

AD630016

Integrated Guidance for Shelter Management.

INTRODUCTION TO SHELTER MANAGEMENT

(Summary of Technical Report)

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THE PROBLEM

The two-fold goal of this project was to prepare a standardized shelter management textbook and to develop an approach to shelter management training that would permit the text to serve the widest possible range of training situations. A number of individuals associated with the training of shelter managers have attested to the need of a standardized introduction to shelter management. It was felt that the development of a text would be a step towards the goal of standardized shelter management training.

There were a number of problems inherent in the development of such a standardized approach. Among these problems were: (1) the great diversity in shelter management students, in terms of educational background and occupation; (2) the wide variation in curriculum of current shelter management training; and (3) the variety of conditions in local communities, including shelter configurations, environmental, political, and social differences.

THE APPROACH

An analysis of needs was made and specifications established for a training text. The book should be brief enough to fit into the average 12-hour shelter management course, and the contents should be general enough for all situations. The emphasis was to be on the in-shelter management operation, since this was considered to be the most critical period.

The use of this text was recommended to perform types of functions in the following order of priority:

1. Highest priority--the text as background reading material; class sessions devoted to specific guidance and problems. By this method, students would familiarize themselves with some of the basic materials in the text outside of class.

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The bulk of the very valuable classroom time could be devoted to a discussion of unique management problems faced by the present group of students.

2. Second priority--the textbook could be used as the major source of classroom content. The job of the shelter manager is sufficiently complex that a full 12-hour class could be used merely to outline and briefly discuss the manager's responsibility on a very general level.
3. Third priority--the textbook could be used on a self-instructional basis. In the event that no classroom meetings are possible, it is felt that the training volume produced could be read with some profit on an individual basis by a prospective shelter manager.

Textbook content was extracted, in part, from the many existing OCD documents on this subject, as well as from prior AIR work in the area of shelter management.

RESULTS

Organization of Training Document

The organization of Introduction to Shelter Management was based on a functional order established from an analysis of the entire shelter operation.¹ The parts, in order of presentation, are as follows.

¹Bend, E., Griffard, C. D., Schaner, Ada J., Shively, Aliza M., & Hudak, Vivian, M. Guide to shelter organization and management. Pittsburgh: American Institute for Research, September 1963.

Part I. Overview of Shelter Management

Part I introduces the main goal of shelter management: ". . . to return as many shelterees as possible to the post-attack world, physically and psychologically capable of assuming their roles in the recovery and reconstruction of the society." This part covers principles of shelter leadership and management, the various phases which will characterize the shelter stay, and an introduction to some of the shelter emergencies that may arise.

Part II. Organizing the Shelter

Part II covers the responsibilities of the shelter manager in organizing shelterees into appropriate groups, developing and implementing plans for the effective control and use of shelter resources, establishing shelter rules, and developing a schedule of activities.

Part III. Protection Against Environmental Threats

Part III discusses simple methods of protection against radiation, decontamination procedures, and methods of limited protection from blast and heat effects. Also discussed is the development of an in-shelter capability for coping with environmental threats, such as fire.

Part IV. Providing for Basic Needs

This section discusses temperature and atmosphere control in shelters without elaborate equipment for these purposes. Part IV also presents guidance for control and distribution of OGD food and water stocks, as well as methods for augmenting supplies. Sleep and sanitation facilities and arrangements are covered, as well as guidelines for setting up a medical capability in-shelter.

Part V. Supporting Operations

Part V discusses illumination in-shelter and use of management considerations in the use of auxiliary power devices. This part also establishes

procedures for internal and external communications, and discusses management supervision of in-shelter training.

Part VI. Enhancing Adjustment to Shelter Living

Part VI discusses techniques for supporting the morale and mental well being of shelterees under stressful conditions, and also considers the management factors in establishing a program of social, spiritual, and service activities in-shelter.

Part VII. Pre-Occupancy and Post-Occupancy Management Responsibilities

Part VII outlines the shelter manager's peacetime responsibilities in establishing and maintaining operational readiness in his facility, and also discusses the shelter manager as a force in the post-attack recovery and reconstruction efforts of his community.

Several appendices were produced as adjuncts to the shelter management text. The appendices comprise:

1. Discussion questions intended to lead the class into consideration of the problems of specific shelter situations.
2. A number of short-answer questions of fill-in format, together with answers, designed to test familiarity with the text material.
3. A list of suggested readings for more specialized readings in each area.
4. General review questions, presented in a time-ordered scenario of events in two sample shelters.

EVALUATION OF THE TRAINING PRODUCTS

The training text was evaluated in two major ways:

First, the text was reviewed by members of the OCD Staff College and Eastern Training Center.

Secondly, as part of an experiment to examine the adequacy of an in-shelter guide, 20 subjects were given the training textbook to use as a reference in solving a series of shelter management problems. Subjects reported the Introduction to Shelter Management an easy document to use, and no large gaps in general shelter management information were found.

RECOMMENDATIONS FOR FURTHER WORK IN THE DEVELOPMENT OF SHELTER MANAGEMENT TRAINING MATERIALS

1. Actual use-testing of the material developed (the text and its supplement) in a real classroom setting is needed for an accurate evaluation of the products.
2. Additional research is needed to identify the special problems associated with large-shelter systems, and to incorporate these findings into training materials for large shelters.
3. To maximize the training value of occupancy exercises, research should be directed toward the simulation of large-shelter problems by use of specially prepared scenarios or other techniques.