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Conoco Inc. North America Incident Support Team

Overview of Emergency Management Team Administration, Activation, Deployment and Response Operations

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Abstract

In 1999, based on a Decision & Risk Analysis performed by the Conoco North America Leveraged Emergency Response Planning Team, it was determined that a one team concept for emergency management supporting an affected Conoco North America Business would allow a quicker and more efficient response while maintaining a higher level of member competency on the team. Conoco Inc. North America Businesses merged the four existing North America Emergency Management Teams into one "national" Emergency Management Team having the capability to be "all risk" and "mobile" to support an affected Conoco Business. The venue for deployment and response of the North America Incident Support Team increased to cover the Conoco Venezuela and Conoco Canada Businesses in 2001. Procedures and processes developed for the North America Incident Support Team are based on a systems approach thus ensuring that team member rotation would have minor effects on the capability of the team to respond.

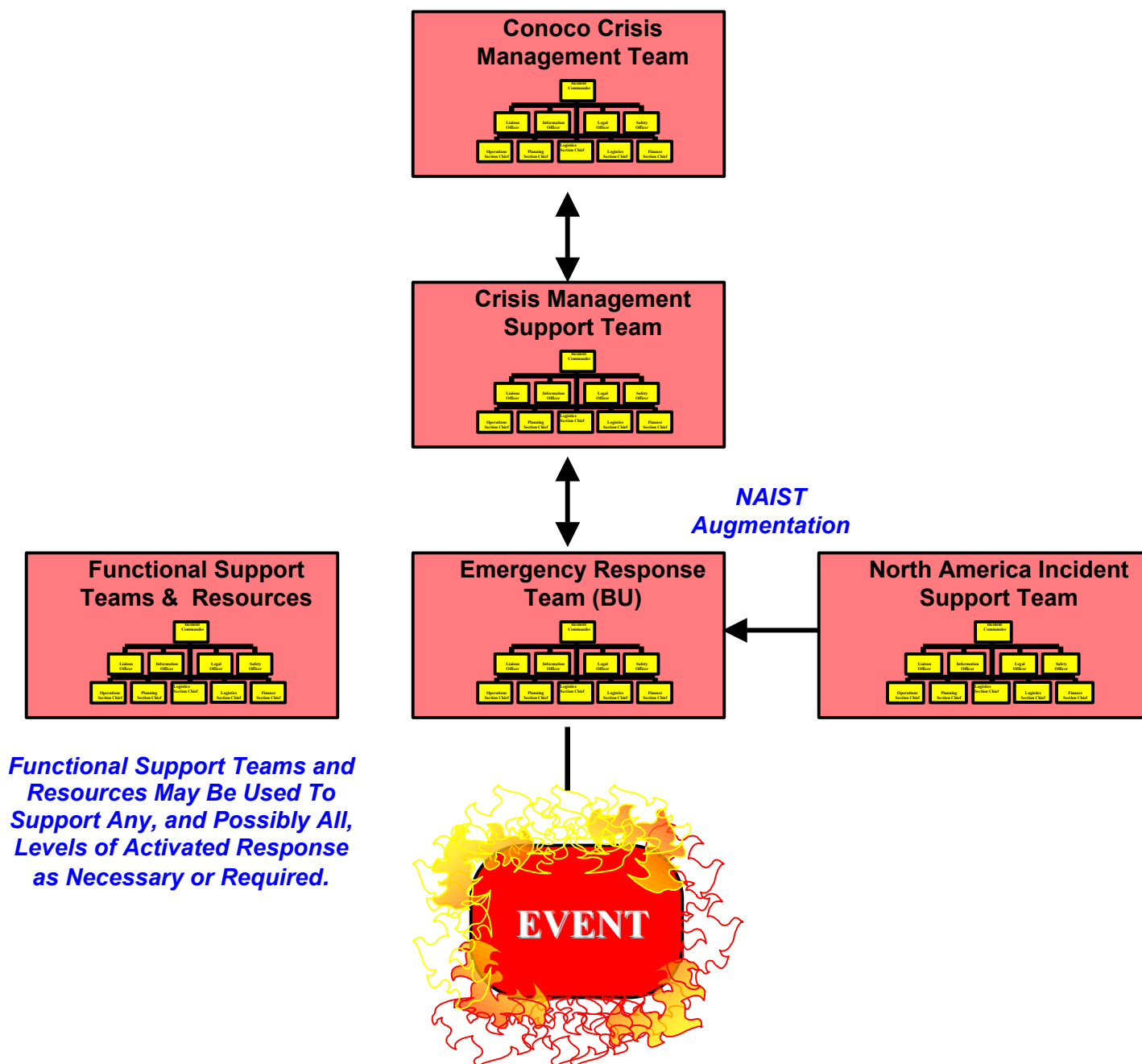
This paper addresses the concept of Conoco's one "all-risk" and "mobile" emergency management team, North America Incident Support Team, to support an affected business unit or facility. It also provides an overview of the procedures and processes utilized by the North America Incident Support Team during administration and response operations.

Introduction

Conoco Inc. North America Business Units combined forces to develop a "national" team for the purpose of supporting each other in the event of a major emergency. This team represents an 87 member all-Conoco, all-volunteer team. Our membership has been put together to combine both the expertise that currently exists within the company as well as broad business representation.

The North America Incident Support Team (NAIST) is an "all-risk" team. Its focus is to support Conoco sites, facilities or businesses in the event that Conoco's local response resources are at risk of being overwhelmed by the requirements of a major emergency. For different Conoco businesses, this can mean different things. For the team it can mean anything from a full team deployment to a partial deployment of just the required functions (*See Figure 1: Conoco Tiered Response*).

Figure 1: Conoco Tiered Response





Conoco Inc. North America Incident Support Team

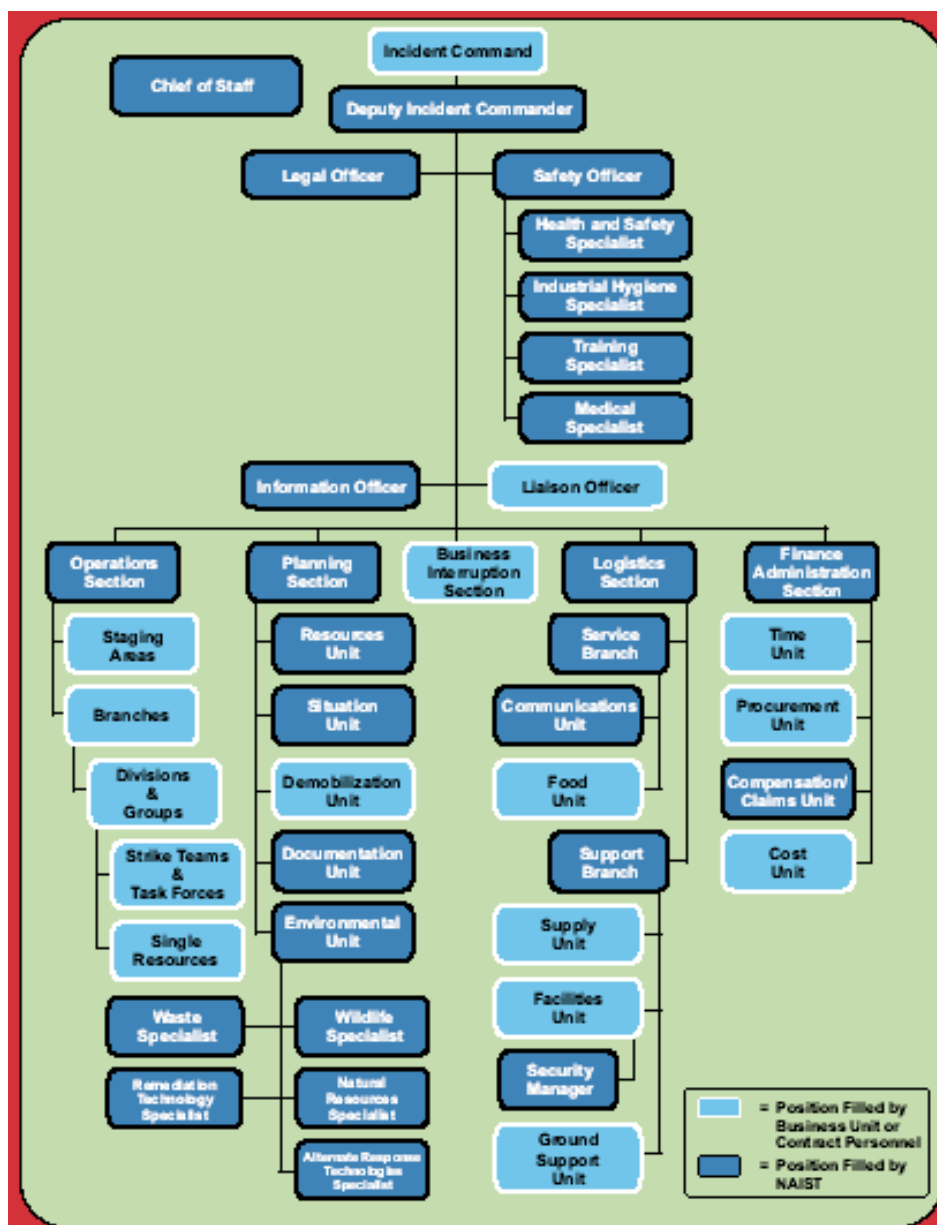
The team is an emergency management team organized and operating under the Incident Command System (ICS) principles and protocols. We are not fire fighters, EMT's or Hazmat Techs. Using ICS as our operating system enables us to efficiently combine our efforts with local Conoco teams and major agencies like the U.S. Coast Guard and EPA who use ICS nation-wide. The team fills 27 positions of the ICS organization leaving the remaining positions to be filled by the Business Units and/or Contractors (*see Figure 2 - Incident Command System/NAIST Organization: Note that positions in dark blue represent NAIST members and positions in light blue represent the Business Unit*). The Business Unit maintains accountability for overall response to the incident thus the Incident Commander position remains in the Business Unit. All positions filled by NAIST members within the ICS organization are filled three deep ensuring sufficient resources when activated.

Members are spread geographically across North America intentionally to ensure that some portion of the team can potentially reach an emergency site within a couple of hours. Team members remain ready for immediate deployment to any site within the Americas and upon activation, can be in an operating command post, ready to support within 8-12 hours.

The NAIST train and participate in exercises/drills on an annual basis which allows the team members to maintain the types of skills, tools and systems that will allow them to facilitate the deployment of resources necessary to manage an incident in a manner consistent with Conoco Inc. Safety and Environmental Policies. All team members are asked to make a 3 to 5 year commitment to the team before rotating out.

The facilitation of the NAIST during day-to-day operation are conducted by two Emergency Response Coordinators located in Houston, Texas. Objectives and strategies for the NAIST are set by the Conoco North America Leveraged Emergency Response Planning Team. This team is a cross-section of North America business representatives that seek opportunities to leverage emergency response functions across geographical and business boundaries.

Figure 2: Incident Command System/NAIST Organization

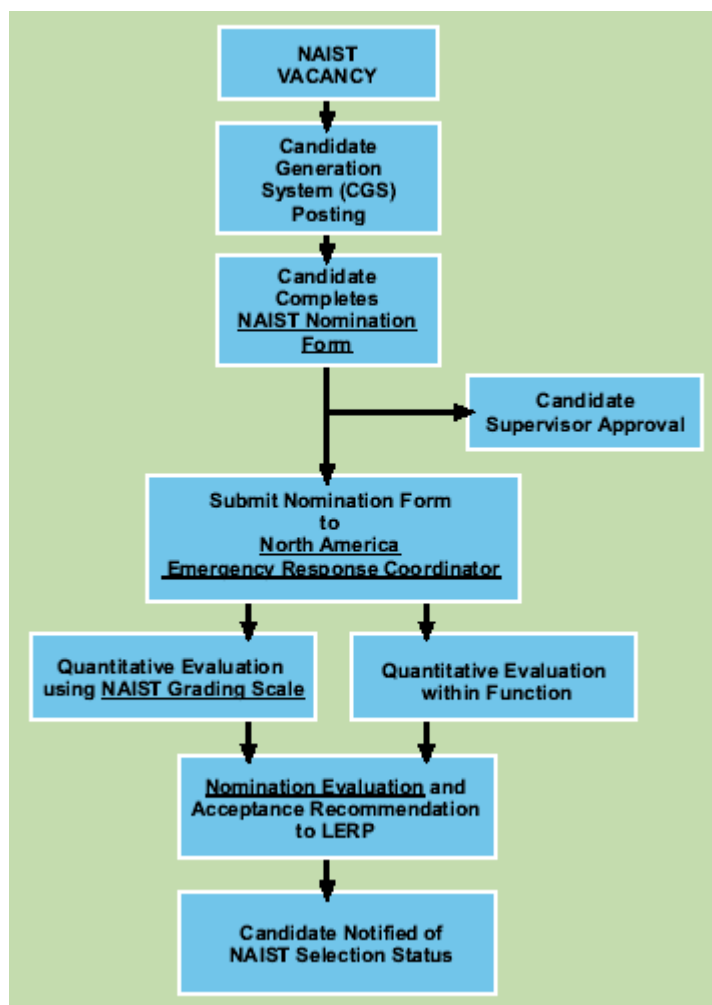


NAIST Administration

Member Nomination and Selection Process

The flowchart in *Figure 3* shows the process by which members of the NAIST are selected.

Figure 3: NAIST Member Selection Process



The selection process involves posting the open NAIST position on Conoco's Candidate Generation System listing the responsibilities and critical skills needed for the position. The Candidate Generation System is a web-based intranet system used for filling job vacancies throughout the Conoco organization. This provides us with the most efficient and best possibility of obtaining qualified interested parties within Conoco. It is also worth mentioning that any member of the NAIST that is qualified for an open NAIST position will have first opportunity to transition in to that position prior to the vacancy posted on the Candidate Generation System.

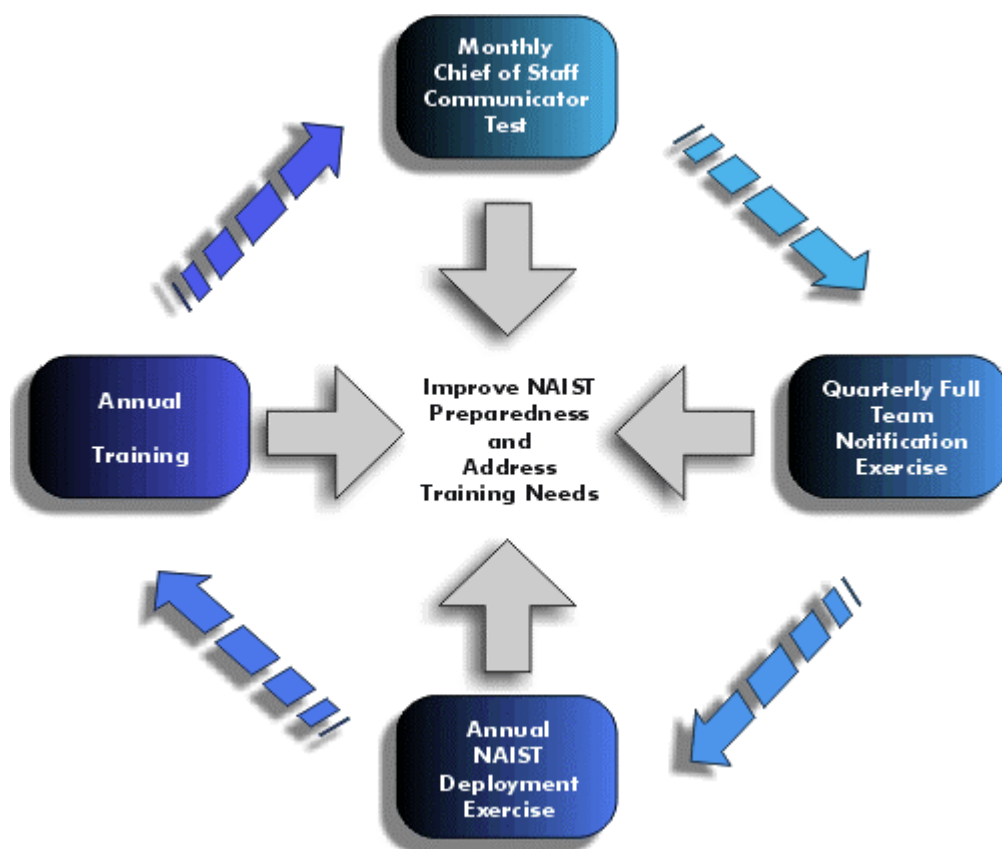
Conoco Inc. North America Incident Support Team

The North America Leveraged Emergency Response Planning Team will review the nominations for a NAIST position and using a set of criteria with a rating system will grade the potential candidates in search of the best candidate.

The selection process will also take in to account the following filters along with the rating of each candidate:

1. Business Diversity
2. NAIST strengths and weaknesses in position/sections
3. Valuing All People
4. Geographic Locations
5. Business Interruptions
6. Input from NAIST members in current position

Training Plan





Conoco Inc. North America Incident Support Team

Monthly Chief of Staff Communicator Test & Quarterly Full Team Notification Exercise

An automated Emergency Notification System is used to activate NAIST members and to provide updated incident information using a voice mail message line. The NAIST emergency notification system is fully automated, but activation must be initiated by one of the NAIST Chiefs of Staff.

The emergency notification system calls each NAIST member and works through a series of queries to determine whether that person is available to respond to the incident in their designated position. If available, the team member is directed either to mobilize to a particular location or to stand by and check the message board for regular situation updates.

The Emergency Notification System stores multiple phone numbers for each team member. The system will try each number until the team member is successfully contacted. The call priority is as follows: 1) cell phone; 2) pager; 3) office (during business hours, 8:00 a.m. to 5:00 p.m. CST Monday through Friday); 4) home. During non-business hours, the call priorities for #3 and #4 are reversed.

The NAIST Chiefs of Staff run an automated emergency notification system test on a monthly basis for Chiefs of Staff and Deputy Incident Commanders. This test is checking the validity of phone numbers, response availability and that notification status faxes from the emergency notification system are sent at proper intervals to the Chiefs of Staff and Deputy Incident Commanders.

On a quarterly basis, the Chiefs of Staff will initiate a full NAIST notification through the automated emergency notification system to validate phone numbers and check team member response availability.

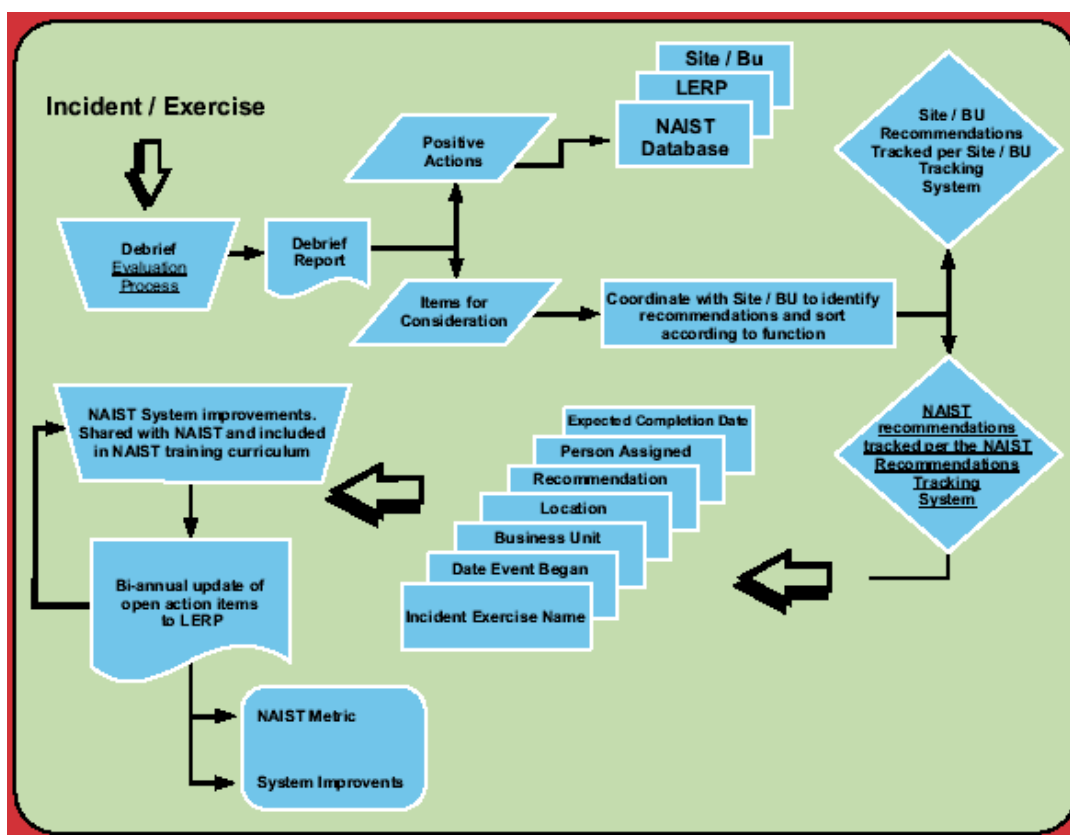
Annual Deployment Exercise

The NAIST participates in one deployment exercise on an annual basis. NAIST exercises are performed in conjunction with Conoco facility emergency response exercises in order to familiarize the facility personnel with the NAIST and their processes along with familiarizing the NAIST with the specific type of business and its risks. The community will be involved in these exercises as much as possible in order to develop relationships and communications between responding parties. Exercises provide for the NAIST:

- A means to assess the readiness of emergency plans and response capabilities
- Test the knowledge and skills of response organization and team
- Serve as a training tool for emergency response personnel and identify additional training needs
- Provide an opportunity to practice skills and improve individual performance under varying degrees of stress
- Identify procedure and policy gaps
- Confirm roles and responsibilities
- Require participants to network with each other and coordinate decisions on resource allocation and other issues

Upon completion of the exercise, the NAIST members break up into their respective ICS Sections to debrief. These debriefings are encouraged to point out best practices as well as identifying gaps in NAIST processes and procedures. The gaps or items for consideration are then worked through the Recommendation Tracking Process and followed to completion (*see Figure 4: Recommendation Tracking Process*). The NAIST Recommendation Tracking Process is used to translate lessons learned from NAIST drills, exercises and actual incidents to systematic changes and improvements.

Figure 4: Recommendation Tracking Process



Annual Training

The annual NAIST Training is scheduled for a minimum of one week. This is the perfect opportunity to develop team relationships, communicate new NAIST processes and procedures, enhance current NAIST processes and procedures, listen to lessons learned from different organizations and/or businesses, training refreshers and work NAIST Section specific action items. The NAIST uses this opportunity for performance enhancement and process modification.



Conoco Inc. North America Incident Support Team

Training topics may include, but certainly not limited to, the following:

- Incident Command System Training – Modules 1-17
- Incident Management - Planning Cycle Process
- Resource Management Training
- Incident Command System Position Specific Training
- Conoco Business Specific Risks
- Conoco Business Operations
- Conoco Emergency Preparedness and Crisis Management Policy and Plan
- First Responder Operations
- Media Training (Levels 1-5)
- Incident Action Plan Development
- Incident Action Plan Software Training
- Cultural Diversity/Valuing All People
- Team Development and Relationships
- Lessons Learned From Other Businesses and Organizations

NAIST Activation and Deployment

Availability for Deployment

This Standard Operating Procedure provides instructions to members of the NAIST regarding their availability for deployment to a Conoco incident. In this SOP, “Available” constitutes NAIST personnel who are prepared and able to begin traveling to the scene of an emergency within 4 hours of notification. “Deployment” implies the move of NAIST personnel and/or equipment to a designated site. All members of the NAIST expected to be available for deployment to any Conoco incident site within the Americas.

Being prepared for deployment shall mean:

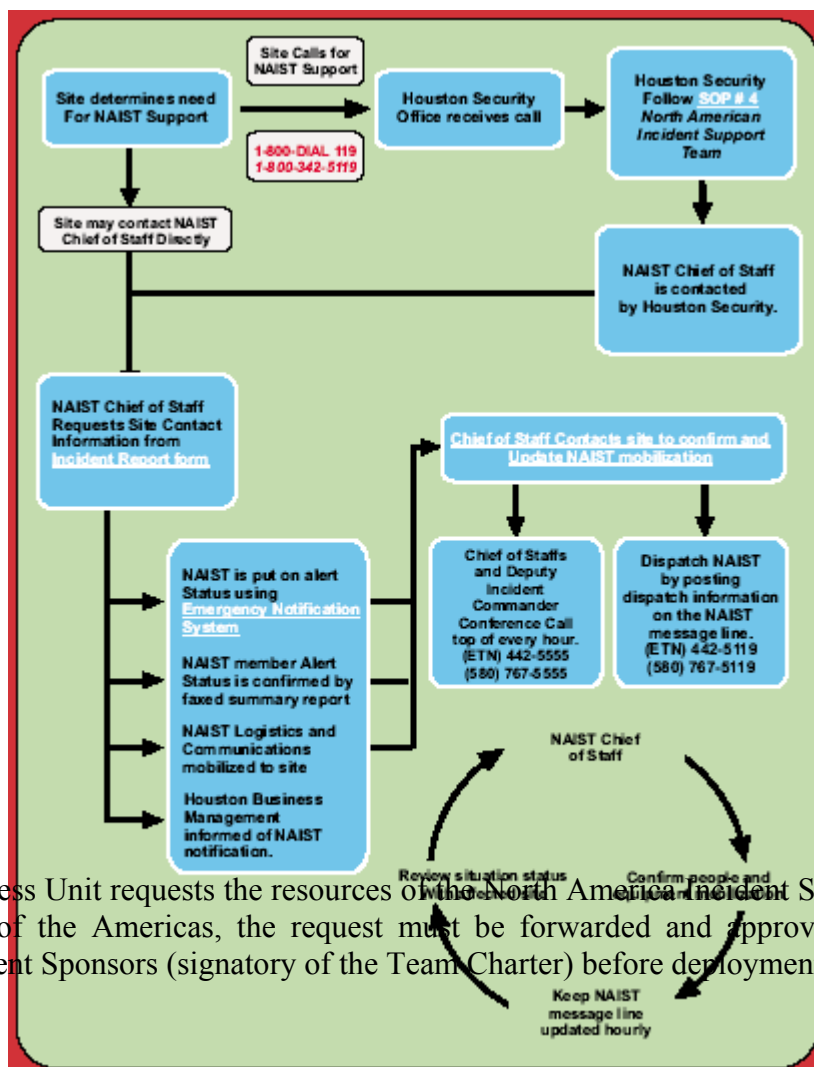
- Members will have reviewed the nature of this assignment with their immediate Conoco supervisors and have agreed upon, in advance, as to the local notification required and provisions that must be made such that they may be released from work for the period that the team may be deployed.
- Members will maintain “go-bags” equipped with those items necessary to allow them to function without delay, once they have arrived on scene.
- All members have been provided with pagers and/or cellular telephones. Members are expected to continuously monitor these communication devices whenever they are not available at the office or home numbers programmed into the team’s dispatching system.
- Members are expected to immediately report any phone number changes to the North America Emergency Response Coordinators.
- Members are expected to advise the North America Emergency Response Coordinators whenever they will knowingly not be available for deployment for 24 hours or more. Being away from work does not constitute being unavailable if members will be in a position to respond, if needed.

Activation

This standard provides North America Business Units with an outline of the process to be followed to request the activation of the NAIST. This standard also provides general guidance on procedures to be followed in the event a Conoco organization, outside the Americas, requests NAIST assistance.

The management of the Conoco Business Unit's site, facility, product or personnel involved in the incident shall be responsible for the decision to activate the NAIST. This decision will be made based on the need (real or anticipated) of the organization for emergency response support. The NAIST Chief-of-Staff is responsible for activating and deploying the team, as requested by the affected site organization. **Figure 5** represents the process for activating and deploying the NAIST.

Figure 5: Activation and Deployment Process



If a Conoco Business Unit requests the resources of the North America Incident Support Team for a response outside of the Americas, the request must be forwarded and approved by one of the Team's Management Sponsors (signatory of the Team Charter) before deployment may begin.

Deployment



Conoco Inc. North America Incident Support Team

This standard provides instructions to members of the NAIST regarding their deployment to a Conoco incident.

Upon activation, the Emergency Notification Message will provide information concerning the deployment plan. The deployment plan will include information concerning whether transportation to the incident site has been arranged or that team members should be arranging their own transportation. If team members are asked to arrange their own transportation, members should determine the most expedient mode of transportation and arrange their travel accordingly. Whenever possible, members should utilize the Conoco travel office to provide travel-related services. Members are responsible for transporting their own personal "go bags" and other information/equipment necessary to perform their assigned duties.

Meet-Me Call

This standard provides instructions regarding hourly "Meet-Me" conference calls. These calls are to be conducted by the Dispatching Chief of Staff during the deployment phase of a response. The Dispatching Chief of Staff will remain stationary during the initial stages of the team's deployment and coordinate initial communication and mobilization of team resources. The NAIST Chiefs of Staff, Incident Commander, Deputy Incident Commanders, Section Chiefs shall participate in the hourly conference call at the top of each hour (*see Figure 5: Activation and Deployment Process*). Other team members or a site contact from the affected business unit may be requested to join the conference call, as required.

The "Meet-Me" conference call phone number is a dedicated line for the use of the NAIST. The "Meet-Me" number is limited to 12 incoming lines. At the beginning of each call, a roll call will be conducted and all participating personnel identified. The Dispatching Chief of Staff or a Deputy Incident Commander shall facilitate the meeting. The meeting shall be limited to 20 minutes. The following agenda should be followed:

- Roll-Call
- Site Summary of Current Incident Activities
- Response Priorities
- Status of Deploying Personnel and Team Hardware
- Logistics Issues

The hourly conference calls will take place until the members of the NAIST arrive at the Incident Command Post, briefed by the Incident Commander and any issues brought up during the calls have been resolved. Once the NAIST is in place to support the affected business unit, the Dispatching Chief of Staff will close the "Meet-Me" Call.



NAIST Response Operations

Arriving On Scene

This standard provides guidance to members of the NAIST regarding their initial actions upon arrival at a Conoco incident. This information shall be considered guidance recognizing that site conditions may influence the precise course of action to be taken.

The Dispatching Chief-of-Staff will be responsible for communicating with site management and assisting in the determination of which NAIST resources are required. Also, the Dispatching Chief of Staff will be responsible for activating the Conoco Emergency Notification System and serving as the initial contact for responding NAIST members and contractors.

Upon arrival at the site of an incident to which the NAIST has been deployed members shall immediately proceed through check-in (if established) and take the following actions:

- The first NAIST members to arrive at the site of an incident should:
 - Contact the current Incident Commander or the Conoco person in charge and attempt to acquire information in order to prepare an Incident Briefing Form (ICS 201).
 - Contact by telephone the dispatching Chief of Staff in order to convey current site information.
 - Determine whether the current facility will be adequate as an Incident Command Post for the NAIST. If not, an attempt should be made to identify a potential site.
- After the arrival of the first NAIST members and where an ICS organization & Incident Command Post have been established:
 - If members are able to identify their respective ICS Sections, they are to report to their Section Chief and begin as directed.
 - If members are not able to identify their respective ICS Sections, they are to report to the Incident Commander for assignment.

Where no Incident Command Post has been established and there is no clear ICS organization yet established, NAIST members shall attempt to identify the Conoco person in charge, communicate that they represent the NAIST, proceed to establish an ICS Section presence and to carryout the duties and responsibilities related to their assignment.

Shift Change

This standard provides basic guidance for an effective shift change between NAIST members. The overall objective is to ensure the continuity of the response mission and safe & efficient management of response resources. This standard is not intended to be conclusive, but should be interpreted to promote those types of communications necessary to meet this objective.

The member currently holding the position and the oncoming member providing relief share equally in the responsibility for an effective transfer of incident information.



Conoco Inc. North America Incident Support Team

Shift change will generally take place at routine intervals in order to provide relief and an adequate rest cycle for NAIST members. NAIST members should anticipate that shift change:

- Be accomplished through face-to-face discussion.
- Include documentation that summarizes current events, and any pending actionable items.

Personnel coming on-shift should arrive 30 minutes prior to shift change and outgoing members should anticipate remaining up to 30 minutes after shift change in order to ensure an effective exchange of information. Oncoming personnel are responsible for ensuring that organizational charts reflect the change, both on the Organization Assignment List (ICS 203) and the posted Organization Chart. If a shift change occurs and a position is to be left vacant, the member leaving the position shall approach the next occupied position up the chain-of-command and communicate with the oncoming team member holding that position.

Incident Command Post

This procedure outlines the responsibilities for identifying the location, mobilization and setup of equipment and situation display for a functional Incident Command Post (ICP). For this SOP, the Incident Command Post is that location at which the primary command functions are executed and the Communications Cache is the equipment pre-staged in shipping containers ready to be deployed to the ICP.

The Logistics Section Chief will be responsible for selecting and securing a location to accommodate the facilities and services for the ICP. The Communication Unit Leader will be responsible for the mobilization, setup and functional capabilities of the communications cache. CSC – Computer Sciences Corporation has been contracted to maintain the communications cache, deploy with the cache, set up and maintain the communications equipment for the emergency response.

- Unless otherwise instructed, all Logistic Section Chiefs, Communications Unit Leaders and CSC staff will mobilize to the incident site immediately, without delay, upon receiving notice that NAIST support has been requested.
- Unless otherwise instructed, CSC will secure transportation and facilitate the mobilization of the communication cache.
- Incident Command Post configuration may be specified in the site Facility Response Plan. If so, that configuration should be used as a guideline for setting up the ICP. If not, this procedure includes recommendations for ICP supply and set up.
- An Incident Situation Display shall be established at the Incident Command Post.



Conoco Inc. North America Incident Support Team

Command Post Security Badges

This procedure describes the badge system utilized to identify NAIST, Conoco, and non-Conoco personnel at the Incident Command Post (ICP).

In this procedure:

- Agency representative – Person serving as official representative of any local, county state, or federal agency involved in an incident response.
- Media – Person with valid identification indicating that they represent a media outlet, including but not limited to a newspaper, newswire service, television station, radio station, or internet news agency.
- Contractor – A person or organization hired by Conoco, Inc. to provide contractual services related to the ongoing emergency response.
- Security Manager – Implement and oversee security badge distribution, collection and management.
- All Team members must wear a NAIST member badge, with the photograph displayed and visible in plain sight, while present at the Incident Command Post.
- All personnel arriving at the Incident Command Post must sign in at the designated security checkpoint.
- Personnel staffing the security checkpoint shall ensure that all incoming persons record their badge name and/or number on the Check-In List (ICS 211).
- All non-Conoco personnel who visit the Incident Command Post must first check in at the designated security checkpoint and receive a numbered badge, color coded as follows:
 - White – Local, county or state agency representative
 - Red – Federal agency representative
 - Blue – Media
 - Orange – Community member or other stakeholder
 - Green – Contractor

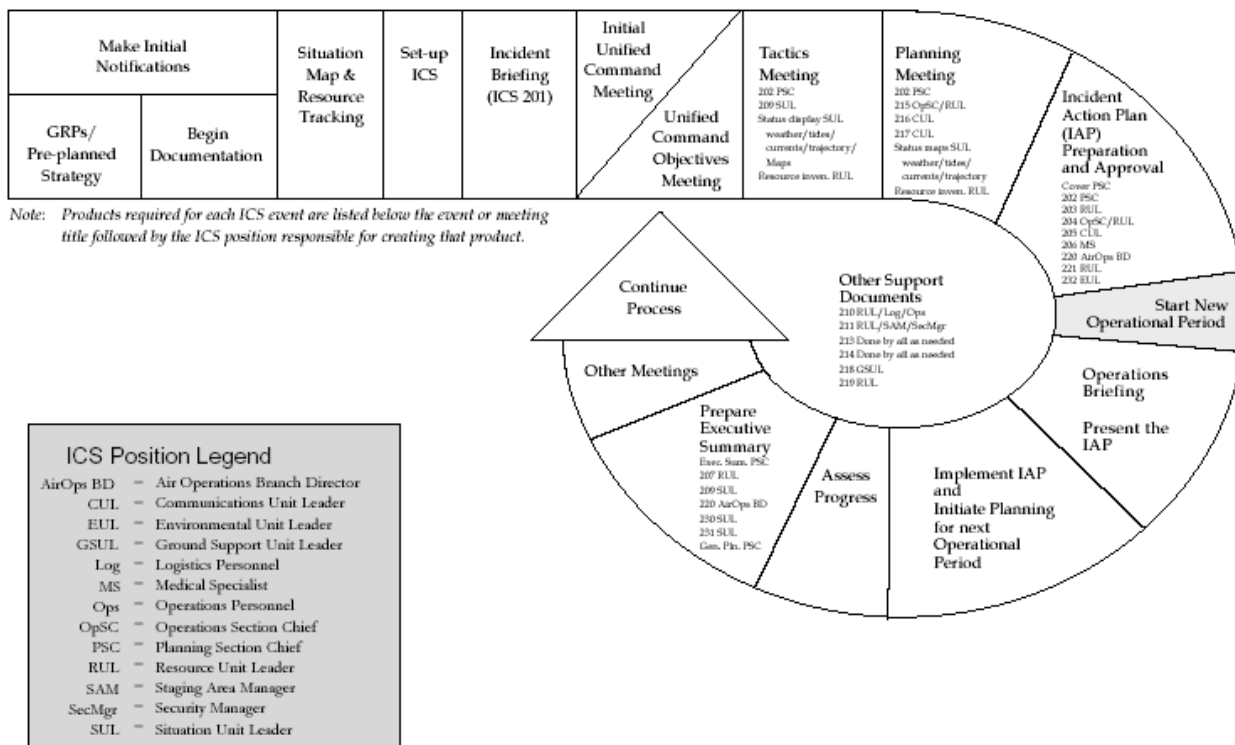
Planning Cycle Process

The Incident Command System is rapidly becoming the standard emergency response management system within the industrial and responder community. Positions within the ICS are fixed and have specific functions, ensuring that all responders to an incident, regardless of who the responder is, know what to do and where they belong in the structure.

The Planning Cycle Process is a systemized approach of coordinating the different positions in the ICS into a series of events with a specific outcome (*See Figure 5: Planning Cycle Process Diagram*). The outcome is to produce an Incident Action Plan to communicate the Objectives, Strategies, Tactics and Resource Utilization in response operations to mitigate an incident.

The NAIST uses the Incident Command System as well as following the Planning Cycle Process as illustrated in *Figure 6*.

Figure 6: Planning Cycle Process Diagram

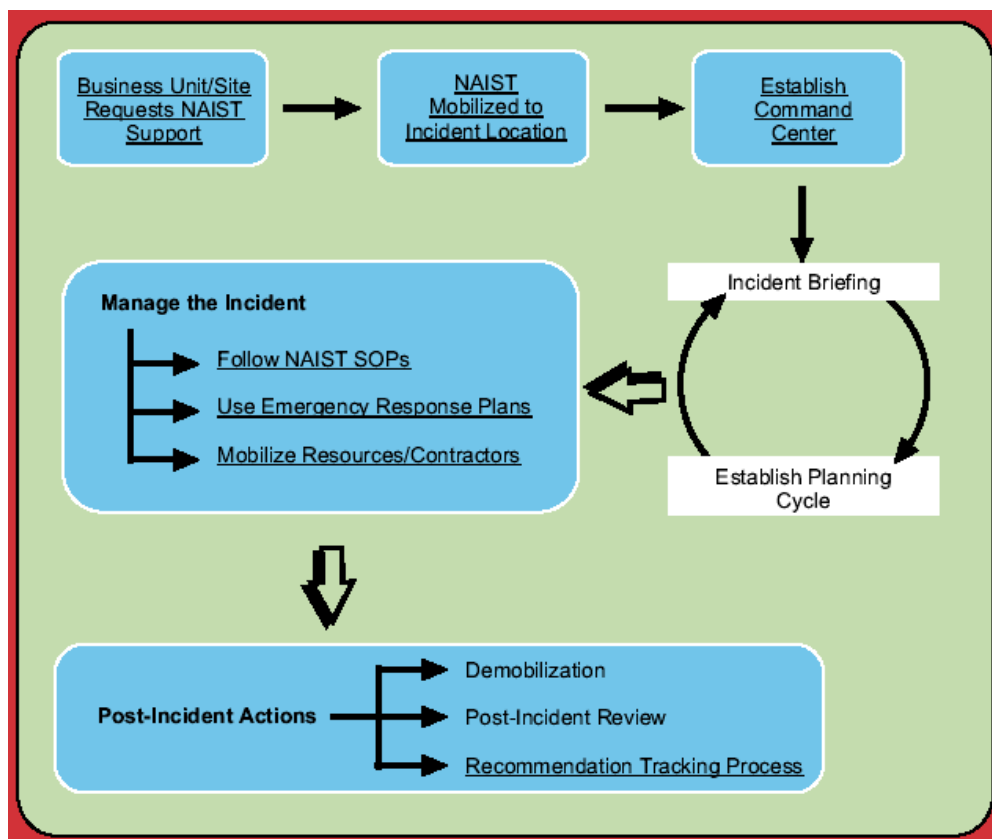


NAIST Operations Flowchart

The NAIST Operations Flowchart maps out the integration of NAIST support into the local facility response team (**Figure 7: Operations Flowchart**). It also illustrates the establishment of the Planning Cycle Process, the use of the NAIST Standard Operating Procedures, the ability to utilize local resources such as facility emergency response plans and emergency response contractors.

It is important to note that the NAIST will perform a Post-Incident Review upon Demobilization. This Post-Incident Review is not a review of the cause of the incident or how well the affected business unit responded to the incident but a thorough analysis of the NAIST procedures. Recommendations from this analysis will be tracked and acted upon as it is incorporated into the Recommendation Tracking Process (**See Figure 4: Recommendation Tracking Process**).

Figure 7: Operations Flowchart



Conclusion

The NAIST was developed for several reasons with the primary reason being a way to improve our major emergency response capability. By engaging Conoco employees who want to be part of the effort, we can reduce turnover within emergency management teams, sustaining a higher level of emergency management skill & knowledge within the team and reduce costs associated with managing multiple regional response teams. Long-term success of this team is dependant upon the commitment of the Conoco Inc. Business Management and the individual NAIST members.