

DISASTER RESEARCH CENTER
FIELD INSTRUMENT # 2
INTERVIEW GUIDE FOR
SPECIFIC EMERGENCY RELEVANT ORGANIZATIONS

FIELD INSTRUMENT #2

Interview Guide for Specific Emergency Relevant Organizations

General considerations.

- a. This instrument is for the purposes of ascertaining (a) degree of perceived probability of threats and hazards in the community, (b) perceptions of disaster tasks and responsibilities of other organizations, (c) linkages to other disaster relevant organizations, and (d) the organization's own disaster planning.

Color coded: community disaster probability-----yellow
 disaster tasks-----pink/orange
 linkages to others-----green
 disaster planning-----white

- b. This interview guide is to be used with the master list of organizations with such additions or subtractions from the list as suggested by the field situation.

Organizations which have been given field instrument #1 (blue), will usually also have to be given this field instrument, although different organizational officials may be the interviewees for the different instruments.

In cases where there are likely to be multiple entities of the same kind of organization (e.g., hospitals, mass media groups, etc.) selection should be on basis of what field operations suggest as the most relevant entities. The choice of chemical companies will also have to be selective but except in unusual circumstances all companies involved with highly hazardous chemicals should be contacted for information.

- c. Specific personnel to be tapped will be dictated by prior knowledge and field situation. In general, contact should be with official in organization with greatest responsibility for disaster planning and operations. It may be necessary in some organizations to interview more than one official in order to obtain total picture.
- d. Except for those field trips where it will be explicitly announced prior to trip that most of interviews are to be tape recorded, tape recording will not be attempted when using field instrument #2. However, DRC field team members should always have tape recorders with them, and if respondent appears unusually cooperative and information is so detailed and/or highly important, tape recording should be done. The major exception is that no tape recording is ever to be done with chemical plant officials unless explicitly requested to do so by such officials.
- e. In communities where DRC has prior knowledge and background about disaster planning, interview should be explicitly treated as an updating of prior information obtained. This will require that interviewer be knowledgeable about dates and work of earlier DRC visits, names of officials, policies and plans, etc.
- f. In the "new" communities being studied by DRC approach should be that DRC has general interest in overall community disaster planning, with a special interest in planning for disasters which might involve chemical or toxic substances.

THE FOLLOWING INTRODUCTORY REMARKS SHOULD BE MODIFIED ON THE BASIS OF WHAT HAS ALREADY BEEN SAID PRIOR TO THE FORMAL STARTING OF THE INTERVIEW.

Just so we wouldn't waste your time, let me summarize again the four general topics we want to discuss:

1. What are perceived as threats and hazards in this community;
2. What tasks and responsibilities for disasters different organizations have;
3. What the relationships of different disaster-relevant organizations are to one another; and
4. What is the disaster planning of your organizations.

I realize it is possible we may touch on some matters outside of your official responsibility in the disaster area. But let's try to cover as much as we can. Perhaps later you can suggest some other people in the (organizations, agency, department, etc.) who might be able to provide me with the rest of the information which is needed.

IF ASKED, ACKNOWLEDGE DRC IS OBTAINING INFORMATION ABOUT DISASTER PLANNING FROM ALL OTHER DISASTER RELEVANT GROUPS IN THE AREA.

Our overall interest is in disaster planning in general. Most of my questions will be about that. However, I will at times have some questions about disasters or major accidents resulting from some specific agents, such as chemical or toxic substances. We do have a special interest in certain aspects of those kinds of disasters or major accidents. But we need the larger picture about disaster planning in general so we can see everything in perspective.

FOR CHEMICAL PLANT OFFICIALS EMPHASIZE THAT WHILE WE HAVE INTEREST IN PLANNING FOR DISASTERS OR MAJOR ACCIDENTS FROM CHEMICAL OR TOXIC SUBSTANCES, WE WANT TO SEE SUCH PLANNING IN THE LARGER CONTEXT OF COMMUNITY DISASTER PLANNING, SO SOME OF OUR QUESTIONS WILL BE ON DISASTERS GENERALLY AND DISASTER PLANNING IN GENERAL.

At the conclusion of the interview, I hope to have a good picture of the involvement of your (organization, agency, department) in disaster planning, so we will have an accurate idea of what your group expects and what you would hope to do if a disaster were to threaten or to occur.

I do have some specific questions to ask, and to which I need answers. However, later in the interview or at the end, if you think I have missed some important points, I hope you will tell me. I want to go away with a correct picture of what is going on.

Let's get started. It might go a little slow at first because they have given me a bunch of papers to shuffle around. But once we get into it, the whole thing should move along fairly fast.

RATINGS OF COMMUNITY DISASTER PROBABILITIES

The first topic is going to be the easiest and shortest of all.

1. The question is, what would you say is the public expectation of disasters in X? Take the scale of from 1 to 5, with 1 being very low probability of disasters and 5 being very high probability. How would you rate from 1 to 5 the expectations among the public at large of disasters in X?

1 2 3 4 5 DK

Now, would you please take this piece of paper and fill it out. As you will see, it just lists a number of specific kinds of disaster possibilities and asks your estimates of the probability of such disasters in X in the next 10 years, and it takes a very short time to complete.

GET FORM BACK FROM RESPONDENT BEFORE LEAVING. IF NECESSARY, PROVIDE A SASE FOR MAILING.

DISASTER TASKS AND RESPONSIBILITIES

3 4.

Let's go on now to finding out what you think of the following. On this card (GIVE RESPONDENT ORANGE DRC CARD A) there is a list of tasks that might have to be carried out in connection with a major disaster-say, a tornado-or an accident involving the release of toxic substances.

Would you tell me for each one what organizations or groups in X would have the major responsibility for the task. Let's take the first one. What organization or group in X would have major responsibility for pre-disaster overall community emergency planning?

INDICATE TO RESPONDENT THAT IT IS POSSIBLE THAT ONLY ONE WOULD HAVE THE RESPONSIBILITY: ON THE OTHER HAND, AS MANY GROUPS CAN BE NAMED AS THE RESPONDENT FEELS WOULD HAVE MAJOR RESPONSIBILITY.

READ TO RESPONDENT STARTING WITH NUMBER 1 WORKING THROUGH NUMBER 15. WRITE IN RESPONSES ON LINES PROVIDED.

Which organizations or groups in your community, if any, have major responsibility for the following tasks in connection with a large scale disaster?

1. Pre-disaster overall community emergency planning _____
2. Warning _____
3. Stockpiling emergency supplies and equipment _____
4. Search and rescue _____
5. Evacuation _____
6. Compiling lists of missing persons _____
7. Care of the dead _____
8. Maintenance of community order _____
9. Housing victims _____
10. Providing food and clothing to victims _____
11. Establishing a pass system _____
12. Overall coordination of disaster response _____

Let's take now some special tasks which might be involved in some disasters. For example, which organizations or groups would have major responsibility in a large-scale disaster for the:

13. Handling of radioactive material _____
14. Identifying substances as toxic or chemically dangerous _____
15. Handling or neutralizing toxic or chemically dangerous substances _____

GET ORANGE CARD (DRC CARD A) BACK FROM RESPONDENT WHEN FINISHED.

4 5

Next, I'd like to ask a question about what various groups do. What responsibilities, if any, would the organizations and groups listed on this card (GIVE RESPONDENT ORANGE CARD, DRC CARD B) have in connection with a major natural disaster or a community emergency involving a toxic substance? What would the Red Cross do?

INDICATE TO RESPONDENT THAT WE ARE INTERESTED IN MAJOR RESPONSIBILITIES. ON THE OTHER HAND, RESPONDENT MAY FEEL THAT INDICATED GROUP HAS NO MAJOR RESPONSIBILITIES. IF SO, SHOULD SAY SO.

READ TO RESPONDENT, STARTING WITH NUMBER 1, WORKING THROUGH NUMBER 22. WRITE IN RESPONSES ON LINES PROVIDED.

What major disaster responsibilities, if any, do the following groups have?

1. Local police department _____
2. Local fire department _____
3. Local civil defense office _____
4. Local Red Cross chapter _____
5. Mayor's or City manager's office _____
6. Local Public Health Department _____
7. Local hospitals _____
8. Local radio/television stations _____
9. Sheriff's department _____
10. Mutual aid groups _____
11. National Guard _____
12. State Civil Defense (Disaster Services) _____
13. State police _____
14. Governor's office _____
15. Federal Disaster Assistance Administration (FDAA) _____

The rest of the organizations would probably be involved in only certain kinds of disasters. What about:

16. The U.S. Weather Service _____
17. The Environmental Protection Agency (EPA) state _____
federal _____
18. Occupational Safety & Health Administration (OSHA) _____
19. CHEMTRAC _____
20. Local chemical companies or industry _____
21. Labor unions with chemical workers _____

4 5

This might seem like an odd question after that long list, but is there is any organization or group in the community we missed but which you think has important disaster relevant responsibilities? If yes, who might that be and what would be their responsibility?

IF NONE, CHECK HERE _____

LIT RESPONDENT KEEP CARD FOR USE IN NEXT QUESTION.

ORGANIZATIONAL LINKAGES AND NETWORKS

The next general question is which of the organizations listed have been in contact with your own organization (i.e., the organization, department, agency, etc.) with respect to disaster planning? Look down the list and tell me, as far as you know, whether any of these organizations have had any contact with your organization about disaster planning in the last year or so. I wouldn't bother to read the names out. Just go down the list and give me the names.

(READ NAMES FROM ORANGE CARD B)

COPY NAMES HERE

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

FOR EACH ORGANIZATION MENTIONED:

PROBE: average number of contacts in a typical month?
WRITE NUMBER NEXT TO ORGANIZATION NAME

prime direction of contact? Mostly to respondent
respondent's organization, mostly from
respondent's organization, or has it been about
half and half?

WRITE TO, FROM, EQUAL NEXT TO ORGANIZATION NAME
AND NUMBER ABOVE.

GET ORANGE CARD B BACK FROM RESPONDENT.

DISASTER PLANNING

Now, we can get to the last part of the interview where we discuss disaster planning in your organization.

5. So I can understand your answers to the next few questions, I need to have some idea of the table of organization. Can you explain the major parts or divisions?

(DRAW DIAGRAMS IF POSSIBLE)

PROBE: total numbers
major sub-category numbers
number in special disaster unit, if one exists

6. a. What is this organization's total operating budget for this year?
(NOTE: THIS REFERS TO THE LOCAL ENTITY..POLICE, FIRE DEPT., EPA, ETC.)

b. What percentage of the budget would you say is devoted to mass emergency or disaster planning?

Less than 1% _____

7-8.9% _____

1-2.9% _____

9-10% _____

3-4.9% _____

More than 10% _____

5-6.9% _____

7. What was the last major disaster this organization was involved in?

PROBE: Details of disaster and organization's involvement

Was a disaster plan put into effect at that time?

8. (IF NO CHEMICAL DISASTER MENTIONED) As far as you know, has your organization ever been involved in a disaster or major accident caused by a toxic or chemical substance?

Yes _____

No _____

IF YES, write details

PROBE: Was a disaster plan used?

If a plan was used, was it the current plan, or some other?

Were there problems in responding?

Respondent's evaluation of disaster operations

IF NO, has an accident like that ever occurred in this community?

Yes _____

No _____

9. a. Does your organization have a disaster plan at present?

Yes _____ No _____

IF NO, what would account for not having a plan?

IF YES, is the plan:

written _____ unwritten _____

- b. What parts of the organization are involved in a mass emergency situation?

(REQUEST A COPY OF THE DISASTER PLAN FROM ORGANIZATIONS HAVING PLANS.)

10. Are there standard procedures in your organization for dealing with emergencies which are not full-scale disasters?

Yes _____ No _____

IF YES, PROBE: types of events which fall into this category.

IF ORGANIZATION HAS EMERGENCY PROCEDURES BUT NO DISASTER PLANNING, GO TO QUESTION 15b.

11. FOR ORGANIZATIONS WHICH HAVE BOTH DISASTER PLANS AND EMERGENCY PROCEDURES)
Leaving aside situations calling for emergency procedures and considering only disasters, if a sudden disaster were to occur in your community, how would your organization activate its plan?

PROBE: What is defini as a major disaster?

What are the range and types of agents requiring response: natural, man-made, chemical, etc. PAY SPECIAL ATTENTION TO DISTINCTIONS BETWEEN CHEMICAL THREATS WITH COMMUNITY-WIDE IMPACT, e.g., TOXIC CLOUDS, AND ACCIDENTS WITHIN CHEMICAL PLANTS, EXPLOSIONS, FIRES.

How is the plan activated?

By whom can it be activated?

12. If your organization were to respond in a mass emergency, would lines of authority be the same as during normal operations?

Yes _____ No _____

IF YES, why is this the case?

Would any personnel in this organization be under direction from some other organization?

Yes _____ No _____

Would any personnel in this organization be directing others?

Yes _____ No _____

Would the chain of command within the organization change?

Yes _____ No _____

Are these changes specified somewhere so everyone understands them?

Yes _____ No _____

IF YES, where and how are they specified?

13. How about lines of communication--would they be the same in disasters as in normal times?

Yes -- _____ No _____

IF YES, why is this the case?

IF NO, how would they differ?

Increasing communication with other organizations?

Yes _____ No _____

Decreasing communication with other organizations?

Yes _____ No _____

Increasing internal communications?

Yes _____ No _____

Decreasing internal communications?

Yes _____ No _____

Would the media of communications differ, e.g., would radio communications be added? Would other means, over and above what is used during normal times, be used?

Yes _____ No _____

Are these changes specified somewhere so everyone understands them?

Yes _____ No _____

IF YES, where and how are they specified?

14. What are the major tasks your organization would perform in a disaster?

15. Let's take a case of emergency operations.
a. (FOR ORGANIZATIONS HAVING DISASTER PLANS) How do emergency operations differ from full-scale disaster operations?

PROBE: Ask questions along lines of preceeding questions on disaster operations.

- b. (FOR ORGANIZATIONS WITHOUT DISASTER PLANS) What is involved in shifting to emergency operations?

PROBE: Definition of emergency:

Responsibility for emergency declaration:

Who has authority to institute operations?

Structural changes -- authority, communication, decision-making.

Basis for emergency operations: operations manuals, informal understandings, etc.

16. Now, let's discuss the hypothetical case of a massive toxic spill, such as the one that occurred recently in the Youngstown, Florida, train derailment.

a. How well prepared would this community be to handle something like that? Say, on a scale of 1 to 5, how would you rate the planning here?

1 2 3 4 5 DK

b. How would you rate planning for that kind of event in this organization?

1 2 3 4 5 DK

Next, let's discuss a few questions about what your organization would do in a massive toxic spill.

c. How would you be likely to receive word of such an incident?

PROBE: What organization would contact you?

d. Which organization would you call first upon hearing the news?

e. If evacuation of residents were needed, what role, if any, would this organization play?

f. What problems might you encounter in responding?

PROBE: Co-ordination problems:

Communication problems:

Information-gathering problems:

g. Are there individuals within this organization who understand chemical hazards?

Yes _____ No _____

IF NO, Are there individuals in any organizations in the community who have this kind of knowledge?

Yes _____ (name) _____ No _____

IF NO, how would the community of X go about finding such persons in an emergency?

h. How about equipment or technology for dealing with a major accident of this type...does this organization possess resources of this kind?

Yes _____ No _____

IF NO, do any community organizations have special equipment?

Yes _____ (name) _____ No _____

IF NO, how would the community go about getting these resources in a disaster?

To finish up, I have just a few questions about different kinds of planning activities this organization might be involved in.

17. In the past year, has your organization attempted to obtain information for disaster planning purposes from other sources on how to respond to disasters?

Yes _____ No _____

IF YES, did any of the information deal specifically with toxic substances?

Yes _____ No _____

IF YES, can you tell me what kinds of information you have received and from what source?

18. Has your organization passed on disaster planning information to others?

Yes _____ No _____

IF YES, who received this information and what kind of information was it? (please use back of page)

19. In the last two or three years, has this organization had disaster plan rehearsals or disaster simulations:

Yes _____

No _____

IF YES, when?

How often?

What sort of agent?

How evaluated?

20. Has your organization participated in drills or rehearsals with any other groups in the past two or three years?

Yes _____

No _____

IF YES, when?

What organizations?

What sort of agent?

How evaluated?

21. (IF ORGANIZATION HAS A DISASTER PLAN) Has the present disaster plan ever been activated?

Yes _____

No _____

IF YES, PROBE details of incident.

Evaluations of disaster operations

22. Whenever people get together to plan for something, there is bound to be some disagreement among parties about how things should be done.

- a. What disagreements have there been in X about emergency planning? (IF NONE, MENTIONED, INDICATE THIS)

PROBE: Conflict over scope of plan?

Conflict over organization to include?

Conflict over who is in charge?

- b. Were there organizations not involved that you think should have been?

Yes _____ No _____

IF YES, can you explain a little more about this?

- c. Were there types of emergencies not planned for that you think should have been?

Yes _____ No _____

IF YES, can you elaborate on that?

- d. Any other significant problems?

23. There are several reasons why an organization might want to do disaster planning. What is the main reason your organization plans for disaster?

PROBE: Past disaster experience?

Legal mandate?

"Traditional" disaster group?

Influential members?

Directive from higher authority?

Other reasons?

24. Does your organization have certain goals you hope to achieve by planning?

Yes _____ No _____

IF YES, what are they?

To finish up

25. Is there anything about the history and state of disaster planning we haven't covered? Was there something important we haven't discussed?

26. Are there other individuals we should speak with, either still active in disaster planning or perhaps retired who might be of some help to us?

THANK FOR TIME, COOPERATION AND ESPECIALLY PATIENCE, BUT NOTE THAT ONLY PERSONS SUCH AS THE RESPONDENT COULD PROVIDE INFORMATION. TELL RESPONDENT WE HOPE WE CAN CONTACT AGAIN LATER IF WE FOUND WE FORGOT SOMETHING. BE SURE YOU GET COLORED CARDS AND YELLOW LEGAL SHEET BACK. IF PLANS, RECORDS OR NAMES OR OTHER INFO WERE TO BE GIVEN TO YOU BEFORE LEAVING, BE SURE YOU GET THE INFORMATION.

INTERVIEWEE DATA SHEET

Field Trip # _____

Date of Interview _____

Name of Respondent _____
(indicate sex if not clear from name)

Title _____

Organization _____

Address _____

Phone Number _____

POST INTERVIEW OBSERVATIONS (Assume someone else will have to read these notes other than yourself so your writing must not only be legible but also substantively and methodologically significant. Examples of such material are respondent's perceptions differ from those of other respondents, provided other names after formal interview, way in which presence of third party may have affected answers.)

DISASTER RESEARCH CENTER

FIELD INSTRUMENT # 3

DISASTER PLANNING

INTERVIEW GUIDE

FOR CHEMICAL PLANTS

DRC FIELD INSTRUMENT # 3

DISASTER PLANNING INTERVIEW GUIDE FOR CHEMICAL PLANTS

Guidelines

This guide contains questions that should be asked of key personnel in all chemical manufacturing and processing facilities. Job titles will vary from plant to plant, but in general, directors of plant safety and health, plant safety directors and plant managers are among those who should be interviewed. While it would be desirable to interview several persons in each facility, it will probably be practically possible to interview only one or two persons in each plant.

Although we are primarily interested in plant and community planning for chemical disasters, we also want to see planning activities in the larger context of overall disaster planning. Respondents in chemical companies should be made aware of both research foci and should be informed that we are interviewing personnel in a variety of community organizations, both those who are regularly involved in disaster response and those who may be involved in certain types of disasters.

THE FOLLOWING INTRODUCTORY REMARKS SHOULD BE MODIFIED ON THE BASIS OF WHAT HAS ALREADY BEEN SAID PRIOR TO THE FORMAL STARTING OF THE INTERVIEW.

Just so we wouldn't waste your time, let me summarize again the four general topics we want to discuss:

1. What are perceived as threats and hazards in this community;
2. What tasks and responsibilities for disasters different organizations have,
3. What the relationships of different disaster-relevant organizations are to one another; and
4. What are the disaster and emergency planning at this plant.

I realize it is possible we may touch on some matters outside of your official responsibility in the disaster area. But let's try to cover as much as we can. Perhaps later you can suggest another person in the company who might be able to provide me with the rest of the information which is needed.

ACKNOWLEDGE DRC IS OBTAINING INFORMATION ABOUT DISASTER PLANNING FROM ALL OTHER DISASTER RELEVANT GROUPS IN THE AREA AND GIVE EXAMPLES OF ORGANIZATIONS SEEN.

Our specific interest in this interview is in major accidents involving hazardous chemical substances. Most of my questions will be about that. However, I also have some questions about overall disaster planning in X. We need the larger picture about disaster planning in general so we can see everything in perspective, so I'm going to begin with some general questions about disaster planning in this community.

At the conclusion of the interview, I hope to have a good picture of disaster planning in this plant and the plant's relationship to other emergency organizations.

I do have some specific questions to ask and to which I need answers. However, later in the interview or at the end, if you think I have missed some important points, I hope you will tell me. I want to go away with a correct picture of what is going on.

Let's get started. It might go a little slow at first, because they have given me a bunch of papers to shuffle around. But once we get into it, the whole thing should move along fairly fast.

RATINGS OF COMMUNITY DISASTER PROBABILITIES

The first topic is going to be the easiest and shortest of all. Because after one question, I will give you a piece of paper which you can look at at your leisure and fill out later.

The question is, what would you say is the public expectation of disasters in X? Take the scale of from 1 to 5, with 1 being very low probability of disasters and 5 being very high probability. How would you rate from 1 to 5 the expectations among the public at large of disasters in X?

1 2 3 4 5 DK

(PROBE: What disaster agents might be highly expected?
Any difference between respondent and public expectations?)

Now, to save everyone's time, would you please take this piece of paper and fill it out. It just lists a number of specific kinds of disaster possibilities and asks your estimates of the probability of such disasters in X in the next 10 years and it takes only a short time to complete.

GET BACK FORM FROM RESPONDENT AT END OF INTERVIEW. IF THIS IS NOT POSSIBLE, LEAVE A SASE FOR RESPONDENT TO MAIL FORM.

DISASTER TASKS AND RESPONSIBILITIES

4.

Let's go on now to finding out what you think of the following. On this card (GIVE RESPONDENT ORANGE DRC CARD A) there is a list of tasks that might have to be carried out in connection with a major disaster-say, a tornado-or an accident involving the release of toxic substances.

Would you tell me for each one what organizations or groups in X would have the major responsibility for the task. Let's take the first one. What organization or group in X would have major responsibility for pre-disaster overall community emergency planning?

INDICATE TO RESPONDENT THAT IT IS POSSIBLE THAT ONLY ONE WOULD HAVE THE RESPONSIBILITY; ON THE OTHER HAND, AS MANY GROUPS CAN BE NAMED AS THE RESPONDENT FEELS WOULD HAVE MAJOR RESPONSIBILITY.

READ TO RESPONDENT STARTING WITH NUMBER 1 WORKING THROUGH NUMBER 15. WRITE IN RESPONSES ON LINES PROVIDED.

Which organizations or groups in your community, if any, have major responsibility for the following tasks in connection with a large scale disaster?

1. Pre-disaster overall community emergency planning _____
2. Warning _____
3. Stockpiling emergency supplies and equipment _____
4. Search and rescue _____
5. Evacuation _____
6. Compiling lists of missing persons _____
7. Care of the dead _____
8. Maintenance of community order _____
9. Housing victims _____
10. Providing food and clothing to victims _____
11. Establishing a pass system _____
12. Overall coordination of disaster response _____

Let's take now some special tasks which might be involved in some disasters. For example, which organizations or groups would have major responsibility in a large-scale disaster for the:

13. Handling of radioactive material _____
14. Identifying substances as toxic or chemically dangerous _____
15. Handling or neutralizing toxic or chemically dangerous substances _____

GET ORANGE CARD (DRC CARD A) BACK FROM RESPONDENT WHEN FINISHED.

Next, I'd like to ask a question about what various groups do. What responsibilities, if any, would the organizations and groups listed on this card (GIVE RESPONDENT ORANGE CARD, DRC CARD B) have in connection with a major natural disaster or a community emergency involving a toxic substance? What would the Red Cross do?

INDICATE TO RESPONDENT THAT WE ARE INTERESTED IN MAJOR RESPONSIBILITIES. ON THE OTHER HAND, RESPONDENT MAY FEEL THAT INDICATED GROUP HAS NO MAJOR RESPONSIBILITIES. IF SO, SHOULD SAY SO.

READ TO RESPONDENT, STARTING WITH NUMBER 1, WORKING THROUGH NUMBER 22. WRITE IN RESPONSES ON LINES PROVIDED.

What major disaster responsibilities, if any, do the following groups have?

1. Local police department _____
2. Local fire department _____
3. Local civil defense office _____
4. Local Red Cross chapter _____
5. Mayor's or City manager's office _____
6. Local Public Health Department _____
7. Local hospitals _____
8. Local radio/television stations _____
9. Sheriff's department _____
10. Mutual aid groups _____
11. National Guard _____
12. State Civil Defense (Disaster Services) _____
13. State police _____
14. Governor's office _____
15. Federal Disaster Assistance Administration (FDAA) _____

The rest of the organizations would probably be involved in only certain kinds of disasters. What about:

16. The U.S. Weather Service _____
17. The Environmental Protection Agency (EPA) state _____
federal _____
18. Occupational Safety & Health Administration (OSHA) _____
19. CHEMTRAC _____
20. Local chemical companies or industry _____
21. Labor unions with chemical workers _____

This might seem like an odd question after that long list, but is there is any organization or group in the community we missed but which you think has important disaster relevant responsibilities? If yes, who might that be and what would be their responsibility?

IF NONE, CHECK HERE _____

LET RESPONDENT KEEP CARD FOR USE IN NEXT QUESTION.

ORGANIZATIONAL NETWORKS AND LINKAGES

OK, let's move on to our third major area. We want to know about the relationships and links between different disaster-involved organizations. Would you please take this card.

The general question is which of the organizations listed have been in contact with your own organization (i.e., the organization, department, agency, etc.) with respect to disaster planning? Look down the list and tell me, as far as you know, whether any of these organizations have had any contact with your organization about disaster planning in the last year or so. I wouldn't bother to read the names out. Just go down the list and give me the names.

COPY NAMES HERE

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

FOR EACH ORGANIZATION MENTIONED:

PROBE: average number of contacts in a typical month?
WRITE NUMBER NEXT TO ORGANIZATION NAME

prime direction of contact? Mostly to respondent's organization, mostly from respondent's organization, or has it been about half and half?

WRITE TO, FROM, EQUAL NEXT TO ORGANIZATION NAME
AND NUMBER ABOVE.

REMEMBER TO ASK ABOUT ORGANIZATIONS ADDED BY RESPONDENT!

GET BACK ORANGE CARD B.

DISASTER PLANNING

Now we can get to the last part of the interview where we discuss your company's disaster planning.

5. Compared to other chemical companies, would you consider this one:

Small _____ Medium-sized _____ or Large? _____

6. a. What are the major products or substances you deal with here?

b. Of these, which are the most hazardous?

c. Among the hazardous ones, which really concern you most?

(PROBE: why?)

7. So I can understand your answers to the next few questions, I need to have some idea of the table or organization. Can you explain the major parts or divisions? (DRAW DIAGRAMS IF POSSIBLE)

PROBE: total number of employees
total number in various divisions
number in special disaster or emergency unit, if any

8. a. What is this organization's total operating budget for this year?
(BE SURE TO DISTINGUISH BETWEEN THIS PLANT AND THE CORPORATION
AS A WHOLE)

- b. What percentages of the total budget would you say is devoted to
mass emergency or disaster planning?

Less than 1% _____	7-8.9% _____
1-2.9% _____	9-10% _____
3-4.9% _____	More than 10% _____

(BE SURE TO ESTABLISH WHAT IS USED AS THE BASE HERE---THE PLANT OR THE ENTIRE CORPORATION. SPECIFY WHICH. ALSO, IF FIGURES ARE FOR "GENERAL SAFETY" NOTE THIS.)

9. a. Are there individual at this plant who understand how to deal with
chemical hazards of the kind present in this community--and this plant
included?

&e Yes _____ No _____

IF NO, are there people in your home office (where _____
applicable) or in other nearby chemical plants _____
who are knowledgeable in this area? (CHECK IF INDICATED)

PROBE: distance in miles, minutes from plant

IF NOT PRESENT IN HOME OFFICE OR OTHER PLANTS...are
there individuals in the community who have this kind
of knowledge?

Yes _____ No _____

IF NO, how would people here go about finding such
persons in an emergency?

PROBE: mutual aid agreements, etc.

- b. How about equipment or technology for dealing with a major accident
of this type? Is there specialized equipment at this plant?

Yes _____ No _____

IF NO, are there people in your home office
_____ (WHERE APPLICABLE) or in other nearby
plants _____ who have this type of equipment?

IF NOT PRESENT IN HOME OFFICE OR OTHER PLANTS...Is there special equipment anywhere in this community?

Yes _____ No _____

IF NO, how would people go about finding special equipment in an emergency?

PROBE: Mutual Aid arrangements, etc.

10. What was the last major disaster this plant was involved in? (WRITE DETAILS.)

PROBE: Did you have a disaster plan then?

11. (IF NO CHEMICAL DISASTER MENTIONED) As far as you know, has your plant ever been involved in a disaster or major accident caused by a toxic or chemical substance?

Yes _____ No _____

IF YES, WRITE DETAILS

PROBE: Was disaster plan used? If so, was plan same as current one or different?

Problems with response?

Evaluation of response?

12. a. Does the plant have a disaster plan at present?

Yes _____

No _____

IF NO, how do you account for not having a plan?

IF YES, is the plan written _____ or unwritten? _____

b What parts of your organization are crucially involved in a disaster or mass emergency situation?

(OBTAIN A COPY OF THE PLAN)

13. Are there standard procedures in this plant for dealing with emergencies which are not full-scale disasters?

Yes _____

No _____

IF YES, PROBE: Types of events which fall into this category.

IF ORGANIZATION HAS EMERGENCY PROCEDURES, BUT NO DISASTER PLANNING
GO TO QUESTION 18b.

14. (FOR PLANTS HAVING A DISASTER PLAN) If a sudden disaster would occur here, how would the plant activate its disaster plan?

PROBE: What is defined as a disaster?

What are the range and kinds of events requiring a response? WATCH FOR DISTINCTIONS BETWEEN MAN-MADE AND NATURAL DISASTERS...ALSO WATCH FOR INDICATIONS OF DEGREES OF EMERGENCY RESPONSE, E.G., IN-PLANT ACCIDENTS VS. LARGE-SCALE COMMUNITY DISASTER.

How is the plan activated?

By whom can it be activated?

15. If your organization were to respond in a mass emergency, would lines of authority be the same as during normal operations?

Yes _____ No _____

IF YES, why is this the case?

IF NO, would all or part of the organization be under direction from some other organization?

Yes _____ No _____

Would any personnel in this organization be directing others?

Yes _____ No _____

Would the chain of command within the organization change?

Yes _____ No _____

Are these changes specified somewhere so everyone understands them?

Yes _____ No _____

IF YES, where and how are they specified?

16. How about lines of communication--would they be the same in disasters as in normal times?

Yes _____ No _____

IF YES, why is this the case?

IF NO, how would they differ?

Increasing communication with other organizations?

Yes _____ No _____

Decreasing communication with other organizations?

Yes _____ No _____

Increasing internal communications?

Yes _____ No _____

Decreasing internal *communications*?

Yes _____ No _____

Would the media of communications change, e.g., would radio communications be used instead of telephones, etc.?

Are these changes specified somewhere so they are understood?

Yes _____ No _____

IF YES, where and how are they specified?

17. What are the major tasks that would be performed by the plant in a disaster?

18. Let's take a case of emergency operations.

- a. (FOR ORGANIZATIONS HAVING DISASTER PLANS) How do emergency operations differ from full-scale disaster situations?

PROBE: Ask questions along lines of preceeding questions on disaster operations.

- b. (FOR ORGANIZATIONS WITHOUT DISASTER PLANS) What is involved in shifting to emergency operations?

PROBE: Definition of emergency?

Responsibility for emergency declaration?

Who has authority to institute operations?

Structural changes--authority, communications, decision-making?

Basis for emergency operations--manuals, informal understandings etc.

19. Let's take the case of a massive toxic spill requiring evacuation such as the one that occurred recently in Youngstown, Florida.

a. Could something of that magnitude happen in this plant?

b. How well prepared would this community be to handle something like that? Say, on a scale of 1 to 5, how would you rate the planning in X?

1 2 3 4 5 DK

c. How would you rate planning for that kind of event in this plant? Use the same scale.

1 2 3 4 5 DK

d. If a massive toxic leak or explosion were to occur here, who would you contact first? And what information would you convey?

PROBE: in community?

in other plants?

in company headquarters?

in regulatory agencies?

e. If evacuation of nearby residents were needed, what role, if any, would the company play?

f. What possible problems might you encounter in responding?

PROBE: problems in communication?

problems in co-ordination?

problems in information-gathering?

g. What organizations or groups would you be working most closely with?

PROBE: Extent to which this is planned?

I have a few more questions which deal with different disaster preparedness activities organizations engage in and the factors which may influence disaster planning.

20. In the last two to three years, has this plant had disaster plan rehearsals or simulations of disaster?

Yes _____

No _____

IF YES, when?

how often?

what sort of agent?

how evaluated?

21. Has your plant participated in drills or rehearsals with any other groups in the past two to three years?

Yes _____

No _____

IF YES, when?

how often?

what groups?

what sort of agent?

how evaluated?

22. Has this plant received help from any other group or organization on disaster planning?

Yes _____

No _____

PROBE: Sources of information: corporation headquarters, other companies, National Fire Protection Association, local fire department, etc.

Nature of information:

How obtained:

23. Have you passed on disaster planning information to others?

Yes _____

No _____

IF YES, who received this information?

24. There can be any number of factors that influence planning for disasters. Can you tell me whether and to what extent any of the following have affected planning here?

- a. Company, policy or policy in corporate headquarters?

(PROBE: degree of local autonomy)

- b. Emergency response personnel in this community?

PROBE: which ones?

- c. Other chemical companies?

PROBE: which ones?

- d. Professional Associations (e.g., Manufacturing Chemists Association?)

e. Interested persons in this plant?

f. Legal considerations--liability problems?

g. Government regulations?

h. Previous experience with disasters or serious accidents?

i

25. Has there been one overriding factor---something more important than the others?

(PROBE: why important?)

26. (THIS ANSWER WILL DEPEND A LOT ON CONTACT WITH LOCAL COMMUNITY)
Whenever people get together to plan for something, there is bound to be a disagreement among parties about how things should be done.

a. What controversies have arisen in X?

PROBE: Conflict over scope of plan?

Conflict over organizations to include?

Conflict over who is in charge?

b. Were organizations not involved that you think should have been?

Yes _____ No _____

IF YES, can you elaborate on that?

- c. Were there types of emergencies not planned for that you think should have been?

Yes _____

No _____

IF YES, can you elaborate on that?

- d. Any other significant problems?

IF RESPONDENT SHOWS LITTLE OR NO AWARENESS OF LOCAL PLANNING, PLEASE INDICATE THIS.

Just one or two things now to finish up.

27. What goals does this plant hope to promote in its emergency planning?

28. Is there anything about emergency planning here at this plant we haven't covered? Was there something important we haven't discussed?

29. Are there other individuals we should speak with who might help us understand planning for chemical disasters better?

THANK FOR TIME, COOPERATION AND ESPECIALLY PATIENCE, BUT NOTE THAT ONLY PERSONS SUCH AS THE RESPONDENT COULD PROVIDE INFORMATION. TELL RESPONDENT WE HOPE WE CAN CONTACT AGAIN LATER IF WE FOUND WE FORGET TO ASK SOMETHING.

BE SURE YOU GET COLORED CARDS AND YELLOW LEGAL SHEET BACK.

IF PLANS, RECORDS, NAMES OR OTHER INFORMATION WERE TO BE GIVEN TO YOU BEFORE LEAVING, BE SURE YOU GET THE INFORMATION.

INTERVIEWEE DATA SHEET

Field Trip # _____

Date of Interview _____

Name of Respondent _____
(indicate sex if not clear from name)

Title _____

Organization _____

Address _____

Phone Number _____

POST INTERVIEW OBSERVATIONS (Assume someone else will have to read these notes other than yourself so your writing must not only be legible but also substantively and methodologically significant. Examples of such material are respondent's perceptions differ from those of other respondents, provided other names after formal interview, way in which presence of third party may have affected answers.)

COMMUNITY CHECKLIST

It is the responsibility of the field trip co-ordinator to see that checklist data is obtained for each community studied. Some of the data (e.g., population size, % manufacturing) can be obtained from various sources prior to going into the field. Other data can be drawn from interviews and documents. Agency and organizational records are also a potential source of data for filling out the checklist.

Community name: _____

I. COMMUNITY PROFILE

	total population	per cent nonwhite	per cent unemployed	per capita income
SMSA	_____	_____	_____	_____
City	_____	_____	_____	_____
County	_____	_____	_____	_____

Size (in square miles) of city _____, county _____

Per cent of work force employed in

agriculture	_____
retail sales	_____
all manufacture	_____
chemical manufacture	_____

Per cent of local income derived from chemicals _____

COMMUNITY CHARACTERISTICS
(check if applicable)

trucking center	_____
major port	_____
railroad center	_____
state capitol	_____
mutual aid assn.	_____
community-wide disaster plan (written)	_____
high natural disaster risk	_____

previous natural disaster experience____year____

previous chemical disaster experience____year____

number chemical plants ____

number personnel in police dept. ____

number personnel in sheriff's dept. ____

number personnel in fire dept.:

city____

county____

number Civil Defense personnel:

city____

county____

Company name and address:

DESCRIPTIVE DATA

	interview yes no	number employees	annual budget	disaster plan int. comm.	ownership		size		chemicals pro- duced, processed
					local	non-local	major*	small	
6.									
7.									
8.									
9.									
10.									

Additional comments:

*Companies with \$5 million or more annual chemical sales.

INTERVIEW GUIDE B
ORGANIZATIONAL INFORMANTS
INTERVIEW GUIDE

DIRECTIONS FOR FIELD WORKERS:

This interview guide contains three parts. Parts 1 and 2 are to be asked of knowledgeable persons in responding organizations. Good candidates for informants on this interview guide are the individual in charge of field operations for the organization; the dispatcher who first received the call about the incident and was on duty during the immediate emergency period; officials at command posts or EOCs; or others with a reasonably thorough knowledge of how the organization responded. Part 3 should be covered with an individual in each of four major emergency organizations--Civil Defense, Fire Department, Police Department, and Red Cross--who is in a position to know about community disaster planning. To give you an overview:

Part 1: Has 22 questions about the incident and the organizations' response. It begins with how the organization first heard about the incident, what the initial determination of the hazard was, and what preliminary steps were taken. Questions then go on to cover what tasks were done, with what other organizations, under the direction of which parties. Attention is paid to the order in which tasks were performed and how long tasks took to be completed.

Part 2: Has 13 questions which cover the informant's assessment of problems with the response and the extent to which the disaster plan was followed. Several close-ended items ask the informant to rate the performance of his/her own organization, as well as other community organizations, notably the co-ordinating organization and any outside organizations that were present in the community.

Part 3: Is for persons knowledgeable about planning in the four major emergency organizations. It seeks the usual information about community-wide planning and focuses not so much on plans proper as on planning activities such as drills.

Record responses on the interview guide itself. About one half of the questions are open-ended. A rough chronological order is followed in the ordering of the questions, and the interview guide, of course, appears linear. However, it is improbable that you will have an opportunity to ask the questions exactly as written. Nevertheless, you should try to fill out the guide as completely as possible, as all information is needed for analysis. Also, you should try to structure the interview as much as possible, not only to get the information we need but also because the way the guide is set up will help the informant remember events.

Space is left for your own remarks after some questions. You may include either substantive or methodological comments in these spaces.

PART 1
THE INCIDENT

(NOTE: INFORMATION IS FROM PERSPECTIVE OF ORGANIZATION, NOT THE INDIVIDUAL)

I have JUST A FEW QUESTIONS TO START WITH ABOUT WHAT YOUR ORGANIZATION DID IN THE _____ INCIDENT. LET US GO BACK TO THE TIME WHEN THE _____ (AGENT) OCCURRED.

1. How did _____ (name of organization) first hear that something was wrong at _____ (site)?

Organization originating message: _____

Medium of communication _____

(AS NEAR TO VERBATIM AS POSSIBLE)

Message content _____

IF NOTIFIED BY SIGHT, SOUND, CHECK HERE _____

INTERVIEWER REMARKS:

2. About what time was that? _____
(TO EXACT MINUTE, IF POSSIBLE)
3. As you recall, how was the problem described then?

(PROBE) What did you think was happening?

4. How certain were you of what was happening at that time?
(EMPHASIS IS ON CERTAINTY, NOT CORRECTNESS!)
(IF POSSIBLE, SUGGEST CHOICES: OTHERWISE, TRY TO ASSESS FROM COMMENTS)

Go to 5 Nearly certain _____

Go to 6,7 Somewhat unclear _____

Go to 6,7 Very unclear _____

5. Did your first impression turn out to be correct?

Go to 8 Yes _____

Go to 6,7 No _____

6. (IF SOMEWHAT UNCLEAR OR VERY UNCLEAR; OR IF MISTAKEN)
When did you learn what had actually happened?

Time or stage in incident _____

7. (IF SOMEWHAT UNCLEAR OR VERY UNCLEAR; OR IF MISTAKEN)
How did you find out?

8. What did your organization do after receiving that first message?

(MORE THAN ONE MAY BE CHECKED)

Go to 9 Requested more information from warning
or other organization _____

Go to 9 Waited for more information from warning
or other organization _____

Go to 9 Notified some other community organization _____

Go to 9 Began calling up personnel _____

Go to 9 Began obtaining back-up organizational
resources (special equipment, etc.) _____

Go to 9 Began seeking resources (special equipment,
etc.) from other organizations _____

Go to 9 Other (WRITE IN) e.g., called CHEMTREC

Go to 10 Went into emergency operations at scene _____

9. (IF NOT INVOLVED IN IMMEDIATE EMERGENCY OPERATIONS)
At what point did your organization become actively involved?

Time: _____
(If time cannot be obtained, clarify)

Stage in incident: _____

Precipitating factor: _____

10. Is there a written disaster plan for your organization?

Go to 11 Yes _____
ASK 2-5

Go to 13 No _____

11. Was it activated during the incident?

Go to 12 Yes _____
ASK 2-5

Ask 2-5 No _____

12. When?

Time: _____

13. What activities or tasks did your organization engage in in relation to the _____ (Agent)?

(TRY TO USE 5 task areas and task categories as listed on response matrix when recording)

(LIST TASKS IN CHRONOLOGICAL ORDER. PROBE FOR LENGTH OF TIME TASKS ENGAGED IN)

TASKS	TIMES	
	From	To
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____
5. _____	_____	_____

(IF IT IS NOT CLEAR HOW LONG OR WHEN AN ORGANIZATION WORKED ON TASK, PROBE:

"ABOUT HOW LONG DID YOUR ORGANIZATION WORK ON _____"?

(FILL IN RESPONSES TO NEXT TWO QUESTIONS AFTER QUESTION 15. NUMBER TASKS AS THEY ARE NUMBERED IN QUESTION 13 ABOVE)

14. What organizations, or groups, if any, did the _____
(organization) work with on _____ (first task)?

(ASK FOR EACH TASK MENTIONED)

4.

15. What organization or group, if any, did you work for in doing _____

(FIRST TASK)?

(ASK FOR EACH TASK)

WORKED WITH

WORKED FOR

1. _____

2. _____

3. _____

4. _____

%. _____

Interviewer REMARKS:

16. (IF NOT ALREADY CLEAR)

Does your organization have special equipment for dealing with something like _____ (AGENT)?

Go to 17, 18 Yes _____ What type _____

Go to 19 No _____

17. Did the organization use any _____ (type of equipment) in the incident?

Go to 18 Yes _____ What type _____

Go to 18 No _____

18. Did the organization supply equipment to any other group, or receive equipment from any other group?

Go to 19 Yes _____ To what group _____

Go to 19 No _____ From what group _____

19. Was any group or organization in charge of the entire response?

Go to 20 Yes _____ Name _____

ASK 2-10

Go to 2-1 No _____

5.

20. Was this throughout the whole time?

Go to 2-1 Yes _____

ASK 2-10

Go to 20, 21 No _____

21. During what time was _____ (Name) in charge?

22. Were there other groups in charge at any other times?

ASK 2-10 Yes _____ Name _____

Time _____

Name _____

Time _____

No _____

INTERVIEWER REMARKS ON PART ONE:

6.

EVALUATION OF RESPONSE

I JUST HAVE A FEW MORE QUESTIONS. THESE RELATE TO THE WAY IN WHICH JOBS WERE DONE AND YOUR ASSESSMENT OF THE RESPONSE.

1. Most organizations have problems of one kind or another in responding to this kind of incident. That's to be expected. What kinds of problems did your organization encounter in doing its jobs?

(NOTE PROBLEMS IN INFORMANTS OWN WORDS IF POSSIBLE. KEEP IN MIND THAT WE ARE INTERESTED IN TWO BROAD AREAS: TECHNICAL PROBLEMS AND SOCIOBEHAVIORAL PROBLEMS AS WELL AS THE WAYS IN WHICH THEY ARE INTERRELATED!)

(PROBES TO USE: Was getting good information on the agent a problem?.... Was getting equipment a problem?.....Did the organization have trouble working with others?.....)

2. How about the other organizations that had to respond to the _____ (agent).....As you see it, what were the major problems?

(PROBES TO USE: Was getting good information on the agent a problem?..... Was getting equipment a problem?.....Did the organization have trouble working with others?.....)

3. (EVEN IF SOME ORGANIZATIONS ARE ALREADY KNOWN TO THE INTERVIEWER)
Were other groups from outside this community--say from other cities, from the state, or from the national level--involved?

LIST GROUPS

Go to 4
ASK 11

Yes _____

Go to 5

No _____

4. How was the relationship with _____ (NAME OF FIRST OUTSIDE GROUP) in this community?

(RECORD ANSWER IN DETAIL)

(PROBES: Were relations positive, negative, neutral, or what?)

(ASK SEPARATELY FOR ALL OUTSIDE GROUPS MENTIONED BY INFORMANT)

5. Did the members of your organization do things as your disaster plan specifies?

Go to 2-6 Yes _____

Go to 2-7 Partly _____

Go to 2-7 No _____

6. Many organizations don't operate according to their plans in incidents like this. What made it possible for yours to follow the plan?

(RECORD VERBATIM. BE ALERT FOR MENTION OF DRILLS, REHEARSALS, LUCK, LONG WARNING TIME, PREVIOUS EXPERIENCE, ETC.)

7. (IF PLAN NOT USED, OR ONLY PARTLY USED)

In what ways was the response different from your plan?

8. (IF PLAN NOT USED, OR ONLY PARTLY USED)

Why was it different?

9. On a scale of 1 to 5, with 1 being the lowest and 5 being the highest, how would you rate the performance of your organization in this incident?
(CIRCLE ONE)

1

2

3

4

5

10. (IF A-17 SHOWS SOME GROUP OR GROUPS WERE IN CHARGE)

You said _____ (OR THESE GROUPS): _____
 _____ was (WERE) in charge (AT DIFFERENT TIMES)

How would you rate _____ on the same scale?

1 2 3 4 5

(FOR ADDITIONAL COORDINATING ORGANIZATIONS)

How about _____

1 2m 3 4 5

And what about _____

1 2 3 4 5

11. (IF 2-3 INDICATES EXTRA-COMMUNITY GROUPS WERE INVOLVED)

You mentioned several (OR ONE, TWO) groups from outside _____
 that responded to the incident. How would you rate the performance of
 _____ (NAME OF FIRST GROUP)

1 2 3 4 5

(ASK FOR ADDITIONAL GROUPS)

How about _____ (ANOTHER GROUP)

1 2 3 4 5

How about _____ (THIRD GROUP)

1 2 3 4 5

12. Which organizations in this community might be given particularly high ratings for what they did?

(PROBE: Reasons why)

13. Are there any groups that could be given low ratings?

(PROBE: Reasons why)

GUIDE C FOR ORGANIZATIONAL RESPONDENTS

IV. GUIDE C FOR ORGANIZATIONAL RESPONDENTS

Directions

This interview guide is to be used with on-site respondents. People who had key responsibilities in one or more of the five categories of the "Response Matrix" (onset, handling of substance, safety and security, evacuation, command post) would be good candidates.

The purpose of this guide is to get at:

1. The respondent's "definition of the situation."
2. The respondent's actual behavior and tasks performed at the site of the incident. Keep in mind that we are interested in the personal behavior and perceptions of the respondent; they are not spokesmen for the organization.

The guide has five parts. The first two parts ("Job Description" and "Normal Activities") are relatively short, but important, and should accomplish:

1. Getting the respondent to loosen up by talking about the "familiar".
2. Giving the field worker: (a) a basis for comparison; (b) introducing the appropriate "jargon" and context of the respondent; and (c) establishing the setting for Part III.

Part III is largely a narrative of the respondent's participation in the event. The bulk of the information for the Response Matrix will be obtained here. The field worker should pay special attention to: (a) time of beginning and ending of tasks; (b) chronological sequence; and (c) who was doing what.

Part IV is designed to get detailed information on technological and interpersonal problems as well as lessons learned. The field worker should be sensitive to the interplay between the two (difficult to phrase in a question) and the consequences such problems might have had for the response (from the respondent's point of view).

Part V is intended to find out what organizations were represented during the actual response effort. This data will be used to ascertain:

1. What organizations did not respond to the event (as well as who did).
2. What organizations were present at the site but performed no tasks or had no responsibilities.

Fire Departments
Police
Sheriff
Highway Patrol
Civil Defense
Local Government Office (mayor,
commissioner, city manager, etc)
Red Cross/Salvation Army
Mass Media
Regulatory Agencies (EPA, DOT)
Utility Companies
Chemical Emergency Teams from
Private Companies
Medical Personnel (doctors, nurses)
Plant or Company Officials
Others

I. JOB DESCRIPTION

I would like to find out from you what was going on at the scene of _____
_____ (site). We are mainly interested in these five things:

- 1) Activities at the onset of the incident.
- 2) Dealing with the substance.
- 3) Safety and security
- 4) Evacuation
- 5) Command post activities

You probably were not involved in all five of these, but I would like to know in as much detail as possible the various tasks you performed at the scene.

Perhaps you would begin by first telling me what your position is and a brief description of what you do.

Job Title _____

Organization _____

Job Description: (major duties and responsibilities)

(NOTE: IF THE RESPONDENT WAS NOT ON THE SCENE IN AN OFFICIAL CAPACITY)

II. NORMAL ROUTINES

I would like to get some idea of what a routine call (JOB, ASSIGNMENT) would be like to you. Would you describe for me what it would be like at a normal

(NAME OF ASSIGNMENT, E.G., FIRE CALL, TRAFFIC ACCIDENT)

(PROBE: WHO DO YOU NORMALLY WORK WITH?
HOW ARE YOU NORMALLY INFORMED OF AN INCIDENT?
WHAT ARE YOUR REGULAR DUTIES, ROUTINES?)

III. ACTUAL RESPONSE

Now let's talk more about _____ (INCIDENT).
When did you first realize that _____
(INCIDENT) was not a routine incident?

(As much as possible, let the respondent re-construct the event in his/her own words but realizing that for our purposes we will need to know: sequence of events, specific times that tasks started and ended, who was in charge, who the person worked with, specific content of messages, etc.)

(PROBE: How did you hear of the incident (specific)?
At what point did you become involved?
What did you do first (time, duration)?
Who was in charge then (refer to specific task)?
Who else was doing that?

III cont.

(Check over notes for gaps in time or detail. Go over any of the five areas respondent may not have mentioned so far and check for activities that may have been forgotten. Use Response Matrix as a guide.)

Question: You have already discussed your involvement with _____
_____(NAME OF AREA). Did you have anything to do with
_____(AREAS NOT MENTIONED)? (REFER BACK TO LIST
ON PAGE 1).

IV. ASSESSMENT

Most organizations have problems of one kind or another in responding to this kind of incident. What problems did you encounter?

(NOTE: Problems in respondent's own words if possible. Keep in mind that we are interested in the following matrix:)

	TECHNOLOGICAL	INTERPERSONAL/ INTERORGANIZATIONAL
Problems		
Lessons Learned		

- A. Technological Problems (HERE YOU SHOULD LOOK FOR PROBLEMS IN RESOURCES, INFORMATION AND EXPERTISE).

(PROBE: HOW MIGHT YOUR ORGANIZATION HAVE BEEN BETTER PREPARED?
WHAT ADVICE WOULD YOU GIVE A COLLEAGUE (ON HOW TO HANDLE
A SIMILAR SITUATION)?
WHAT WERE YOUR MAJOR CONCERNS DURING THE RESPONSE?

V. ORGANIZATIONAL PARTICIPATION

Would you take a look at this list of organizations and tell me roughly by the time of stabilization which of these organizations had shown up at the site?

SHOW RESPONDENT LIST. ASK FOR ADDITIONS. CHECK APPROPRIATE CATEGORIES AND NOTE MORE SPECIFIC DETAILS WHEN APPROPRIATE.

_____ Fire Departments _____
_____ Police _____
_____ Sheriff _____
_____ Highway Patrol _____
_____ Civil Defense _____
_____ Local Government Office (mayor, commissioner, city manager, etc.) _____

_____ Red Cross/Salvation Army _____
_____ Mass Media _____
_____ Regulatory Agencies (EPA, DOT, etc.) _____

_____ Utility Companies _____
_____ Chemical Emergency Teams from Private Companies _____

_____ Medical Personnel (doctors, nurses) _____
_____ Plant or Company Officials _____
_____ Others _____

IV. Cont.

B. Interpersonal/Interorganizational Problems

(LOOK HERE FOR PROBLEMS IN COORDINATION, COMMUNICATION, AUTHORITY, LEGITIMACY, DOMAIN, ETC.)

(PROBE: WHAT IS AN EXAMPLE OF HOW THINGS WERE HANDLED WELL (BADLY)?
WHAT WERE SOME OF THE MINOR IRRITATIONS DURING THE RESPONSE?
WAS THERE DISAGREEMENT OVER WHO SHOULD BE DOING WHAT? WHO
WAS RESPONSLE FOR WHAT?

(CLOSING PROBES: HAVE YOU HAD DISASTER DRILLS BEFORE, AND HOW IMPORTANT WERE
THEY TO YOUR RESPONSE?

IF YOU WERE TO PLAN A DISASTER DRILL FOR THIS KIND OF INCIDENT,
WHAT WOULD YOU EMPHASIZE?

WHAT STANDS OUT IN YOUR MIND ABOUT THE RESPONSE?