidelines.



Human Resource Specialist, S-340

Unit 7 – Documentation and Reports

OBJECTIVES:

During this unit the instructor will:

1. Describe the documentation and reporting requirements associated with HRSP responsibilities.
2. Identify confidentiality factors associated with the HRSP documents and reports.
3. Participate in scenarios designed to incorporate various elements learned throughout the course.



## I. HRSP DOCUMENTATION

### A. Unit Log, ICS-214

- Provides a summary of general daily activities of the HRSP.
- Submitted daily to documentation unit/planning section.
- Does NOT include specific information about contacts.
- General enough so individuals, incidents, or acts cannot be recognized.
- Is public record and should not contain confidential information.

Example of entries:

- 0800 - Attended morning briefing/spoke about message in IAP.
- 0900 - Documented incident and discussed with IC.
- 1000 - Posted new message at message center.
- 1030 - Attended planning meeting.
- 1100 - Discussed process and recommendations on two issues from 8/11 with PSC.
- 1200 - Lunch break
- 1500 - Prepared message for 8/14 Incident Action Plan.

## B. HRSP Contact Information Sheet

- Provides a consistent format for information gathering.
- Acts as a checklist to make sure issues have been properly covered.
- Ensures minimum documentation has been completed.
- Used for significant contacts outside of routine/basic information inquiries that require performance of:
  - Research
  - Conflict resolution
  - Negotiations
  - Recommendations to resolve problems
- Should not be written statements of individuals, just documentation of conversations.
- Take brief notes during conversation and then transfer information to the Contact Information Sheet later.
- NOT to be included in the incident final documentation package.
  - Copies may be submitted to appropriate SPO, Geographic Area HRSP Coordinator, or as established in hosting geographic area, if substantiated misconduct has taken place.
- No IC or area manager review or signature required.

If allegation of major violation of appropriate incident behavior and incident personnel will be sent home, document the following:

- Identify prevention measures taken on the incident to ensure the employee(s) “knew the behavior was not acceptable,” such as:
  - Stated/posted policies
  - Supervisor documented discussions and/or instructions
  - IAP messages
- Provide contact information along with any additional information that supports the case to the appropriate SPO, geographic area HRSP coordinator, or as established in hosting geographic area.
  - A referral summary giving contact information on the involved parties including the IC, incident supervisor, and HRSP should also be included.
- When sending people home from an incident, require all documentation to go to the home unit line officer or appropriate supervisory official, under IC signature.

## II. HRSP REPORTS

### A. HRSP Contact Information Report

- Summarizes the total number and type of HRSP contacts for a specific incident. Instructions for report completion are attached to the report form.
- Report should not contain confidential information or details of specific issues.
- A copy of this report should be shared with IC and area manager.
- Submit a copy of completed report for each incident to geographic area HRSP coordinator.

## B. HRSP Incident Close-out Report

- Narrative summarizing activities and capturing the IMT's approach to HRSP contact issues.
  - Do not attach actual Contact Information Sheets
- A copy of the HRSP Contact Information Report can accompany this narrative.
- Becomes part of the incident documentation package.
- Submit a copy of this report to the IC and geographic area HRSP coordinator.

## C. HRSP Contact Information Report by Geographic Area

- Completed by the geographic area HRSP coordinator.
- Summarizes all the activities within the reporting geographic area for a specific season.
- Copies of report are submitted to:
  - Geographic area fire director
  - Geographic area civil rights director
  - National HRSP coordinator
- National HRSP coordinator submits report upward to NWCG fire directors.

### III. CONFIDENTIALITY OF REPORTS AND INCIDENT INFORMATION

#### A. How Confidentiality Applies

- Confidentiality does not imply “total protection” of information.

Those who “have a need to know” the information, in order to resolve the concern, will have access to the information.

- Contact should be informed that resolution of an issue will require some outside sharing of information.

Contact can only have total confidentiality by refusal to pursue resolution of the concern.

- Refusal of cooperation in criminal issue may have negative consequences.

#### B. Methods for Maintaining Confidentiality

- Contact information sheets and notes should be considered working papers and memory aids.
- Maintain custody of information, keeping it in a secure place.
- Share the information with only those who need to know.
- Do not include in the report documentation.
- Avoid maintaining records on system computers.

#### IV. HRSP POSITION TASK BOOK (PTB)

Process of certification:

- Evaluators must be either qualified in a position being evaluated or supervise the trainee; Final Evaluators must be qualified in the trainee position they are evaluating.
- Instructions located in the HRSP PTB.
- All tasks must be completed.

**REMEMBER: It is your responsibility to have a copy of the HRSP PTB when you arrive at the incident.**

## **HRSP SCENARIO EXERCISE.**

### Student instructions:

- Read your scenario.
- Do your fact-finding.
- Come up with options for resolution.
- Write an appropriate message for the IAP on a flip chart.
- Prepare a short (2 minute) briefing message.
- Some things to consider:
  - Who are the appropriate people to inform?
  - How would you act within the chain of command?
  - What sort of documentation is needed? (Units 5 and 6)
  - What follow up is needed?

There are a lot of unanswered details in these scenarios so you may have to make up some of the fact finding. Be creative and have fun!







Human Resource Specialist, S-340

Unit 8 – Personal Safety, Security, and Wellness

OBJECTIVE:

During this unit the instructor will:

Describe methods of maintaining personal safety, security, and wellness while serving on an incident assignment.



## I. INTRODUCTION

Maintaining your own personal safety, security, and wellness while assigned to the incident is essential.

Upon arrival at incident camp, take time to locate the first aid station and become acquainted with law enforcement and security management personnel.

## II. PERSONAL SAFETY

### A. Avoid Heat Related Illness

- The most common type of heat illness is heat exhaustion which occurs when the body loses more fluid than it takes in.
- Typical early symptoms include headache and nausea.
- If you find yourself taking medication for headaches, increase water intake.

Prevention:

- Acclimate yourself to the heat
- Maintain a high level of aerobic fitness
- Drink lots of water
- Limit caffeine
- Prevent excess exposure to sun
  - To minimize UV exposure, keep skin covered by wearing a hat and long-sleeved shirt.
  - Wear sunglasses that filter out 100 percent of UV rays.
  - Use protective sunscreen lotion and lip balm.

- Wear the appropriate clothing for conditions.
- Wash thoroughly each day to keep pores clean.
- Modify the way you work; pace yourself.

#### B. Walking/Foot Safety

- Ensure the proper fit of footwear.
- Break in new footwear before incident assignments.
- Change socks daily and wear clean quality cushioned socks which fit snugly to avoid blisters.
- Wear shoes with slip-resistant heels and soles with firm, flexible support.
- Make sure laces are kept tied.

#### C. Avoid Slips, Trips, Falls, and Strains

- Be aware that camp terrain may be uneven with loose or rocky soil.
- Walk carefully at all times.
- Watch out for tent lines and stakes, and loose gear.
- Use a flashlight at night to illuminate pathways.
- Keep work areas clean, dry, orderly and free of obstacles that create tripping and slipping hazards.
- Keep aisles and passageways clear to allow for safe access.
- Inspect chairs and desks for defective parts.

- Keep work area sufficiently lighted.
- Ask for help lifting heavy loads.

#### D. Noise Levels

Excessive noise can cause:

- Stress
- Irritability
- Sleep loss
- Possible hearing loss

Set up work and rest area away from noisy equipment, such as generators.

#### E. Water

- Use only potable water from approved source.

#### F. Sanitation

- Wash your hands before eating or drinking and after using the toilet at all times.
- Carry instant hand sanitizers, since soap and water may not always be available.

### III. PERSONAL SECURITY

#### A. Security Tips

- Become familiar with your incident surroundings.
- Know the layout of the camp.
- Know where to get assistance if needed.
- Interface regularly with law enforcement and security managers.
- Keep security officials aware of your comings and goings.
- Learn some self-defense tactics.
- Keep your head up and walk with confidence.
- Pay attention to what is happening around you.
- Carry a whistle or personal alarm.
- Remember that keys, pens, and flashlights can be used to deter an attacker.
- If attacked SCREAM anything as loudly as possible.

## B. Violent Situations on Incidents

- Be alert to warning signs such as:
  - Intimidating
  - Harassing
  - Bullying
  - Belligerence
  - Inappropriateness
  - Aggressive Behavior
- The appearance of a weapon at an incident – or the making of idle threats about using a weapon to harm someone.
- Statements showing fascination with incidents of violence.
- Direct threats of harm.
- Statements indicating desperation.
- Extreme changes in normal behaviors.

If violence is observed:

- Stay calm do not overreact, but do not ignore the situation.
- Contact law enforcement and incident management immediately.

## IV. PERSONAL WELLNESS

### A. Stress Management

Stress is caused by how we respond to events, not by the events themselves. Each person may respond differently to the same event.

- Not all stress can or needs to be controlled.
- We need positive high energy stress because it gives us some motivation and challenge.
- What we need to learn to control is negative emotional and physical stress.

### B. Coping with Negative Stress

Understand possible causes of stress:

- Mental overload
- Fatigue
- Team dynamics
- Unclear role assignments
- Ineffective communication
- Lack of trust
- Inadequate resources and contact information

C. Relax

Break the stress cycle by taking frequent breaks throughout the day.

- Stretch
- Take a brief walk
- Practice deep breathing

D. Eat Right and Exercise

- Eat three nutritional meals a day and healthy snacks.
- Exercise - be physical at least 30 minutes each day. This can be as simple as a walk around camp.

E. Get Enough Sleep

- Get seven hours of sleep each night if possible.
- Sleep helps your body to re-energize itself.

F. Laugh

“He who laughs....lasts!” More than ever, scientific evidence suggests that laughter really is one of the best medicines.

- Research has shown that laughter is one of the body’s safety valves, a counterbalance to tension.
- Laughter, as with exercise, increases the level of good hormones in your system and decreases the levels of stress hormones.
- A real belly laugh can relax the muscles more than a vigorous massage.
- Find things that make you laugh and do them.



# **APPENDIX A**

## **INCIDENT HUMAN RESOURCE SPECIALIST (HRSP) GUIDE**

**OCTOBER 2003**



## Contents

Introduction .....	A-5
Personal Safety and Wellness on Incidents .....	A-7
Keys to Effective Communication .....	A-11
Facilitating the Problem Solving Process .....	A-15
Basic Fact-Finding .....	A-20
Dealing with Difficult People .....	A-22



## **Introduction**

This guide is intended to provide individuals serving in Incident Human Resource Specialist Positions (HRSP) with additional information and tools to assist them in accomplishing various aspects of their responsibilities.



## **PERSONAL SAFETY AND WELLNESS ON INCIDENTS**

Maintaining your own personal safety and wellness while assigned to the incident is essential. Upon arrival at incident camp, take time to locate the First Aid Station and Law Enforcement and Security Management Personnel.

### **Safety Tips**

#### Heat Stress

Heat stress occurs when the body's core temperature rises beyond safe limits. Evaporation of sweat is the body's main line of defense against heat. As sweat evaporates it cools the body. When water lost by sweating is not replaced the body's heat controls break down and the body temperature climbs dangerously.

Prevention - Acclimate yourself to the heat. Maintain a high level of aerobic fitness. Drink several cups of water, before, during and after work. Limit caffeine drinks. Prevent excess exposure to sun. To minimize UV exposure – keep skin covered by wearing a hat and long-sleeved shirt. Wear sunglasses that filter out 100 percent of UV rays. Use protective sunscreen lotion, and lip balm. Wear the appropriate clothing for conditions. Wash thoroughly each day to keep pores clean. Modify the way you work. Pace yourself.

#### Walking/Foot Safety

Ensure the proper fit of footwear. Break in new footwear before incident assignments. Change socks daily and wear clean quality cushioned socks which fit snugly to avoid blisters. Wear shoes with slip-resistant heels and soles with firm, flexible support. Make sure laces are kept tied.

Avoid slips trips, falls and strains. Be aware that camp terrain may be uneven with loose or rocky soil. Walk carefully at all times. Watch out for tent lines and stakes, and loose gear. Use a flashlight at night to illuminate pathways. Keep work areas clean, dry, orderly and free of obstacles that create tripping and slipping hazards.

Keep aisles and passageways clear to allow for safe access. Inspect chairs and desks for defective parts. Keep work area sufficiently lighted. Ask for help lifting heavy loads.

## Noise Levels

Excessive noise can cause stress, irritability, sleep loss and possible hearing loss. Set up work and rest area away from noisy equipment, such as generators.

## Water

Use only potable water from approved source.

## Sanitation

Wash your hands before eating or drinking and after using the toilet at all times. Carry instant hand sanitizers, since soap and water may not always be available.

## **Security Tips**

- Take time to become familiar with the incident surroundings.
- Know the layout of the camp.
- Know where to get assistance if needed – interface regularly with law enforcement and security managers.
- Keep security officials aware of your comings and goings.
- Learn some self-defense tactics.
- Keep your head up and walk with confidence.
- Pay attention to what is happening around you.
- Carry a whistle or personal alarm.
- Remember that keys, pens, flashlights can be used to deter an attacker.
- If attacked, SCREAM anything as loudly as possible.

## Violence Situations on Incidents

Be alert to:

- Warning signs of potential violent situations such as intimidating, harassing, bullying, belligerent, or other inappropriate and aggressive behavior.
- The appearance of a weapon at an incident – or the making of idle threats about using a weapon to harm someone.
- Statements showing fascination with incidents of violence.
- Direct threats of harm.
- Statements indicating desperation.
- Extreme changes in normal behaviors.

If violence is observed:

- Stay calm, do not overreact, but do not ignore the situation.
- Contact law enforcement and incident management immediately.

## **Wellness Tips**

### Managing Stress

Stress is caused by how we respond to events, not by the events themselves. Each person therefore may respond differently to the same event. Not all stress can or needs to be controlled. We need positive high-energy stress because it gives us some motivation and challenge. What we need to learn to control is negative emotional and physical stress.

### Stress Relievers:

- Relaxation – Break the stress cycle by taking frequent breaks throughout the day, stretch, take a brief walk, and practice deep breathing.
- Self-message –
  1. Base of the neck: Put thumb on one side of the neck and fingers on the other side, with palm of hand facing the back of neck. Squeeze gently, moving up and down neck.
  2. Shoulders: With tips of fingers, rub in small circles from the end of shoulder to the base of neck.
  3. Headaches: Start at the center of forehead. With finger-tips working in small circles and thumbs resting on cheek bones, work out along temples and the side of head to ears and back to center of forehead.
  4. Feet: Kick off shoes and use thumb to knead the bottoms of feet.

- Eat three nutritional meals a day.
- Eat healthy snacks like fruits and veggies.
- Exercise – Be physical at least 20 minutes each day. This can be as simple as a brisk walk around camp.
- Get enough sleep – At least 7 hours of sleep each night helps your body re-energize itself.



- LAUGH  “He who laughs...lasts!”

Research has shown that laughter is one of the body’s safety valves, a counterbalance to tension. Laughter, as with exercise, increases the level of good hormones in your system and decreases the levels of stress hormones.

## **KEYS TO EFFECTIVE COMMUNICATION**

Effective communication is important in problem solving, conflict resolution, for positive working and personal relationships, and in reducing the stresses associated with interpersonal interactions.

### **Communication Tips**

- Open the door to two-way conversation. Encourage questions. Ask questions.
- Consider the sender/receiver's communications strengths and weaknesses, and communicate in the manner that is best accepted by the sender/receiver.
- Paraphrase what you heard back to the speaker, to ensure you have a common understanding.
- Don't be thrown off course by words that affect you emotionally. Continue to listen even when the urge is to start to debate.
- Communicate to be understood. Many people communicate to impress – not express. Use short words that communicate clearly and concretely; present one idea, at the most two ideas, in one sentence. Avoid jargon. Use strong verbs. Avoid passive voice as much as possible.
- Be open to feedback.
- Be an active listener.

## Active Listening Tips

- Listen with purpose. Ask yourself, “What worthwhile idea is being expressed?” “What is being said that I can use?”
- Judge content not delivery. Look beyond the speaker’s delivery and concentrate on what is being said.
- Keep your emotions in check. Avoid becoming over stimulated by what the speaker says. Avoid allowing your own biases or values to detract from the speaker’s message.
- Listen for the main idea or central themes of the message.
- Be flexible. Find a variety of ways to remember what you hear. Find a variety of notekeeping techniques to help you remember.
- Work at listening. Give your full attention to the speaker. Face the speaker. Use facial expressions that indicate you are following what the speaker is saying.
- Resist distractions. Concentrate on what the speaker is saying. Stay focused on the situation at hand.
- Keep an open mind. Avoid developing blind spots regarding cherished convictions. When you hear “red-flag” words keep your emotions in check.
- Capitalize on thought speed. Most of us talk about 120 words a minute. Our thinking speed is about 500 words a minute. Thus, there is a lot of time to spare while a person is speaking to us. Don’t let your mind wander and then dart back to the conversation. Use the spare time to advantage by thinking about what is being said; try to anticipate the point; mentally summarize the point so far; mentally question any supporting points; look for nonverbal clues to the meaning.

## Examples of Active Listening

TYPE OF STATEMENT	DESIRED RESULTS	EXAMPLE
Encouraging	Convey interest	“I see.....”
	Speaker continues to talk.	“That’s interesting...”
Clarifying or open-ended questions	Obtain more information.	“Can you tell me more?” “Is there anything else?” “How do you see the situation?”
	Show speaker that	“As I understand it, your idea is...”
	Listener is listening	“Do you mean, for example, that...?”
Restating	Let speaker know listener understands facts.	“In other words, this is what happened...”
	Show understanding of speaker’s view of situation	“You feel that.....” “You seem pretty concerned about...” “Sounds like you.....” “So you would like to see.....”
Silence or Pause	Encourages reflection. Allows speaker to fully express ideas.	
Summarizing	Shows grasp of situation or problem.	“These seem to be the key ideas you have expressed...”
	Highlight key facts and ideas.	“Let me summarize...”

## Non-Verbal Communication

65% of the message is sent non-verbally. Become sensitive to non-verbal messages. Look for such things as body position and movement, gestures, facial expressions, eye contact, silence, use of space and time, etc.

- Eye Contact. If you look someone in the eye, they pay more attention to what is being said.
- Posture. Good posture is a sign of confidence and creates a sense of trust in your skills and abilities.
- Gestures. Use only the body movements and gestures necessary to make your point. Excessive motions are distracting to the listener.
- Expression. Your expressions sometimes say more than the words you speak. Try to smile and show interest when you speak.
- Voice. Speak with a firm and assertive quality. This tone implies directness and honesty.

## Avoid Communication Stoppers

Behaviors and phrases that often stop a person from communicating:

- ORDERING            “Don’t talk like that.”
- WARNING            “If you do that, you’ll be sorry.”
- MORALIZING        “You ought/should....”
- ADVISING            “I suggest that you...”
- REASON WITH        “Let’s look at the facts.”
- DIAGNOSING        “You feel that way because...”
- JUDGING             “You are wrong about that.”
- NAME CALLING      “You are acting like....”
- DISTRACTING        “Let’s talk about something else.”
- INTERRUPTING      “But what about...”

## **FACILITATING THE PROBLEM SOLVING PROCESS**

The incident HRSP assists incident managers and personnel in resolving issues of concern by guiding participants in a problem solving process. The objective is to more easily achieve desired outcomes on issues of concern. Problem solving actually takes place between the individual(s) with the problem, and the individual(s) with the authority to take action regarding the problem. The HRSP, as a neutral party, guides participants through the discovery and learning process in problem resolution. The HRSP documents responses as the process progresses. It is a good idea to have a flip chart or large piece of paper that both participants can view together.

### Ground Rules

Lay some ground rules prior to beginning the process, by asking the participants if they can agree to:

- Actively participate.
- Show mutual respect.
- Allow the speaker to talk without interruption.
- Put energy and attention into understanding fully what the other person is saying.
- Share all relevant information.
- Ask questions if further clarification is needed.
- Stay focused on the issue at hand.

### Problem Solving Process

Guides participants through the following six steps of the problem solving process.

1. Identify the problem.
2. Generate resolution alternatives.
3. Establish objective criteria.
4. Decide on a solution that best fits the criteria.
5. Proceed with the solution.
6. Evaluate the solution.

The participants provide the answers. The HRSP encourages participation. At each step of the process, the HRSP asks open-ended questions to draw out responses by the participants. The HRSP listens to responses, then guides participants to the next step when appropriate.

### Step 1 - Identify the Problem

Types of questions an HRSP might ask the individual who presented the problem:

“What seems to be the problem or concern?”

“How do you see the problem?”

“What seems to be causing the problem?”

Then ask.....

“What are your needs and desires regarding this problem/concern?”

Types of questions an HRSP might ask the individual who can take action:

“Do you have a clear understanding of what the other party sees as the problem?”

“Do you need further clarification?”

“Do you have a clear understanding of the other participant’s needs and desires regarding the problem/concern?”

“What is your perspective of the problem?”

If the perspectives differ – ask each party to further explain their perspectives of the problem. Ask participants to think about what their interests (needs, concerns) are rather than their opinions. Ask “what is the concern” and “why is it a concern?” Once the participants agree that they have a common understanding of the problem the HRSP leads the participants to next step.

## Step 2 - Generate Alternatives for Solutions

Explain to participants that alternatives need to be attainable and within limits of authority. The questions an HRSP might ask both participants:

“What do you see as some possible solutions to the problem?”

Encourage more than one solution by asking....

“What are some other solutions that might work?”

Once participants have finished voicing their possible solutions guide them to the next step.

## Step 3 - Establish Objective Criteria

Types of questions the HRSP might ask to encourage input:

“What, if any, criteria should be put on your solutions?”

“What is it you want your solution to achieve?”

“What would you like your solution to accomplish or not accomplish?”

“What do you see as qualities of a good solution?” (For example: Is it doable? Fair? Affordable? Acceptable to both participants?)

Once criteria has been agreed upon, guide participants to next step.

## Step 4 - Decide on a Solution the Best Fits the Criteria

Questions an HRSP might ask to guide through this step are below:

“Which of the solutions you discussed earlier will best meet these criteria?”

“Which of the solutions is the least difficult to act on?”

“Is there anything that would keep you from acting on this solution, if so what?”

“How might those barriers be easily eliminated?”

You can use the following matrix to guide participants through this step.

The matrix below can be used as a tool to measure the criteria against the solutions.

MATRIX

	CRITERIA				
	1	2	3	4	5
SOLUTION 1					
SOLUTION 2					
SOLUTION 3					
SOLUTION 4					

Placing “Y” in a box indicates that the criterion is met  
 Placing “N” in a box indicates that the criterion is not meet

Step 5 - Proceed With the Solution

HRSP asks questions to facilitate agreement on solution:

- “Can you both agree to the solution and put it into play?”
- “When is a good time to get back with each other (a set period of time) to determine if the solution is working?”

Step 6 - Evaluate the Solution

The HRSP contacts participants (XXX DAYS) to see if the solution is working.

## Additional Things to Remember

- Let participants talk and listen.
- Stay in the present and future, not in the past.
- Stick to the topic at hand.
- Help participants to avoid put-downs or cross-complaining.
- Look for and capitalize on areas of agreement.
- Take a break if discussion escalates.
- If a participant feels misunderstood, allow them the opportunity to restate what they have said in different ways until there is a common understanding.
- Watch what you say and how you say it, so that you don't give mixed messages and create an atmosphere of distrust.

## Encouraging Participation

Some individuals are reluctant to participate. The HRSP can encourage participation utilizing the following techniques:

Ask questions – for example:

“What is your reaction to that?”

“What suggestions do you have to improve....?”

“Tell us more about that.”

“Explain the difference between.....”

Ask for more specifics or examples:

“Could you be a bit more specific?”

“Can you give an example?”

“What do you mean by....?”

Paraphrase for clarity and understanding

“Let's see Joe, if I understand correctly, you are saying....?”

## **BASIC FACT-FINDING**

Basic fact-finding involves gathering pertinent and reliable information about a situation in order to determine what did or did not happen and who needs to be involved in any future action. No form of report is required.

### Basic Fact Finding Tips

- Let the other person do most of the talking.
- Be a good listener.
- Keep your mind open, resist distractions and stay focused.
- Maintain eye contact and positive body language.
- Conduct conversations in an area of minimal confusion with some sense of privacy.
- Jot down brief notes after conversations with the person bringing the situation to your attention and any one else who was involved from an observation or hearing standpoint.
- Ask open-ended questions using: who, what, when, where, why, how.

### Open-Ended Question Examples

“What did you see/hear/experience?”

“When did the situation occur?”

“Where did the situation occur?”

“Who was involved?”

“How were you impacted by what occurred?” or “How do you see the situation?”

“What concerns do you have?”

“Was anyone else present?”

“What was their involvement?”

“Why do you think it happened?”

“Has this same type of situation occurred before? When, where? Who was involved?”

“Can you tell me more?”

## Clarifying Statement Examples

“I do not understand what you said, please explain it to me again....”

“As I understand it, your idea is...”

“Do you mean, for example, that...”

“In other words, this is what happened...”

## What to do with Information Gathered

Determine if the situation requires involvement of others, and get them involved as soon as possible. Typically a supervisor or manager will need to be involved.

If information gathered indicates that the situation has potential criminal aspects, the information must be referred to a Law Enforcement Officer.

If the information gathered indicates that the situation is a contractor issue, then the issue must be referred to the Contracting Officer Representative.

## DEALING WITH DIFFICULT PEOPLE

Usually, the difficult person is someone who is working from the negative side of their personality, rather than a conscious desire to be difficult. The person is often unaware of their behavior and the adverse effects of their actions.

The display of negative behaviors is typically a manifestation of arrogance or defensiveness. There is a fear of being hurt, rejected, humiliated, or appearing to be weak. The behavior is a defense against vulnerability and insecurity.

The person is so afraid of being seen as unworthy or incompetent, that they immediately throw up a defensive shield against any possible attack. This defense protects them for a while, but in the end they lose creditability and respect – the thing they fear most.

### Common Negative Personalities

#### “KNOW-IT-ALLS”



- Bombard you with facts and figures
- Feel they have all the answers
- Become upset if you question their judgment

#### “BULLIES”



- Display abrupt and intimidating behavior
- May use abusive language
- May become loud angry or hostile
- Overwhelm you with their presence

## “COMPLAINERS”



- Freely talk about things they don't like or what is wrong, but seldom try to change their situation
- Concentrate on how others “should” behave
- Feel powerless to determine their fate

## “SILENT TYPES”



- Unresponsive
- Respond only with “yes” or “no”
- Tough to read

## “NEGATIVIST”



- Respond to new ideas with “that won't work”
- Expect the worst
- Reluctant to change

## How to Cope With Negative Personalities

We are often required to work with others who may challenge our ability to get things done. Everyone is irritable or indecisive at times. But some people are so difficult that they make others lives and work a strain. These negative personality behaviors cause stress and program us to react.

- Separate the people from the problem. Communicators have two interests – the relationship and the message substance. The message substance and the relationship are easily entangled. The relationship aspect plays out in the manner in which the message is being delivered. The substance refers to the actual message content. In dealing with difficult people, separate the manner in which the message is being delivered from the actual message content.
- Recognize and try to understand the emotions behind the delivery. Avoid being reactive to the delivery and focus in on the message content. Avoid arguing.
- Get into a problem-solving mode. Listen, and show respect. Put energy and attention into understanding fully what the other person is saying. Ask open-ended questions. Avoid taking on their problem. Keep your own sense of self-confidence.
- If necessary, get the right people involved.

There is great value to be gained when we take the time to try to understand another's viewpoint. By changing our attitude toward them and changing our viewpoint about what makes them display this negative side of their personality, we improve our own ability to work with people. We can develop coping skills for dealing with these negative personality factors without trying to change them.

## Tips for Overcoming Negative Aspects in Yourself

- Learn to recognize when your defensive mechanisms come up. Realize that you are probably not really being attacked.
- When you catch yourself feeling defensive, avoid reacting so quickly.
- Learn how to listen when someone asks a question or makes a suggestion.
- Ask people to re-state their question/comment/suggestion.
- Try to understand what others are saying by repeating back what you think you hear.
- You may want to ask for more time to respond, and then get back to them. This will give you time to work on the question/comment/suggestion without the pressure of being on the spot.
- Do consider that other people have good ideas that are just as valid as yours.
- Recognize that changing learned patterns of insecurity and defensiveness may take years of work.
- Learn to understand your own personality and your unique strengths and weaknesses.



# **APPENDIX B**

## **INCIDENT BEHAVIOR MESSAGES**



## Comportamiento Incidental

Manual en la línea de fuego, capítulo 6 – Responsabilidades Comunes

### Comportamiento inapropiado:

Es extremadamente importante que comportamientos inapropiados sean reconocidos y tratados con prontitud. Comportamientos inapropiados son todo tipo de acoso incluyendo acoso sexual y racial y no debe ser tolerado. Cuando usted observe o escuche de este comportamiento usted debe:

- Informar y educar a dependientes de sus derechos y responsabilidades.
- Proveer apoyo a la víctima.
- Desarrollar medidas correctas y apropiadas
- Reportar el incidente a su supervisor, si el comportamiento continúa. Una acción de disciplina puede ser necesario.
- Documente comportamientos inapropiados y reportelos a la agencia del hogar del empleado.
- Mientras trabaja en o alrededor de propiedad privada, reconozca y respete toda propiedad privada.

### Drogas y Alcohol:

- Prescripciones ilegales de drogas y alcohol no son permitidas en el incidente. Posesión o uso de estas sustancias resultará en una acción de disciplina.
- Durante el periodo de descanso y recuperación del incidente, el personal es responsable por su conducta apropiada y manejo de aptitud para sus obligaciones. Abuso de drogas y alcohol que resulte en incompetencia para sus obligaciones normalmente resulta en una acción de disciplina.
- Sea un modelo positivo. No se envuelva con el abuso de drogas y alcohol.
- Reporte a su supervisor cualquier abuso de drogas y alcohol que observe.

## **Incident Behavior**

### Fireline Handbook, Chapter 6 – Common Responsibilities

#### Inappropriate Behavior:

It is extremely important that inappropriate behavior be recognized and dealt with promptly. Inappropriate behavior is all forms of harassment including sexual and racial harassment and shall not be tolerated. When you observe or hear of inappropriate behavior you should:

- Inform and educate subordinates of their rights and responsibilities
- Provide support to the victim.
- Develop appropriate corrective measures.
- Report the incident to your supervisor, if the behavior continues. Disciplinary action may be necessary.
- Document inappropriate behavior and report it to the employee's home agency.
- While working in and around private property, recognize and respect all private property.

#### Drugs and Alcohol:

- Non-prescription unlawful drugs and alcohol are not permitted at the incident. Possession or use of these substances will result in disciplinary action.
- During off-incident Rest & Recuperation periods, personnel are responsible for proper conduct and maintenance of fitness for duty. Drug or alcohol abuse resulting in unfitness for duty will normally result in disciplinary action.
- Be a positive role model. Do not be involved with drug or alcohol abuse.
- Report any observed drug or alcohol abuse to your supervisor.



## Human Resource Message



### ALCOHOL AND NON-PRESCRIPTION DRUG-FREE INCIDENT



\_\_\_\_\_  
Incident IC Signature

Incident Human Resource Specialist is: \_\_\_\_\_

Location: \_\_\_\_\_



## Human Resource Message

### Thought for the Day

#### Correct Biased Communication Patterns

Working in emergency incident situations is no simple task. Easily we can offend someone by a careless slip of the tongue, pen, or through inappropriate behavior. With increased diversity there comes a need for increased sensitivity about how we interact with one another. Becoming more sensitive in our dealings with one another results in increased rapport with those whom we work and contributes to a positive and productive work environment.

\_\_\_\_\_  
Incident IC Signature

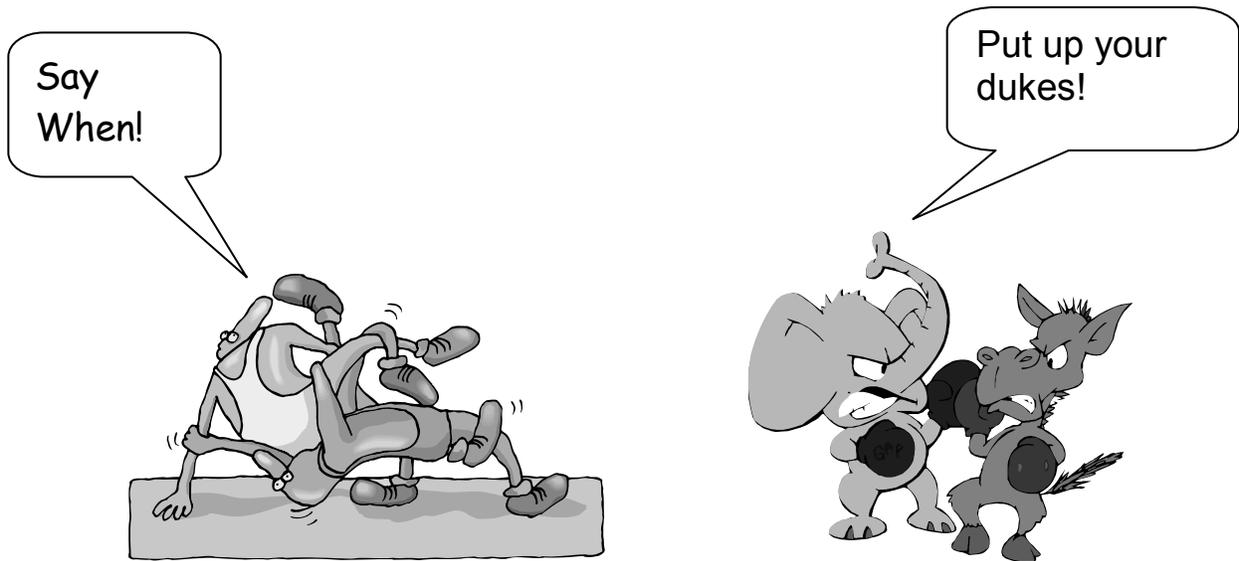
Incident Human Resource Specialist is: \_\_\_\_\_

Location: \_\_\_\_\_



# Human Resource Message

## Avoid Horseplay



HORSEPLAY is rough and rowdy play that does not contribute effectively to a productive and safe work or R&R environment.

\_\_\_\_\_  
Incident IC Signature

Incident Human Resource Specialist is: \_\_\_\_\_

Location: \_\_\_\_\_



## Mensaje de Recursos Humanos

### SUS DERECHOS Y RESPONSABILIDADES

#### **Derechos:**

- Trabajar en un ambiente libre de acoso donde la gente se trate uno a otro con dignidad, equidad, cortesía, y respeto
- Desir "no" a avances indeseables o favores solicitados.
- Archivar una queja por los avenidos apropiados.

#### **Responsabilidades:**

- Comportarse de on manera que trate a la gente con dignidad, equidad, cortesía, y respeto.
- Permanecer con las regulaciones de moral y conducta de la gencia y incidente
- Reportar cualquier acoso o comportamiento inapropiado que usted observe o experimente.

La especialista de Incidente de Derechos Humanos es:

\_\_\_\_\_

Localidad: \_\_\_\_\_



# Human Resource Message

## YOUR RIGHTS AND RESPONSIBILITIES

### Rights:

- To work in a harassment-free environment where people treat one another with dignity, equity, courtesy and respect.
- To say “no” to unwelcome advances or requests for favors.
- To file complaints or grievances through appropriate avenues.

### Responsibilities:

- To behave in a manner that treats people with dignity, equity, courtesy and respect.
- To abide by agency and incident ethics and conduct regulations.
- To report any harassment or other inappropriate behavior you observe or experience.

\_\_\_\_\_  
Incident IC Signature

Incident Human Resource Specialist is: \_\_\_\_\_

Location: \_\_\_\_\_



## Human Resource Message

### PREVENT SEXUAL HARASSMENT

SEXUAL HARASSMENT at work, including emergency incidents, occurs whenever unwelcome conduct on the basis of gender adversely affects a person's ability to do their job, and contributes to a hostile work environment. Sexual harassment includes, but is not limited to, the following types of conduct:

- Unwelcome sexual advances
- Requests for sexual favors
- Discussing sexual activities
- Telling off-color jokes
- Unnecessary touching
- Displaying sexually suggestive pictures
- Using demeaning or inappropriate terms
- Using indecent gestures
- Using crude and offensive language
- Commenting on physical attributes

“Inappropriate behavior is harassment including sexual and racial harassment and shall not be tolerated” (Fireline Handbook, Chapter 6, Common Responsibilities).

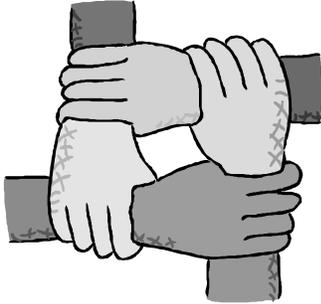
\_\_\_\_\_  
Incident IC Signature

Incident Human Resource Specialist is: \_\_\_\_\_

Location: \_\_\_\_\_



## Human Resource Message



### Thought for the Day

Exercise TOLERANCE. Pledge to respect people whose abilities, beliefs, culture, race, sexual identity or other characteristics are different from your own.

\_\_\_\_\_  
Incident IC Signature

Incident Human Resource Specialist is: \_\_\_\_\_

Location: \_\_\_\_\_

