



Introduction to The Salvation Army Emergency Disaster Services

Independent Study Course Materials



**The Salvation Army Southern Territory
Emergency Disaster Services**

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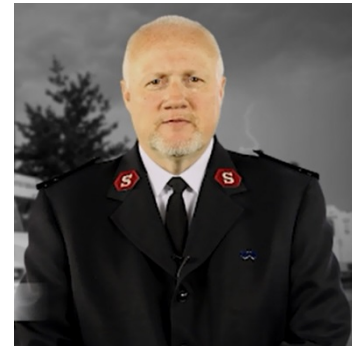
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Introduction

Welcome

Hello, my name is Major Rob Vincent and on behalf of the entire The Salvation Army family, I want to thank you for your interest in being a disaster worker. Because of people just like you, The Salvation Army has been able to respond to some of the worst tragedies our world has ever seen – hurricanes, earthquakes, tornadoes, wildfires, floods, and terrorist attacks -- and offer help and hope to those in need.

This online independent study course is designed to give you a glimpse of what The Salvation Army is and what it means to work as a Salvation Army disaster worker. It will also help you understand what services we provide during a disaster, and how you can prepare yourself to be ready for your first disaster assignment.



Course Units

- *Unit 1: What is The Salvation Army?*
- *Unit 2: Emergency Disaster Services*
- *Unit 3: Introducing the Incident Command System*
- *Unit 4: Disaster Worker 101*
- *Self-Care and Going Home*

When I meet people for the first time, many of them know The Salvation Army because of our Christmas kettles and bell ringers. Many are surprised to learn that The Salvation Army was established more than 150 years ago and that we are a Christian religious organization. Now you don't need to be a member of the Salvation Army church to volunteer as a Salvation Army disaster worker, but it is important that you know why we do what we do.

Our work and message is based on the Bible and the teachings of Jesus Christ. Jesus taught us to love and help everyone – especially those in need – and during a disaster, Salvation Army disaster services are offered to anyone who needs them and are always free. By offering a bottle of water, a meal, a listening ear or prayer, we too are showing compassion and love to those in need.

I hope you enjoy this course and I thank you for your commitment to The Salvation Army.

Course Goal

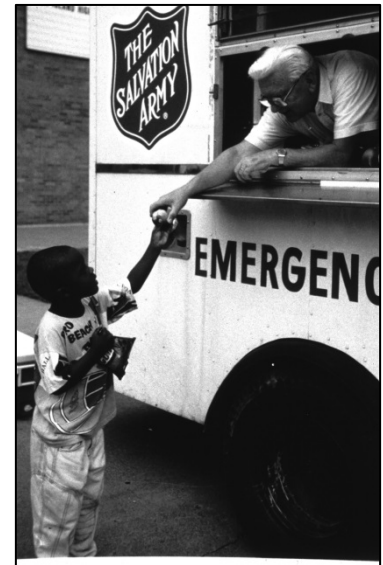
The goal of the Introduction to The Salvation Army Emergency Disaster Services Independent Study Course is to introduce you to The Salvation Army Disaster Services program. This course highlights what The Salvation Army is and why and what The Salvation Army does in

response to disaster situations. The information you will receive is only the beginning; there is much more to learn. At the end of the course you will be given a series of next steps in order to begin your work as a disaster worker with The Salvation Army.

Course Objectives

At the completion of this course you should be able to:

- Explain who The Salvation Army is and what it means to work as a Salvation Army disaster worker.
- Describe the different types of services The Salvation Army provides during a disaster and the factors that determine what is provided.
- Describe the Incident Command System.
- Describe how to prepare for, participate in and return home from a disaster assignment.



Course Structure

This course consists of five units.

To help you keep track of your place within the course, the current unit title is displayed in the upper left corner of each screen. Once a unit has been completed you will return to the course menu and your next unit will be available.

The unit overview states the approximate length of the unit. The progress bar is displayed in the upper right corner of each content screen to help you gauge your movement through the course.

Receiving Credit

To receive credit for this course:

- Complete all the units and score 75% or greater on the exam.
- Each unit will take between 15 and 30 minutes to complete. It is important to allow enough time to complete the course in its entirety. If you have to leave the course, do not exit from the unit or close your browser. If you exit from the unit without reaching the end, you will need to start that unit over again.
- You must complete the entire course to take the exam.



Unit 1: What is The Salvation Army?

This lesson provides an overview of the history and mission of The Salvation Army. From its beginnings, The Salvation Army was founded to provide practical and spiritual assistance to people in need. At the end of this Unit, you will be able to describe:

- How William Booth founded The Salvation Army and its expansion into the United States.
- The early work of The Salvation Army in disaster related events.
- The structure of The Salvation Army in the United States.
- The mission, the workers, and the important symbols of The Salvation Army.

The Salvation Army, an international movement, is an evangelical part of the universal church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.

The vision of The Salvation Army has always been to lead men and women into a proper relationship with God. The Army recognizes that a physical, emotional and social restoration must go hand in hand with spiritual rebirth. The Army practices an integrated ministry uniting spiritual, social and physical support.

All of The Salvation Army's social service ministries, including Emergency Disaster Services, derive from, and are based upon, this mission statement. These programs are a practical expression of the spiritual motivation of The Salvation Army. Aid is given wherever and whenever the need is apparent, without discrimination. There are no demands for adherence to the principles or faith of The Salvation Army as a condition of service. And all Salvation Army disaster services are free, made possible through the generosity of donors.

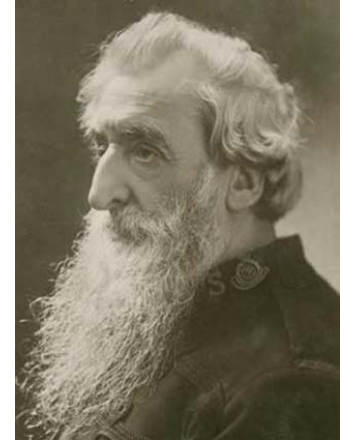
A Short History of The Salvation Army

The Salvation Army is an international religious organization, which began humbly in 1865 under the guidance of a radical Methodist minister named William Booth. More than 130 years later, The Salvation Army now stretches across the globe with churches and missions on every continent except Antarctica. With its international headquarters in London, England, The Salvation Army is dedicated to spreading the Gospel of Jesus Christ and ministering to human need wherever needed.

The Salvation Army was founded by William Booth, an ordained Methodist minister. Aided by his wife Catherine, Booth formed an evangelical group dedicated to preaching among the "unchurched" people living in the midst of appalling poverty in London's East End.

Booth abandoned the conventional concept of church and pulpit instead taking his message to the people. His fervor led to disagreement with church leaders in London who preferred traditional methods. As a result, he withdrew from the church and traveled throughout England conducting evangelistic meetings.

In 1865, William Booth was invited to hold a series of evangelistic meetings in the East End of London. He set up a tent in a Quaker graveyard, and his services became an instant success. This proved to be the end of his wanderings as an independent traveling evangelist. His renown as a religious leader spread throughout London and he attracted followers who were dedicated to fight for the souls of men and women.



Thieves, prostitutes, gamblers and drunkards were among Booth's first converts to Christianity. He preached hope and salvation to congregations that were desperately poor; his aim was to lead people to Christ and link them to a church for further spiritual guidance.

In 1867, Booth had only ten full-time workers, but by 1874, the number had grown to 1,000 volunteers and 42 evangelists, all serving under the name "The Christian Mission." Booth assumed the title of general superintendent, with his followers calling him "General." Known as the "Hallelujah Army," the converts spread out of the East End of London into neighboring areas and then to other cities.

Booth was reading a printer's proof of the 1878 annual report when he noticed the statement, "The Christian Mission is a volunteer army." Crossing out the words "volunteer army," he penned in "Salvation Army." From those words came the basis of the foundational creed of The Salvation Army which was adopted in August of that year. From that point, converts became soldiers of Christ and were known then as Salvationists.



The Army also gained a foothold overseas when Lieutenant Eliza Shirley left England to join her parents, who had immigrated to America earlier in search of work. In 1879 she held the first meeting of The Salvation Army in Philadelphia, and the Salvationists were received enthusiastically.

Shirley wrote to General Booth begging for reinforcements but none were initially available. Within a year, however, glowing reports about Shirley's work in Philadelphia convinced Booth to send an official group of officers to pioneer the work in America.

On March 10, 1880, Commissioner George Scott Railton and seven women officers knelt on the dockside at Battery Park in New York City to give thanks for their safe arrival. At their first official street meeting, these pioneers were met with unfriendly actions, as had happened in Great Britain; they were ridiculed, attacked and arrested.

Three years later, Commissioner Railton and other Salvationists expanded their operation into California, Connecticut, Indiana, Kentucky, Maryland, Massachusetts, Michigan, Missouri, New Jersey, New York, Ohio and Pennsylvania. President Grover Cleveland received a delegation of Salvation Army officers in 1886 and gave the organization a warm personal endorsement. This was the first recognition from the White House and would be followed by similar receptions from succeeding presidents.

The Salvation Army movement expanded rapidly to Canada, Australia, France, Switzerland, India, South Africa, Iceland and Germany. Currently, the United States is home to more than 9,000 centers of operation and local neighborhood units. The Salvation Army is active in virtually every corner of the world and has a presence in 126 countries.

The basic social services developed by William Booth have remained an outward visible expression of the Army's strong religious principles. In addition, new programs that address contemporary needs have been established. Among these are disaster relief services, day care centers, summer camps, holiday assistance, services for the aging, AIDS education and residential services, medical facilities, shelters for battered women and children, family and career counseling, vocational training, correctional services, and substance abuse rehabilitation.

With its Christian heritage and motivation, The Salvation Army continues its unique service to all people in the name of Christ.

Early Disaster Services History

The Salvation Army began offering assistance to disaster survivors after a major hurricane hit Galveston, TX in September 1900. The hurricane literally destroyed the coastal city and killed over 5,000 people. At the request of the National Commander, Frederick Booth-Tucker, Army officers from across the country moved into the Galveston area to help clean, feed and shelter the thousands of survivors, while also providing much needed emotional and spiritual support.

In April of 1906, The Salvation Army once again responded to a major natural disaster when an 8.25 magnitude earthquake rocked San Francisco, leading to three days of fires and approximately 3,000 deaths. Salvation Army personnel established feeding stations and shelters throughout downtown San Francisco and into Oakland. The earthquake also marked the first time The Salvation Army coordinated a major, nationwide fundraising effort in response to a disaster.

- 30,000 individuals fed
- 9,000 individuals sheltered
- \$15,000 donated (equivalent to over \$300,000 in 2006 dollars)



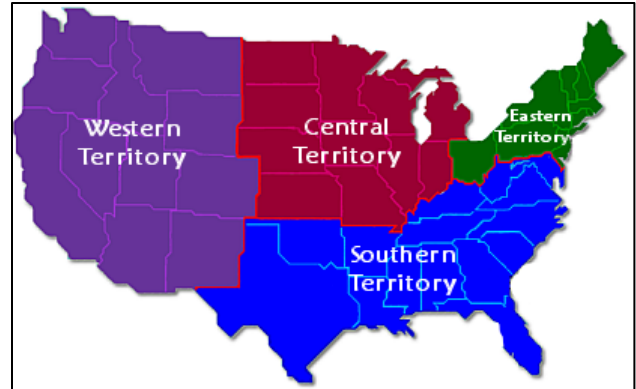
During World War I, General Evangeline Booth offered the services of The Salvation Army to President Woodrow Wilson. The Army provided home cooked meals, facility space for church services, concerts, and most notably, made doughnuts for the troops. During World War II, The Salvation Army was one of a number of organizations that founded the USO.

The Salvation Army has provided services during floods, wild fires and tornados. It has also assisted during airline disasters and acts of terrorism by providing meals, beverages, and emotional and spiritual care to disaster survivors as well as disaster workers.

The Structure of The Salvation Army

The General leads the organization from International Headquarters located in London, England. In the United States, the functions of The Salvation Army are coordinated by the National Commander, whose office is located at the national headquarters in Alexandria, Virginia.

For administrative purposes, the nation is divided into four territories: the Central with headquarters in Des Plaines, Illinois; the Eastern with headquarters in West Nyack, New York; the Southern with headquarters in Atlanta, Georgia and the Western with headquarters in Long Beach, California. Each territory is under the leadership of a Territorial Commander.



Territories are made up of smaller units known as divisions. There are 40 divisions in the United States and each is headed by a divisional commander. Divisions consist of corps centers for worship and service, which are the basic units of The Salvation Army, and various specialized centers. Under the supervision of a Corps Officer, each corps includes religious and social services which are adapted to local needs.

Salvation Army fundraising campaigns are conducted on a local and regional basis. The normal sources of funds are the traditional Christmas kettle campaigns, government contracts, direct-mail programs, corporate and foundation gifts and planned giving. In most areas, The Salvation Army is a member agency of local affiliates of the United Way of America where such affiliation has proven to be beneficial to The Salvation Army.

Nationwide uniformity of policy is the responsibility of the Commissioners' Conference, whose membership includes the National Commander, the Territorial Commanders, the National Chief Secretary and the four Territorial Chief Secretaries. Standing commissions devise and evaluate strategic initiatives to further the mission and ministry of The Salvation Army and then make recommendations to the Commissioners' Conference.

Advisory organizations, comprised of representative community, corporate and civic leaders, perform a valuable service by providing advice and acting as liaisons between The Salvation Army and the community. The advisory organizations interpret community needs to The Salvation Army and facilitate the development of resources, enabling The Salvation Army to respond to critical community needs. A national advisory board makes its recommendations to the Commissioners' Conference.

The Salvation Army is a participating member in various religious and human services associations, coalitions and conferences that have similar principles and practices. Legally, each of the four Salvation Army territories in the United States functions as a tax-exempt corporation with the national commander as Chairperson of the Board.

The Salvation Army Officers



Candidates for officership attend an in residence intensive two-year course at Salvation Army colleges in Chicago, Illinois; Suffern, New York; Atlanta, Georgia; and Rancho Palos Verdes, California. The curriculum combines theory and field practice; including The Salvation Army doctrine, theology, sociology and social work, psychology, The Salvation Army regulations, homiletics, public speaking, Bible studies, church history, composition, community relations, business administration, accounting and vocal and instrumental music.

After two successful years of training, cadets are commissioned as lieutenants, ordained as ministers and assigned to a Salvation Army unit.

Officers are the clergy of The Salvation Army. They have either completed training as cadets or auxiliary captains and have been ordained and commissioned to officership. All officers are engaged in continuing education. With its Christian heritage and motivation, The Salvation Army continues its unique service to all people in the name of Christ.

The Salvation Army officers must devote their full time to Army work. The majority of officers are commissioned as married couples with both spouses serving with The Salvation Army ministry.

An officer who marries after he or she is commissioned must either marry a spouse who is also an officer (or willing to become one) or leave his or her officer status.

As ordained ministers of the gospel, The Salvation Army officers are authorized to perform marriage ceremonies, funeral services, and infant dedications. They also provide counseling and consolation to the bereaved. Officers abstain from the use of alcoholic beverages, illegal drugs, and tobacco.

Promotion is based on length of service, character, efficiency, capacity for increased responsibility and devotion to duty.

The Salvation Army Soldiers

The soldiers of The Salvation Army, the committed laity, are local citizens in communities throughout the world who give allegiance to the doctrines and disciplines of The Salvation Army. There are approximately 450,000 soldiers in the United States.

These soldiers may take on volunteer responsibilities in the congregation or help in The Salvation Army's social service outreach. Many soldiers give valuable service in directing and leading youth groups in character-building activities. Many take part in the The Salvation Army's musical programs and teach young people to sing and play. Soldiers visit the sick in hospitals, nursing homes and correctional institutions. Social service programs are enhanced by the commitment of soldiers who often give their time in The Salvation Army's basic ministries of shelter and food provision.



To become a soldier, individuals make a commitment to The Salvation Army denomination, and embrace A Soldier's Covenant. The Covenant affirms the soldier's faith in God, the Gospel, and the divinity of Jesus Christ. Soldiers also abstain from the use of alcoholic beverages, illegal drugs, and tobacco.

Other members of The Salvation Army congregation are considered adherents who participate in church activities but have not signed on as soldiers. Adherents may take on some lay responsibilities, such as teaching religious classes.

Symbols of The Salvation Army

The Crest

The Salvation Army crest was designed in 1878 when The Christian Mission changed its name to The Salvation Army and began adopting a military style with uniforms and military terms. The crest can also be found inside The Salvation Army periodicals, books and on the walls of The Salvation Army chapels. Salvationists worldwide use the crest, translating the words on it into their own language.



This symbol has particular relevance for Salvationists because it reminds them of the important features of their faith.

- The 'S' in the center stands for salvation, while the cross represents Jesus' death.
- The swords remind Salvationists that they are fighting against sin.
- The surrounding shape of the sun stands for the fire and light of the Holy Spirit.
- The crown reminds Salvationists that Heaven is the reward for all those who love and serve God.
- The motto "Blood and Fire" emphasizes important points of Salvation Army belief: 'Blood' because Christians are saved from sin by the death of Jesus; and 'Fire' which represents the power of the Holy Spirit that helps Christians to live holy lives.
- The Gospel Shots (Psalm 119:160) represent the basic truths of the gospel:
 - The existence of a holy God.
 - The evils of sin are against God and humankind.
 - There will be punishment for sin that is fair and everlasting.
 - Jesus died on the cross for the human race.
 - Salvation is for all humankind and is free to all who accept Jesus Christ.
 - It is the responsibility of every Christian to do whatever she/he can do to spread the gospel.
 - God rewards those who are faithful with eternal life in heaven with Him.

The Shield

The Salvation Army shield is the "community service" logo of the Army. It is used to symbolize the human services work of our organization, which began in 1896. The origin of the shape seems to indicate that the shield is an enlargement of the type worn in earlier days by Salvationists to join their collar. "The message of the shield tells of a fight on a spiritual battlefield which must last as long as life itself; and that God in Christ is a shield to protect and save us to the uttermost."



DOING THE
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The Flag

The first Salvation Army flag was presented to the Coventry Corps by Catherine Booth in September 1878. Until 1882, the central shape was a sun, but when a plan to open The Salvation Army's work in India was put into action it was found that the Parsees, an Indian religious sect, regarded the sun as sacred and so it was changed to a star. The flag itself is not sacred, but is a symbol of what Salvationists believe.

- the blue border represents the HOLINESS of God
- the yellow star represents the FIRE of the Holy Spirit
- the red represents the BLOOD of Jesus Christ



The motto "Blood and Fire", written on the star, stands for the blood of Jesus and the fire of the Holy Spirit. The flag is carried at the head of marches of witness and is given a prominent place in The Salvation Army halls.

The Uniform

The origins of The Salvation Army uniform date back to the founding of The Salvation Army. In 1878, soon after the term The Salvation Army was adopted by William Booth, military terms became standard among the members of the movement. Church halls became corps; giving coins in an offering was called "firing a cartridge." Flags, badges, and brass bands, all reminiscent of the military, were added along with a military style rank system for clergy and adherents.



The great majority of pioneer Salvationists were proud of their uniforms because of the great crusade for which the uniform stood. Partly because of pride and because of economic necessity many Salvationists wore their uniforms on any occasion where formal clothes would be expected. Weddings, funerals, family portraits, visiting relatives and town hall meetings would be some of the occasions one might expect to see the uniform. Even without religious motivation, the wearing of military ceremonial uniforms was widely popular among the working class men in the late 19th century in Britain.

At first the apparel of early Salvationists was anything but uniform and included an odd assortment of clothing and headgear. It took almost two years to standardize The Salvation Army uniform, but by the beginning of 1880, a standard navy blue serge uniform was introduced for both men and women.

Men wore a high neck tunic with a stiff collar over a scarlet jersey. Their headgear was a military cap with a red band on which the words "The Salvation Army" had been stitched in gold letters. Women wore long navy skirts, close-fitting high-neck tunics with a white lace-edge collar. The large black straw bonnet was Catherine Booth's idea. Cheap, durable, protective and solidly unworldly, the bonnet with its red band and huge ribbon bow became a well-known symbol of The Salvation Army.

Today, The Salvation Army uniform has been updated and modernized, both in terms of style and material. Culturally sensitive uniforms, varying in design and according to the culture and climate, have also been adapted. Variations include; white, grey, beige, and navy. A safari style uniform with shorts is also available, as is a sari with a Salvation Army sash.

Not all of The Salvation Army members wear a uniform. It is a personal choice to do so, but the reason for wearing it remains unchanged. The Salvation Army uniform represents:

- A commitment to the war against evil.
- A personal testimony to the wearer's own Christian faith and practice.
- Availability of the Salvationist to anyone needing a helping hand and listening ear.

Doing The Most Good

In 2006, The Salvation Army adopted a brand promise. This brand, "Doing The Most Good," appears alongside the Salvation Army shield.

<i>I am doing the most good.</i> I am hope. I am compassion. I am strength. I am faith.	<i>I am doing the most good.</i> I feed empty stomachs and hungry souls. I rebuild ruined homes and shattered lives. I am a willing listener for a veteran with stories to tell. I am bottled water and an encouraging smile for a weary firefighter. I am an answered prayer. A silver lining. A second chance.
<i>I am doing the most good.</i> I serve a community. A region. A nation. A world. I serve heroes. I serve victims. I serve a sovereign God.	<i>I am doing the most good.</i> I am a humble steward of other people's generosity. I am a grateful courier of a stranger's kindness. I am a faithful executor of another's goodwill. I take my responsibility seriously. I am blessed. I am a blessing.
<i>I am doing the most good.</i> I am an army Drafted by a Creator. Commissioned by a man who defied death. My enemies are despair and destruction. My ammunition is grace and mercy. My allies are generosity and benevolence. I am an Army. Helping others be all they can be.	<i>I am The Salvation Army.</i> <i>I am doing the most good.</i>

"Doing the Most Good" is The Salvation Army's national brand strategy and distinct identifiable message. Moreover, it is a promise the organization makes to its contributors, clients, associates, officers and employees. The Salvation Army pledges to do the most good with contributions of money, time and resources, evidenced in that 83 cents of every dollar donated are directly allocated to services that assist people in need.

For more information about The Salvation Army, visit www.salvationarmyusa.org.

Unit 2: Emergency Disaster Services

This unit introduces participants to the disaster relief services provided by The Salvation Army during an emergency. At the end of this lesson you will be able to:

- Identify the six strategic services provided by The Salvation Army.
- Distinguish which services would be offered when during a disaster.
- Examine the different factors that could influence what services would be provided.

Six Strategic Services

- *Food Service*
- *Emotional & Spiritual Care*
- *Donations Management*
- *Disaster Social Services*
- *Recovery*
- *Training*

The Salvation Army Six Strategic Services

The Salvation Army has six strategic services that may be provided before, during and after disasters. These services include; Food Service, Emotional and Spiritual Care, Disaster Social Services, Donations Management, Recovery, and Training. Let's take a look at each of these different services.

Food Service

The first strategic service is food service. The previous video showed how quickly The Salvation Army began serving food and beverages to first responders during 9/11. This is also the case in other disasters. When disaster strikes, one of the first signs that help is on the way is often the arrival of a Salvation Army mobile feeding unit. These "Kitchens-on-wheels"—affectionately referred to as canteens—provide meals, snacks and drinks to disaster survivors and rescue workers. Food may also be prepared and served from Salvation Army facilities and in large disasters, from tractor trailer-sized field kitchens.

Additionally, The Salvation Army may partner with local restaurants and other organizations such as The North American Mission Board to provide food service.

How does this disaster service relate to corps ministry? Every day The Salvation Army feeds hungry people through its food pantries, homeless shelters and community centers. During a disaster, we feed disaster survivors and rescue workers.

Emotional & Spiritual Care

Motivated by Christian faith, The Salvation Army offers more than physical aid during a disaster. As the video highlighted, Salvation Army volunteers offered care for the Spirit as well as care for the body. As volunteers washed and tended to the feet of rescue workers during 9/11, these workers were given the space to share their stories and release the emotions associated with the type of work they were performing. The Salvation Army provides emotional and spiritual care to disaster survivors and rescue workers through a group of specially trained caregivers.



How does this disaster service relate to corps ministry? Every day Salvation Army officers minister to suffering individuals beset by personal, family and financial crisis. During a disaster, we minister to whole communities coping with catastrophe.

Disaster Social Services

When people have lost everything in a disaster, The Salvation Army is there to provide emergency assistance to survivors. Working through a system of trained caseworkers, disaster social services assistance is focused on meeting survivors' most urgent needs, including food, clothing, shelter and medical services.

How does this disaster service relate to corps ministry? Every day, The Salvation Army corps provides social services assistance to individuals and families coping with social and economic hardships. During a disaster, The Salvation Army leverages its day-to-day social services expertise and caseworkers to provide emergency financial assistance to disaster survivors.

Donations Management

During a disaster, The Salvation Army is one of the nation's leaders in collecting, sorting, and distributing donated goods. The Salvation Army encourages the public to consider cash donations first, as it is the best and most flexible way to give help. In-kind donations are only solicited when items can be effectively received and efficiently distributed. During a disaster, The Salvation Army is also prepared to utilize products already available

from its family thrift stores in order to provide immediate aid to disaster survivors.



How does this disaster service relate to corps ministry? Every day the general public is asked to donate unneeded items to The Salvation Army's network of iconic thrift and Family Stores which transform unwanted goods into resources for community programs and hope for those in need. During a disaster, The Salvation Army responds responsibly to the public's desire to help through giving by soliciting only what is needed and responsibly distributing in-kind gifts to disaster survivors and rescue workers.

Recovery

When need and resources warrant, The Salvation Army supports long-term disaster recovery operations with flexible programming that is adaptable to the unique needs of individual communities. By coordinating its efforts through community-based, long-term disaster recovery committees, The Salvation Army is able to work closely with government and charitable partners to help meet the unmet needs of disaster survivors and support overall community recovery.

How does this disaster service relate to corps ministry? Through its corps community centers, The Salvation Army provides vital community services both before and after a disaster event. The Salvation Army never leaves a community; there is only a transition from disaster services back to more traditional community programs.

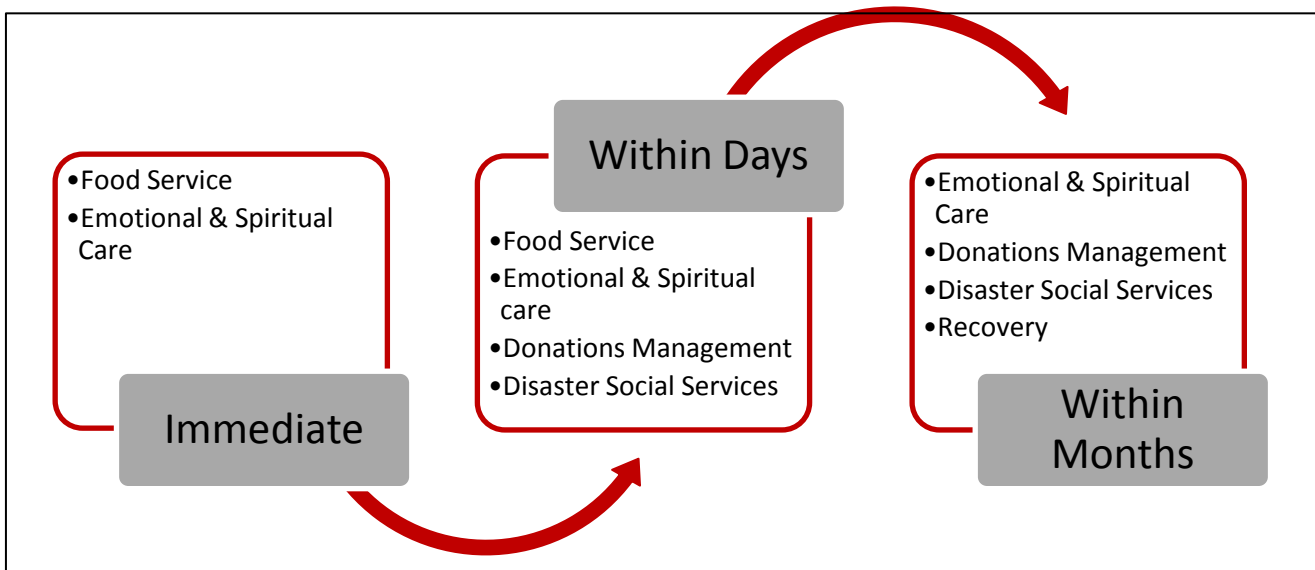
Training

The first step in being ready to respond to any emergency is training. In partnership with other agencies, The Salvation Army's disaster training program offers a variety of courses designed to help individuals and families prepare for emergency events and to help communities become more disaster-resilient. In addition, The Salvation Army also offers specialized training for individuals who want to become affiliated with The Salvation Army as trained disaster workers.

How does this disaster service relate to corps ministry? *A trained worker is an effective worker. The Salvation Army disaster training is about more than just getting ready for the next emergency; our training focuses on skills that are easily transferrable to a worker's day-to-day job responsibilities and the overall mission of The Salvation Army.*

It is important to note that not all of these services would be offered during a disaster response as there are several factors that may influence what is provided and when it is provided. These factors will be discussed later on in this unit.

Strategic Service Delivery



As previously mentioned, The Salvation Army has six strategic disaster services. During a disaster response, specific services are provided at different times.

Immediately following a disaster, The Salvation Army is ready to respond by offering Food Service and Emotional and Spiritual Care. These two services can begin very quickly and provide for the immediate needs of rescue workers and survivors.

Within days of a disaster and depending on the size and type of a disaster, The Salvation Army would continue their food service as well as emotional and spiritual care. Additionally, with the acquisition of warehouse space, Donations Management would be added. And Disaster Social Services, set up in what is called a Multi-Agency Resource Center or something similar, would begin as well.

Based on the severity of a disaster and the generosity of donors, Recovery, Disaster Social Services, Donations Management and Emotional and Spiritual Care could continue for months after a disaster event.

It takes administration and support throughout the entire disaster operation in order to ensure that The Salvation Army is meeting the needs of survivors, connecting with the community, and collaborating with other organizations, all in an effort to help the community return to normal.

It is important to remember that every disaster is different and that various factors will influence what and when services are provided.

Factors Influencing Services Provided

Because every disaster is different, Salvation Army services may vary according to the types of disasters and the unique needs of disaster responders and survivors. The following factors often determine what services will be provided.

Type: The type of disaster influences what services are provided. What is needed for survivors of a flood may vary greatly from those services needed for survivors of a tornado. Furthermore, what is needed in a single family house fire would be different from those individuals affected by a multi-state hurricane.



Severity: Did the disaster impact a small isolated area or is the damage widespread? How many homes and businesses were destroyed or heavily damaged? How many people were displaced? How long will it take to resume life as normal? These would be the types of questions asked during the response phase in order to determine what services would be provided.

Duration: The length of service provided by The Salvation Army will vary based on the severity. Meal service could last several months as in the case of the September 11th response to just a few days. And recovery may last a short time while much larger catastrophic events can last for years.

Availability of Financial Resources: The availability of financial resources determines the types of services provided during a disaster event. The reality is that the larger the disaster the more money raised, which in turn allows The Salvation Army to provide more services for a longer amount of time. Sadly, the need may be just as great on smaller disasters for certain families, but the level of service will be less because limited financial resources have been raised. This is largely based on the kind of disaster and the generosity of donors. Other factors such as government funds will also play a role in the finances.

Survivor's Needs: Survivors may require different forms of assistance in order to begin recovering from a disaster. It's important to note that these may vary from person to person and other factors will also influence these needs.

Assistance from Other Organizations: The Salvation Army works in collaboration with many other private and governmental organizations to provide assistance during disasters. What The Salvation Army offers will also depend on what other organizations can and will provide.

Unit 3: Introducing The Incident Command System

The intent of this unit is to introduce participants to the Incident Command System (ICS). At the end of this unit you will be able to:

- Explain purpose of the Incident Command System
- Identify the nine key functions and the role each plays in ICS.

Important Features of ICS

- *Widely applicable across all emergency management disciplines*
- *Used to organize both near-term and long-term field operations*
- *Used for a broad spectrum of emergencies, from small to complex*
- *Used by all levels of government*
- *Used by private sector & nongovernmental organizations*

If you are involved in Disaster Services, you can be certain you will hear these three letters spoken regularly. ICS or Incident Command System is a standardized, on-scene, all-hazard incident management concept. It is a system used not just by The Salvation Army, but also by federal, state and local government agencies, other volunteer organizations and the private sector. Consequently, learning ICS is fundamental to understanding not just how The Salvation Army responds to disaster events, but all agencies.

What Is ICS?

The Incident Command System (ICS) is a management system used by emergency responders to command, control and coordinate emergency operations. ICS integrates all the critical components of an emergency operation -- facilities, equipment, personnel, procedures, and communications -- within a common organizational structure.

ICS was developed more than 30 years ago by the fire service. In the 1970s, as California firefighters battled a series of massive wildfires, they found that one of their most significant challenges was not always the fire. With no standardized management structure or system to categorize resources, internal confusion, conflicting priorities, mismatched resources, and miscommunication hampered emergency response efforts. In 1972, an inter-agency task force called FIRESCOPE was created to standardize wildfire fighting operations, and ICS was born.

Today, ICS is one of the principle components of the National Incident Management System (NIMS) established under

Presidential Homeland Security Presidential Directive No. 5. This directive requires all emergency responders to utilize a common management structure in response to all domestic incidents.

ICS Functional Areas

ICS is organized into functional areas called sections. Each section describes an activity (or group of related activities) that are considered essential parts of the disaster operation. For minor incidents, one person may be capable of performing several functions; on large or complex incidents, each ICS section may represent several dozen disaster workers, each charged with specific responsibilities.

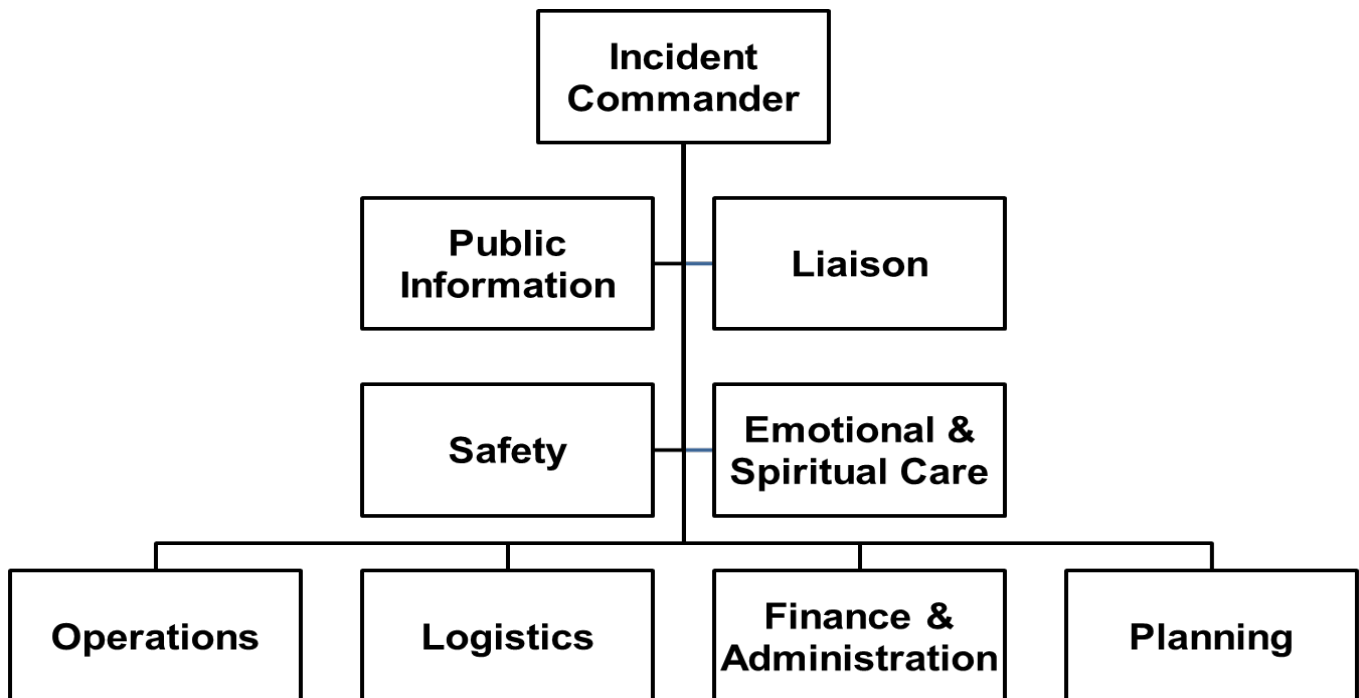
- **Incident Command** – In charge of the Incident Management Team and supervises the disaster operation.

Command Staff

- **Public Information** - Communicates with media and others seeking information about the disaster operation
- **Liaison** - Serves as The Salvation Army's point-of-contact with other disaster relief agencies
- **Safety** - Assesses safety and security risks and recommends action to protect all disaster personnel
- **Emotional & Spiritual Care** - Coordinates emotional and spiritual support services

General Staff

- **Operations** - Manages all direct service activities, such as canteen feeding, mass shelters, bulk distribution of goods; and emergency financial assistance programs. For example, the Operations Chief coordinates disaster food services, disaster social services and the distribution of donated goods.
- **Logistics** - Responsible for securing and managing resources (including supplies and equipment) necessary to support the operation. The Logistics Chief supports what is being done by acquiring resources – for example, by purchasing supplies from local vendors.
- **Finance & Administration** - The Finance and Administration section tracks personnel, statistics and the finances associated with the operation.
- **Planning** – Looks ahead and develops an incident action plan to accomplish operational objectives; collects and evaluates information.



Why Does The Salvation Army Use ICS?

ICS was adopted by The Salvation Army's Commissioners Conference for all disaster operations.

The Salvation Army utilizes the Incident Command System (ICS) as its command-and-control structure for all disaster operations. This system provides the framework to rapidly assemble a command team capable of managing a disaster incident and also defines each person's job responsibilities on that team. A predetermined command structure allows Salvation Army disaster workers to organize their internal structure quickly and focus more rapidly on external service delivery.

ICS also allows The Salvation Army to train disaster workers to fill specific positions. Some positions may require specific skills that can only be adequately acquired before a disaster occurs. These positions and the overall ICS structure is consistent throughout The Salvation Army, allowing disaster workers from across the country to combine during a disaster event and work together as integrated team.



In adopting ICS, The Salvation Army speaks the same language as key government and non-governmental partners. This allows The Salvation Army to communicate and exchange information more easily with other agencies.

ICS Management Characteristics

In addition to being organized by functional sections, ICS is based on proven management characteristics. Each of these management characteristics contributes to the strength and efficiency of the overall system. As Salvation Army field commanders establish the disaster operation, it is important that staff members are organized according to the management characteristics. This will help facilitate communication and ensure important orders and information are rapidly communicated through the chain-of-command.

Common Terminology: ICS embraces a common terminology that allows agencies to easily communicate with one another and share information across a wide variety of incident management functions and types of emergency incidents.

Modular Organization: ICS organizational structure is developed in a top-down fashion that is based on the size and complexity of the incident. ICS always starts with the incident commander, who establishes command and control, then expands accordingly to the needs of the incident.

Management by Objectives: ICS is managed by objectives. The establishment of specific, measurable objectives allows the ICS team to assess progress toward a goal and measure performance in obtainable increments.

Reliance on an Incident Action Plan: The incident action plans (IAP) serves as a roadmap for the disaster operation, detailing overall goals for the response and relief effort and the specific objectives taken toward obtaining those goals. A written IAP allows these objectives to be communicated throughout the entire ICS organization.

Manageable Span of Control: The span of control of any individual working with ICS should range from three to seven subordinates. Once a disaster worker's responsibilities exceed the recommended span of control, they begin to become overwhelmed and their ability to be productive declines.

Pre-designated Incident Locations & Facilities: Various types of operational locations and support facilities are established in the vicinity of the incident to accomplish a variety of purposes. Typical pre-designated facilities include the incident command post, staging areas, warehouses, assistance centers, shelters and other facilities as required.



Comprehensive Resource Management: Resource management includes categorizing, ordering, dispatching, tracking, and recovering resources. During a disaster, there are seldom enough resources to immediately meet every need; the ICS team must be able to prioritize resource allocations, ensuring the most critical needs are met first and avoiding hoarding.

Integrated Communications: Incident communications are facilitated through the development and use of a common communications plan. Critical information should

be shared at regular intervals through established procedures, including regular briefings and written situation reports.

Establishment and Transfer of Command: The command function must be clearly established at the beginning of incident operations. When command is transferred from one organization (or person) to another, the transfer should include an overlapping transitional period to ensure that the transfer occurs smoothly and important information is not lost in the change.

Chain of Command and Unity of Command: Chain of command refers to the line of authority over the incident operations. Unity of command means that every individual has one designated supervisor. These principles clarify reporting relationships and eliminate confusion.

- **Unified Command:** Unified command is a structure that allows all responding agencies to work together sharing objectives and resources without compromising individual agency authority, responsibility, or accountability. The Salvation Army works within Unified Command structure, operating in support of emergency management, government officials, and other designated responders.
- **Accountability:** ICS establishes principles of accountability. Within The Salvation Army, field commanders are held accountable to the principles of The Salvation Army's brand of "Doing the Most Good" and are charged to use the Army's personnel, equipment, and resources to make the most positive difference possible in the lives of those affected by the disaster incident.
- **Deployment:** Personnel and equipment should respond only when requested or when deployed by an appropriate authority. Circumventing established deployment procedures only creates further confusion.
- **Information and Intelligence Management:** The ICS team must establish a process for gathering, sharing, and managing incident related information and intelligence. Critical decisions during a disaster must be made by supervisors at all levels of the ICS. Critical information must be widely and efficiently disseminated to ensure supervisors can make informed decisions based on the best intelligence available.

Unit 4: Disaster Worker 101

The intent of this unit is to aid participants in preparing for their first disaster assignment. At the end of this section you will be able to:

- Explain the difference between local and major disasters and the disaster response process for deployment.
- Identify what items should be taken on a deployment and what should be left at home.
- Demonstrate an understanding of the policies regarding car rentals and travel to and from the disaster location.
- Understand and comply with the Code of Conduct.
- Describe the process for checking-in upon arriving at the disaster location.

Check out the forms at the end of this section.

- *Rental Vehicle*
- *Insurance Request*
- *Waiver of Liability*
- *Code of Conduct*

Introduction

In the previous unit, you learned all about the Incident Command System – the management system The Salvation Army uses to organize disaster operations. You may recall from that unit that one position whose responsible for dealing with all the people assigned to a disaster operation. Do you remember which position that was?

If you said Finance and Administration Chief, you're right, and that's my job on a disaster operation. Now disaster operations can be very stressful and I've found that the people who are best prepared to serve others are those who have prepared themselves. So in this unit, I'm going to tell you everything you need to know about going on a disaster assignment.

Disaster Assignments

But before we even talk about travel, you need to decide what types of disaster assignments you can accept. While many of us would love to travel to far-off places and help out at a moment's notice, many of us have work, school, and family commitments that might not allow us to just drop everything and jump on a plane. So the first thing you need to decide is the type of disaster you are able work.

We look at disasters as either being local or major. Local disasters are typically short term assignments, lasting several hours to a few days. These usually occur in your community and more often than not you will sleep in your own bed at the end of your shift. You may even be "on-call" and ready to serve at a moment's notice. Major disasters often require you to travel away from home. A normal deployment for a major disaster is 14 days and you may experience hardship conditions. In order to be a disaster worker on a major disaster, you must be in good physical condition and be available to serve for 14 consecutive days.

There are four different assignment status phases that you need to know. It all starts with your online disaster worker profile – which is stored online at www.salvationarmyusa.org. If your online profile is up to date and you have completed the necessary steps to be credentialed as a disaster worker with The Salvation Army, you are in the "**Approved**" Status. Keep in mind that if you are an Employee or Officer in The Salvation Army, you have already been given by the appropriate supervisor to work on a disaster team. You are moved to the "**Standby**" status when you are asked to serve and are ready to go within 24 hours. Your bags are packed and

arrangements have been made at home and work. Once you are assigned to a disaster relief operation and you begin travel, you are considered “**Deployed.**” Finally, once you’ve completed the assignment and been sent home, you are in the “**Released**” status.

Remember, disaster workers should **NEVER** call the disaster operation directly asking to be deployed or show up at the disaster site without being officially deployed! That can create a really big mess!



Preparing For Your Disaster Assignment

Now before you take off on your assignment you need to remember to inform those you love and provide them with contact information. Take care of bills and critical items like your pets or children. If you are flying, make arrangements to and from the airport and make sure you update your profile on the emergency disaster website. You should receive a deployment brief outlining what you will need to bring and what you will be doing. Keep in mind if you are the first group to go in, you may not get as thorough a brief as you would if you were going in a week later.

You may be wondering what you should pack for your disaster assignment. Here are a few tips. Pack only what you need. Limit your luggage to only what you can carry. Leave valuables at home. The Salvation Army is not responsible for the damage or loss of PERSONAL items. Pack attire that is appropriate for the weather and the work you are doing. Don't forget to pack your driver's license or government issued ID and any EDS shirts, caps or vest that may you have previously received. Comfortable and durable shoes are a must, personal toiletries and medications are necessary. Remember, pharmacies may not be open after the disaster so make sure you keep your prescriptions with you and, if you wear contact lenses or glasses, bring a spare.

Do not pack a gun, flask, expensive jewelry or electronics -- remember The Salvation Army is not responsible for personal items so leave your valuables at home.

Finally, while on assignment, all workers must wear EDS vests or red shirts. Officers must wear an EDS vest over their uniform. Caps must be worn by canteen crews while on duty and you Salvation Army identification badge must be worn at all times.





Packing For Your Disaster Assignment

Note: A standard deployment is 14 days, including travel.

Suggested Luggage

Choose luggage that best fits your needs and that you can lift and carry without help. Consider bringing a backpack for travel and on-site use. Remember to pack prescription medications in your carry-on luggage.

Identification

- Driver's license
- Credential badge (if applicable)
- Health insurance card
- Disaster vest (if issued)

Health & Hygiene

- Prescription medicine
- Non-prescription drugs such as: Ibuprofen, Acetaminophen, diarrhea cure, antacids, etc.
- Allergy medicine
- Sunscreen
- Hand sanitizer
- Deodorant
- Feminine needs
- Toothbrush, toothpaste, dental floss
- Soap/Shampoo
- Shaving items
- Chap stick
- Insect spray
- First-aid supplies
- Hair products
- Glasses and/or contact lenses and supplies

Clothing

- Jeans or work pants (cargo pants are ideal)
- Shirts (with Salvation Army Logo if applicable)
- Jacket (appropriate to climate)
- Rain suit or poncho
- Comfortable, durable shoes
- Socks
- Underwear
- Sleepwear
- Hat
- Official ministerial attire (Officers)
- Shorts

Miscellaneous

- Money (up to \$200 cash)
- Credit/debit card
- Notebook and writing utensils
- Water bottle
- Flashlight & spare batteries
- Cell phone & charger
- Non-perishable snacks
- Bedding (if needed)
- Towels & washcloths (if needed)

Before you leave, make sure you know...

- Your air travel arrangements if applicable.
- Process for pick-up/travel from the airport if applicable.
- An emergency contact number for disaster operation.
- **Housing.** Determine if lodging will be in a hotel or "rougher" conditions such as a staff shelter in a tent, gymnasium or church multi-purpose room. If hardship accommodations are being utilized, bring at least a sleeping bag. If you have extra space, include a cot, air mattress and/or extra blankets and pillows.

Transportation

In the event that you will be traveling to the disaster site by air, The Salvation Army will book your travel. Please make sure your legal name is recorded in the database. Remember to be on time at the airport and avoid excess baggage or change fees. Want to drive a vehicle? You must have a valid driver's license and be on The Salvation Army approved driver's list. Under NO circumstances are you to drive a Salvation Army vehicle if you are not approved. If an accident occurs, the unauthorized driver is personally liable for any damage that occurs.

In order to rent a vehicle you must be on the approved driver's list, submit to a background check and have a valid driver's license. Additionally, you must receive permission to rent a vehicle and complete and submit a "Rental Vehicle Insurance Request prior to renting the vehicle.



Finally, The Salvation Army discourages the use of personal vehicles on disaster assignments.

Arrival & Accommodations

Prior to your arrival, you will receive a deployment brief that indicates where and when to check-in. Once you arrive at the disaster site the first thing you must do is check in with the Finance and Administration Chief. This individual will make sure you complete any necessary paperwork and discuss details pertaining to housing, expenses and reimbursement procedures. You will attend a brief orientation regarding the disaster operation and then report to your immediate supervisor to find out about your specific work assignment.

Your housing can vary from a hotel room, most likely shared with one other person to a church gym, classroom or even a tent. When checking into a hotel, you may be required to use a personal credit card or cash for personal incidental charges

As a disaster worker, adequate health insurance is required and your medical coverage is primary. If you are NOT an employee or officer of The Salvation Army, you must sign a waiver of liability. Good Samaritan laws generally protect you from liability claims unless you've been negligent. The key is to be safe and to report all

accidents, despite how minor they may seem, to your onsite supervisor.



Keep in mind that disaster sites may seem chaotic, jobs may change, long hours are normal, and you and your co-workers are under extreme stress. The usual comforts of home may be lacking, communication may be disrupted and survivors may appear ungrateful. Therefore, you must arrive with and maintain a positive attitude, and be friendly and flexible.

Code of Conduct

Disaster workers represent not only themselves but the entire Salvation Army so it is important that you follow the code of conduct. Consuming alcohol while displaying any Salvation Army identification is considered a no-no. Smoking is allowed but make sure you understand where and when it is appropriate on the worksite. Refrain from using inappropriate language and treat others with respect. Sexual harassment, inappropriate sexual behavior and discrimination of any kind will not be tolerated. If you don't have a driver's license, then you cannot drive. Ever. And about that gun, leave it at home.

Finally, it's not okay to proselytize. You may be wondering what that means, so let me clarify. Proselytize means to try and convert people to your religion. While, The Salvation Army is a religious organization, those we serve must understand that we provide our services free of charge and without any requirement to "convert." On the other hand, we offer emotional and spiritual care to disaster survivors and workers so it is appropriate to pray with an individual should the need arise. So remember, as a disaster worker, you are required to follow our Code of Conduct for Disaster Workers.



Departures

Once you've reached the end of your deployment time, you will need to do the following:

First, check out with the Finance and Administration Chief. Return any petty cash, expense forms and equipment that have been issued to you. Verify your travel arrangements home and complete any necessary paper work. Finally, all disaster workers should attend a debriefing session at the conclusion of their assignment.



THE SALVATION ARMY
USA Southern Territory
www.disaster.salvationarmyusa.org

RISK MANAGEMENT must be notified before vehicle is rented
by faxing form to (404) 728-6737.

RENTAL DATES/START _____ END: _____

(No more than 2 week rental will be approved and insured)

APPOINTMENT _____

ADDRESS _____

REASON FOR RENTAL (NO PERSONAL USE)

NAME OF RENTAL COMPANY _____

TYPE OF VEHICLE (SEDAN, TRUCK, VAN) _____

OFFICER/EMPLOYEE (Driver) _____

(Must be approved Driver on Salvation Army List)

TELEPHONE _____ (OFFICE)

SIGNATURE OF OFFICER _____

DATE _____

ALL INFORMATION MUST BE RECEIVED IN RISK MANAGEMENT DEPARTMENT BEFORE
VEHICLE IS INSURED.

IN CASE OF ACCIDENT, PLEASE FILE ACCIDENT REPORT WITH CHESTERFIELD
RESOURCES AND SPECIFY THIS IS A RENTAL VEHICLE.

THERE IS NO CHARGE FOR RENTAL VEHICLES **UNDER TWO WEEKS**, BUT RISK
MANAGEMENT MUST BE NOTIFIED BEFORE VEHICLE IS RENTED. IF WE ARE NOT
NOTIFIED, THE LOCATION WILL BE RESPONSIBLE FOR ANY REPAIRS.

THQ RISK MANAGEMENT FAX NUMBER IS (404) 728-6737.



THE SALVATION ARMY
USA Southern Territory
www.disaster.salvationarmyusa.org

Volunteer Release and Waiver of Liability
FIA #712
REV. 04.2012

Important: All **VOLUNTEER** Salvation Army disaster workers, aged **18 & older**, must have a signed Waiver of Liability on file. Please complete the following form and return this form to your local Salvation Army unit. Please print legibly!

This release and Waiver of Liability (the "Release") executed on this _____ day of _____, by _____ (the "Participant") in favor of **THE SALVATION ARMY**, a non-profit corporation organized and existing under the laws of the State of Georgia, USA, its directors, officers, employees, volunteers and agents (collectively, "The Salvation Army").

I, the Participant, desire to volunteer with The Salvation Army to provide emergency disaster relief services and engage in the activities related to offering these services. I understand that the activities may include, but are not limited to, travel to disaster sites in the United States; transportation in commercial and Salvation Army-owned vehicles; moving and lifting heavy objects; cooking and serving food; and working and inhabiting environments that may be without power, sanitation, or are otherwise damaged by the disaster event.

I hereby freely and voluntarily, without duress, execute the Release under the following terms:

1. **Waiver and Release.** I, the Participant, release and forever discharge and hold harmless The Salvation Army from any claim or liability that I, the Participant, may have against The Salvation Army with respect to any bodily injury, personal injury, illness, death or property damage that may result from my participation in a disaster relief operation. I also understand that The Salvation Army does not assume any responsibility or obligation to provide financial or other assistance, including, but not limited to medical, health, or disability insurance, in the event of injury, illness, death or property damage (see insurance requirements below).
2. **Insurance.** The Salvation Army does not carry or maintain, and expressly disclaims responsibility for providing any health, medical or disability insurance coverage for the Participant. **EACH PARTICIPANT IS EXPECTED AND ENCOURAGED TO CARRY PERSONAL LIABILITY OR HEALTH INSURANCE PRIOR TO REGISTERING AS A SALVATION ARMY DISASTER WORKER.**
3. **Medical Treatment.** Except as otherwise agreed to by The Salvation Army in writing, I hereby release and forever discharge The Salvation Army from any claim whatsoever which arises or may hereafter arise on account of any first-aid treatment or other medical services rendered in connection with an emergency during my time with The Salvation Army.
4. **Assumption of Risk.** I understand that my time with The Salvation Army may include activities that may be hazardous to me, including, but not limited to, cook and food preparation activities, loading and unloading of heavy equipment and materials, transportation to and from the disaster site, and working in locations damaged by the effects of a disaster. I recognize and understand that my time with The Salvation Army may, in some situations, involve inherently dangerous activities. I hereby expressly and specifically assume the risk of injury or harm in these activities and release The Salvation Army from all liability for injury, illness, death or property damage resulting from the activities of my time with The Salvation Army.
5. **Photographic Release.** I grant and convey unto The Salvation Army all right, title and interest in any and all photographic images and video or audio recordings made by The Salvation Army during my work for The Salvation Army, including, but not limited to, any royalties, proceeds or other benefits derived from such photographs or recordings.
6. **Other.** I understand that it is my desire to further the work of The Salvation Army by performing services as a Volunteer, specifically as a Volunteer in Emergency Disaster Services. I undertake to perform said services as a Volunteer without compensation and that, in performing said services, I acknowledge that I am not acting as an employee of The Salvation Army.

To express my understanding of this Release, I sign here:

Name (please print): _____

Signature: _____ **Date:** _____



THE SALVATION ARMY
USA Southern Territory
www.disaster.salvationarmyusa.org

Code of Conduct for Disaster Workers
FIA #711
REV. 04.2012

The Salvation Army is a worldwide religious and charitable organization, motivated by the love of God and concern for the needs of humanity. The Army's tradition of helping those in need began more than 150 years ago. Providing emergency relief to disaster victims is just one of many services The Salvation Army offers to those in need.

The Salvation Army disaster workers are expected to respect this tradition of service and conduct themselves in a manner reflective of the compassion and dignity of Christ. You are expected to adhere to the highest standards of personal, professional and business ethics and to always use common sense and good judgment about the way you conduct yourself when on duty representing The Salvation Army. Most of all, it is expected that all disaster workers of The Salvation Army will treat those we serve with respect and care, dispensing services equally and without discrimination.

As a Salvation Army disaster worker, you pledge to:

- Treat all people equally and deliver services without discrimination for any reason;
- Respect cultural and religious differences and accommodate these differences in the delivery of services;
- Protect the confidentiality of our clients and to refrain from disclosing sensitive information;
- Be mindful of expenses and help ensure that all donations, financial or in-kind, are used expressly for the purpose the donor intended;
- Refrain from business or conduct that is unethical or damaging to The Salvation Army's reputation;
- Avoid engaging in any illegal activity; and
- Support the Christian principles and mission of The Salvation Army.

When feasible, The Salvation Army disaster workers should remove their disaster apparel and identification when off-duty. The Salvation Army does not support the use of alcohol. Smoking and the use of other tobacco products or the use of alcohol is not permitted within The Salvation Army facilities, and Salvation Army disaster workers should refrain from using these products while in engaged in service delivery.

Inappropriate or unethical behavior may result in corrective action, including permanent dismissal as a Salvation Army disaster worker.

To express your understanding of this Code, please sign below:

Name (please print): _____

Signature: _____

Date: _____

Unit 5: Self-Care and Going Home

Disaster work can be stressful and demanding so it is important that workers are aware of some of the common reactions to stress. This unit will look at self-care strategies during and after a disaster assignment. By the end of this lesson you will be able to:

- Recognize that disaster work is emotionally difficult.
- Identify different reactions to stress.
- Compile self-care strategies that will be most helpful for the disaster worker.
- Understand what to expect and how to transition home after serving on a disaster assignment.

*Bad things do happen
in the world, like war,
natural disasters,
disease. But out of
those situations
always arise stories of
ordinary people doing
extraordinary things.
~Daryn Kagan~*

Introduction

Before we finish up this course, there's one last topic we need to cover and it's one that is particularly important; I want to talk to you about taking care of yourself.

Disasters impact both the lives of survivors and the workers who willingly take on the task of helping those in need. Regardless of how strong you think you are emotionally, spiritually, physically or psychologically, you will be affected by what you see, hear, feel and smell while responding to a disaster. You may experience sadness, grief, and anger; these are normal reactions and it is important for you, as a disaster worker to recognize these feelings and seek healthy ways to cope.

I know how stressful disaster experience can be. I served in Mississippi after Hurricane Katrina. Following Katrina, my family and I moved to the Mississippi Gulf Coast. We partnered with disaster workers and assisted survivors. We were impacted by what we saw on a daily basis. Talking with survivors and workers, we found it to be critical that we provide emotional and spiritual care counselors for those on the front lines. So it is always important that you care for yourself and others.

Daryn Kagan says, "Bad things do happen in the world, like war, natural disasters, disease. But out of those situations always arise stories of ordinary people doing extraordinary things." Giving someone a cold drink, offering them a meal, listening to a survivor's story and praying for the hurting, these actions, my friends are extraordinary things.

Stress and Disaster Work

As you just heard in the previous video, you can expect to be moved by what you see, hear, feel and even smell while responding to a disaster. It is perfectly normal for you to experience sadness, anger, and even grief.

At the same time, it is important for you to recognize these feelings and seek healthy ways to cope during your deployment and after you return home. Everyone is affected by what they've seen, heard, felt and smelled while responding to a disaster. These are some of the normal reactions and feelings.



Negative Stress Reactions

How do you respond to stress? Do you become critical of your environment or your co-workers and complain about the circumstances you find yourself in? Or are you the type of person who reacts by “going off on people” and venting inappropriately about your frustrations. Perhaps you are more inclined to withdraw and become depressed or you may become overindulgent by eating, smoking or drinking. Consider what your “go to” reaction is to stress and as we explore some different self-care strategies think about which ones you may want to consider implementing in your life today.

 <p>Excessive Complaining</p>	 <p>Inappropriate Venting of Frustration</p>	 <p>Withdrawal & Depression</p>	 <p>Excessive Drinking, Smoking, or Eating</p>
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Other Reactions Include:

- Blaming others when something doesn't work out correctly
- Ignoring problems
- Working harder and longer
- Self-medicating
- Neglecting your own needs, interests, and desires
- Having unrealistic expectations of yourself or others

Self-Care Strategies

While we all may respond differently to stress there are certain things that professionals agree help reduce it. First take care of your body by getting plenty of rest, eating healthy foods and exercising. Take care of yourself psychologically by processing your experiences at the end of each day, staying connected to family and friends at home, and making time to laugh and cry as needed. Finally, nurture your spiritual being by praying, meditating, journaling, listening to music or other spiritual disciplines that you find helpful. Regardless of your methods, the goal is to take care of yourself.

Physical



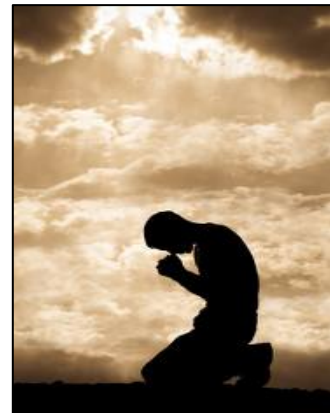
- Get sufficient rest and respite.
- Eat healthy foods and drink plenty of water. Avoid excess caffeine and sugar.
- Exercise. Go for a walk or run.
- Take frequent brief breaks from the scene as practicable and try to limit on-duty work hours to no more than 12 hours per day.

Psychological



- Be aware of your compassion fatigue early warning signs. See page 93-95 in your participant manual.
- Laugh and cry when needed.
- Talk with friends and family at home.
- Take time at the end of each day to process the experiences of the day—this may be alone or with other people.
- Recognize incidents or situations which may trigger personal or past traumatic or grief experiences for you.

Spiritual



- Journal about your experience.
- Pray, meditate, listen to music.
- Participate in memorials, rituals, spiritual or religious activities that help you express your feelings and remain connected to God and others.

Going Home May Cause...

When you return home don't be surprised if you feel disconnected from your work. It is natural to have difficulties concentrating on your day to day tasks. You may also sense a lack of interest from your friends and family making it challenging to reconnect with them. Quite often these feelings and discontentment will go away over time, but, if you find it hard to acclimate back to normal life, you may want to consider talking with someone such as your, corps officer, pastor, close friend or family member or you may even need to seek professional help.

- **Dissociation with your “pre-disaster” life.** This may include questioning the importance of the type of work you do on a regular basis.
- **A sense of being “alone in the crowd”.** You have experienced something that many people will never understand.
- **Nervous, unfocused energy.** You may find yourself having difficulties with concentrating on your day to day tasks.
- **Lack of interest or sensitivity from others regarding your experiences.** Not all of your family or friends are going to be interested in hearing about your experiences. It's helpful to have a 1-3 minute “speech” to share about your experiences for those individuals who are not all that interested. You will also want to find those close friends who want to hear about every detail of your experience as well.
- **Difficulty reconnecting with family and friends.** Even though you may have returned from your deployment, for some time, you may feel as if you don't belong at home. Your family and friends have not shared your experiences and thus, have a hard time understanding what you may be going through. You may also find yourself staying more connected to those you just served alongside.



What Should You Do When You Get Home?

After returning home, the most critical task at hand is to take care of yourself. Pay attention to your health, get plenty of rest and schedule extra “down time.” Reconnect with close family and friends and look for ways to ease the tension you may feel. Finally, remember you have been involved in something that many people only dream of being able to do. You have made an enormous contribution to the welfare of a community and you have experienced rare and rewarding opportunities to serve others in a time of their deepest need.

Consider the following suggestions:

- Pay attention to your health.
- Maintain normal household routines.
- Spend time with supportive family and friends.
- Build “down time” into your schedule.
- Look for healthy ways to ease tension.
- Focus on the tasks and goals you have now.
- Expect the unexpected.
- Realize that some experiences
- Talk about your experiences with a good friend or family member.
- If necessary, seek out your corps officer, pastor or even professional help if you experience extended periods of depression or stress.