

3. RESPONSE ORGANIZATION STRUCTURE AND ROLE DESCRIPTIONS

3.1 Response Organization Structure

The Project has adopted a Tiered Response System (TRS) as the fundamental response structure for utilization of Project resources and for interfacing with contractors, subcontractors, host government agencies, and non-government organizations that could become involved during spill response. A TRS has the flexibility to expand in an organized and consistent fashion to address individual, regional, country, or project-wide emergencies. This approach facilitates the rapid and orderly expansion of emergency response by each project facility should this become necessary during a declared emergency.

Figures 3-1, 3-2, and 3-3 depict the organizational structures to be implemented for Tier 1, Tier 2, and Tier 3 spills, respectively. The response organization gains progressively more positions as the magnitude of the required response increases.

3.1.1 Organization Tier 1

A Tier 1 response is one that can be effectively managed by the supervisory and work force personnel assigned to the Facility or the area affected by a spill, such as the FSO in case of offshore spills. The Facility Supervisor manages Tier 1 response, and reports the situation and response actions to the appropriate Operations Manager. The Operations Manager is advised of all spills, assumes the role of Spill Coordinator, and relays any pertinent concerns or information to the appropriate General Manager. The Facility Supervisor (e.g. MA or FSO Superintendent) assumes the role of the On-Scene Incident Commander and directs the activities of the Emergency Response Team (ERT) (Figure 31). The ERT consists of trained facility personnel that form crews for spill response assignments and are directed in the field by Field Supervisors. A Health and Safety Advisor provides support to the On-Scene Incident Commander and assures that personnel safety is given top priority during all response activities. The Incident Command Post for Tier 1 spill response will normally be the Operating Headquarters.

Names and positions of the individuals and alternates to fill these positions will be formulated in the appropriate Area-specific OSRPs.

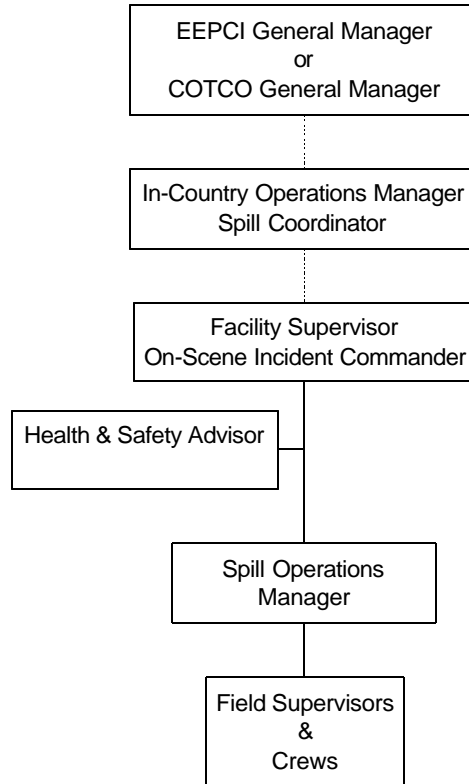
3.1.2 Organization Tier 2

A Tier 2 response exceeds the immediate capacity of the local facility ERT. In most cases, Tier 2 response will comprise a cascading of in country ERT and resources from one or more Project facilities to the spill area. As required, out-of-country oil spill response (OSR) contractors and/or technical advisors may be mobilized. Contract manpower from in country would supplement the Project ERTs in spill response assignments.

The EEPIC or COTCO Operations Manager is the designated Incident Commander (IC) for Tier 2 spill responses. The EEPIC or COTCO Operations Manager is responsible for approving the declaration of a Tier 2 response, assumes command from the On-Scene Incident Commander (Facility Supervisor, e.g. MA or FSO Superintendent), and activates the appropriate level of incident command callout. The Incident Commander is supported by a Deputy IC, as needed, a command staff of advisors (Government Liaison, Security,

Public Affairs, and Legal), and a general staff in charge of Finance, Logistics, Operations, and

Figure 3-1. Tier 1 Response Organization



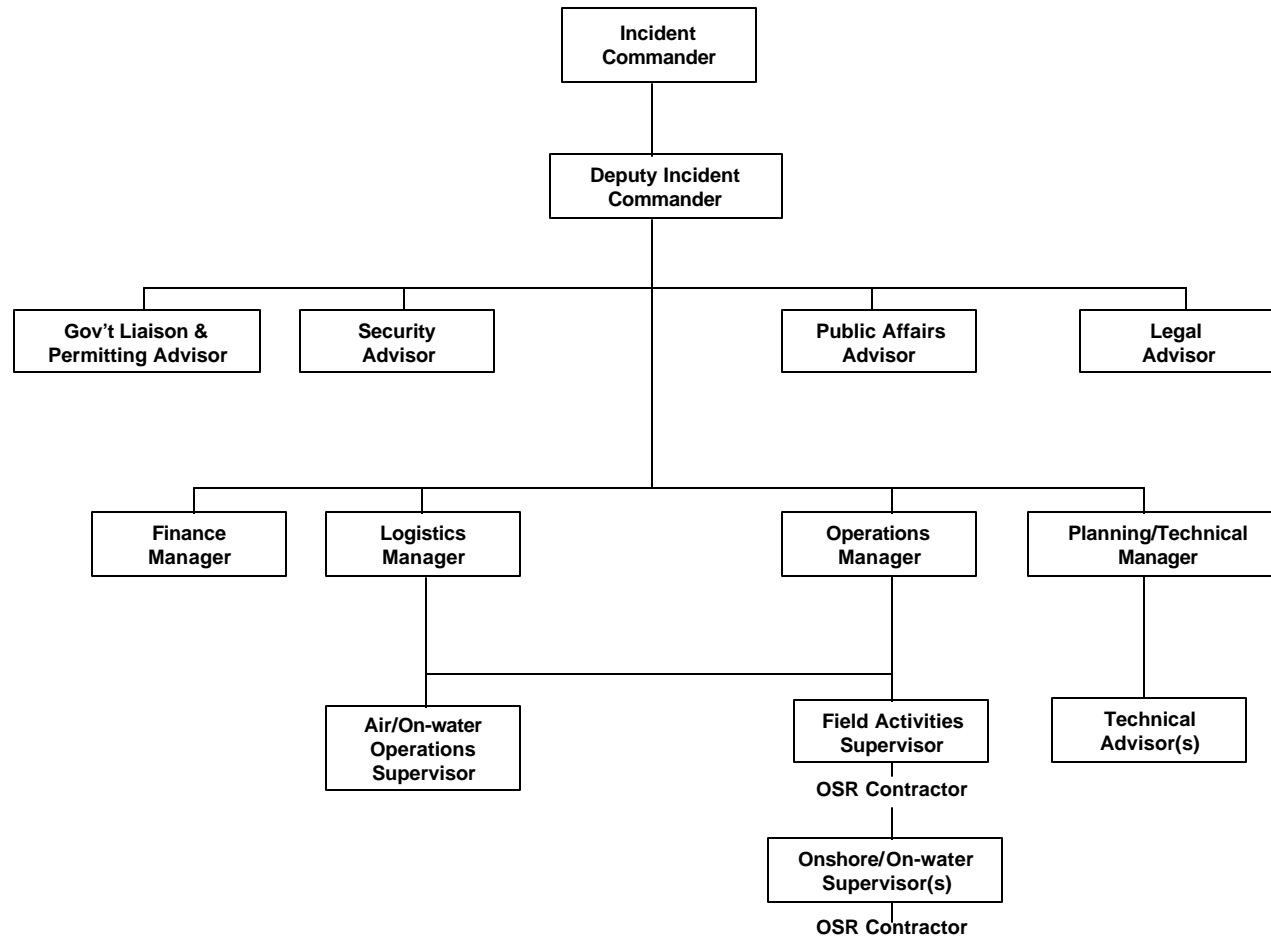
Planning/Technical issues. Each of the advisors and managers of the command and general staff have a set of responsibilities that they will review and address as appropriate to the response (see Section 3.3). Checklists provided in Appendix C will assist these individuals in meeting the responsibilities corresponding to their roles.

For COTCO, the Incident Command Post (ICP) for a response above Tier 1 is the COTCO headquarters office located in Douala, Cameroon. For EEPCCI, the ICP will be the Operations Center at Komé Base, Chad. Each ICP/ONC (Occurrence Notification Center) is continuously staffed 24-hours a day by trained operators under the direct supervision of an ONC Duty Officer (ONC-DO) at each of the two locations.

The ICP functions as the communications hub to provide direct technical, logistical, and functional support to project facilities. The ONC will also serve as the management control point for incident assessment, categorization, and communication with higher headquarters. The Tier 2 incident management staff will obtain or requisition the resource needs and requirements associated with most emergencies.

Names and positions of the individuals and alternates to fill the positions for the Tier 2 response organization will be included as an Annex to this section once the organization is mobilized and operational.

Figure 3-2. Personnel Organization for Tier 2 Response



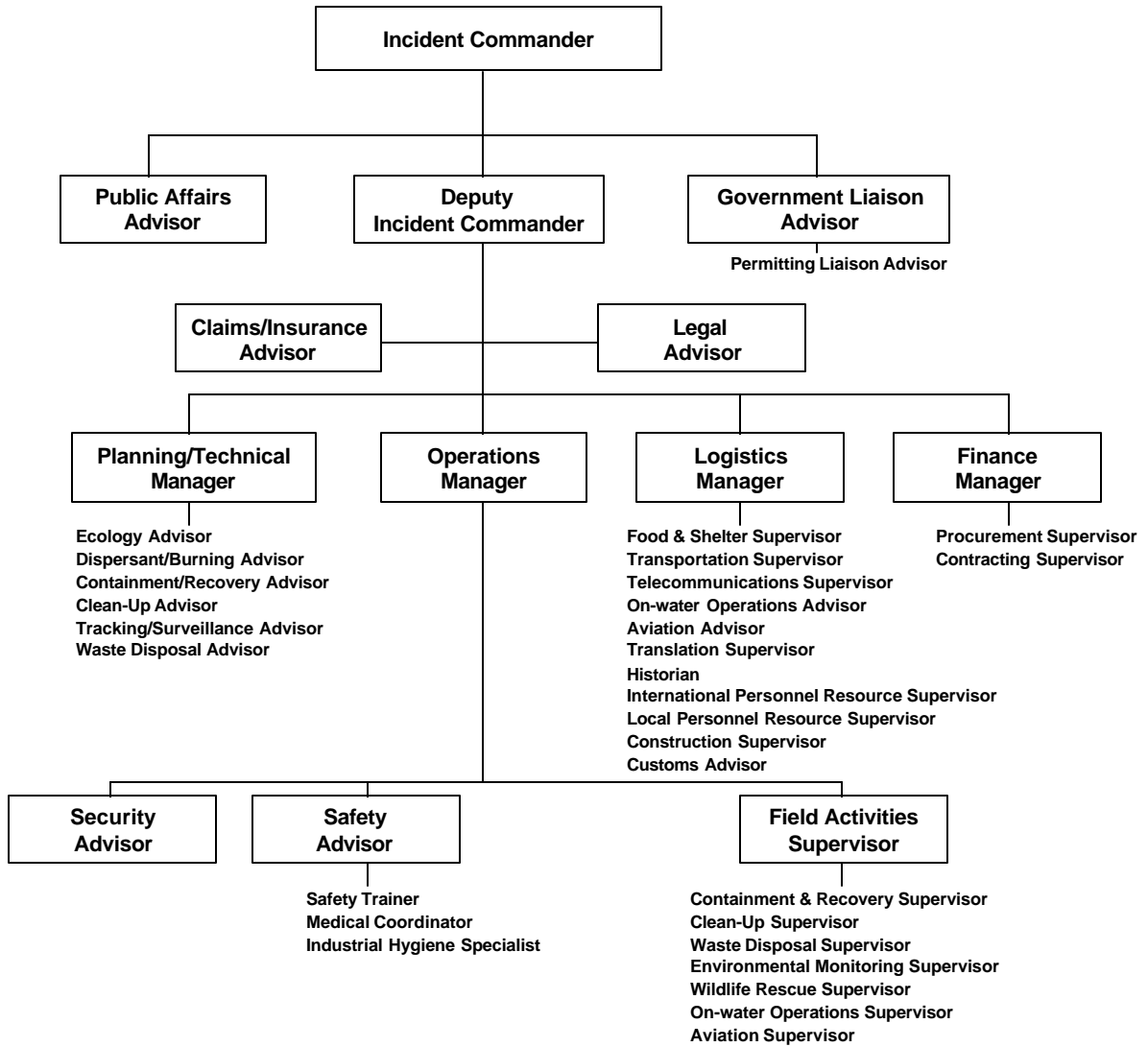
3.1.3 Organization Tier 3

A Tier 3 response will expand upon the organization established for Tier 2 operations by cascading additional in-country, regional, and worldwide resources, as needed. The Tier 3 Emergency Management Team (EMT) is composed principally of in-country Project personnel from Tier 1 and 2 levels. Advisors to the EMT may be supplemented through Project spill support organizations such as ECI and OSRL, and through technical experts and consultants.

The In-Country General Manager is the designated Incident Commander for Tier 3 spill responses. The General Manager is responsible for approving the declaration of a Tier 3 response, assumes command from the Tier 2 Incident Commander (EPCO or COTCO Operations Manager), and activates the appropriate level of incident command response. The Incident Commander is supported by a Deputy IC, as needed, a command staff of advisors (Government Liaison, Security, Public Affairs, and Legal), and a general staff in charge of Finance, Logistics, Operations, and Planning/Technical issues (Figure 3-3). Each of these functions, in turn, may be staffed by a number of individuals assigned to address specific tasks as needed for the response (e.g., Ecology, Dispersants/*In-situ* Burning, Containment Advisors to the Spill Operations Manager). Tier 3 staff personnel each have a set of responsibilities that they will review and address as appropriate to the response (see Section 3.3). Checklists provided in Appendix C will assist these individuals in meeting the responsibilities corresponding to their roles.

The function of the Tier 3 EMT is to facilitate management of the emergency response efforts by the in-country General Manager (Incident Commander) and the facility where the actual event is taking place. The EMT is also responsible for ensuring that strategies are developed and implemented for operational and, as necessary, environmental recovery operations following successful termination of an emergency. Where these strategies include the use of resources beyond those readily available on the Project or to the operating organization, the Tier 3 EMT will participate in formulating strategies to expedite acquisition and delivery of those resources to where they are most needed. The EMT will also coordinate the organizational interfaces with cascading resources as they arrive in country, whether they are OSR contractors or cooperatives or company resources.

Figure 3-3. Personnel Organization for Tier 3 Responses



3.2 Tiered Response System

The successful application of the TRS relies on a cascading of personnel, resources, and skills from the initial on-scene responders to international capabilities, as required. The transition from one tier to another requires insight to recognize the need to ramp up a response. The transition also requires effective communications and use of personnel as Tier 2 and 3 responders arrive to assist with the incident response. The main objective is to perform a seamless transition as the TRS escalates.

3.2.1 Transition Tier 1 to Tier 2

Transition from Tier 1 to Tier 2 represents a cascading of in-country resources. In the case of a pipeline incident in Chad (see Appendix B, Scenario 6), this cascading effect involves the mobilization of Project personnel from EEPIC and TOTCO located in Komé to the affected area of response. In Cameroon, Tier 2 response may involve cascading of resources from any or all of three MAs and the FSO. To the extent required, personnel and resources from out-of country, such as Mutual Aid resources and Regional Response Organizations, may be mobilized to provide technical expertise or resources.

The transition from Tier 1 to Tier 2 requires a shift of spill management from the On-Scene IC (Facility Supervisor) to the appropriate in-country Operations Manager (IC). The Operations Manager is responsible for authorizing this transition to Tier 2 with the concurrence of the Project General Manager. The Facility Supervisor (former On-Scene IC) would probably transition to become the Spill Operations Manager and the Tier 1 Spill Operations Manager would shift to become the Field Activities Supervisor.

3.2.2 Transition Tier 2 to Tier 3

Transition from Tier 2 to Tier 3 response represents both a growth in spill management activities as well as complexity for response, legal, and public affairs. The Project General Manager assumes the role of IC and the in-country Operations Manager (former IC) would become Deputy IC. Other key staff may remain the same as those in place for a Tier 2 response, with additional Tier 3 personnel filling in positions and functions of the incident command, as required. Higher headquarters and government agencies would be advised immediately should another person assume the Incident Command. As with the transition from Tier 1 to Tier 2, the Project General Manager is responsible for authorizing the need to activate Tier 3 resources.

3.3 Roles and Responsibilities

Each employee is responsible for notifying his/her supervisor of a spill incident. Contractors, in addition to their internal notification process, are responsible for notifying the Project supervisor or manager in charge of the contracted work. All spill responders are responsible for personnel safety and maintaining lines of communication. All ERT members are responsible for maintaining a record of key response activities, check-in and check-out, obtaining appropriate briefings, and checking their overall responsibilities (see Section 3.3.1 below).

The Facility Supervisor (On-Scene IC) is responsible for:

1. Immediate incident management.
2. Incident notification to management.

As directed by more senior management he/she is also responsible for:

3. Incident investigation
4. Actions follow-up and close-out.

The In-Country Operations Manager (Tier 2 IC) is responsible for:

1. Incident notification to Project General Manager.
2. Ensuring proper notification to government agencies and affected communities. (NOTE: in case of International Water Way (IWW) incidents, the governments will be responsible for notification of the affected neighboring countries, e.g., Central African Republic, Nigeria, etc., that could be impacted by a spill within their boundaries).
3. Assigning responsibilities for longer-term incident management.
4. Appointment of an incident investigation team.
5. Endorsement of an action plan and closeout of actions (incident classified level 1 and above).
6. Incident notification to in-country contractors that may be involved or affected by the incident.

(See Section 2 for additional details on notification and initial response actions.)

3.3.1 Role Descriptions

Tier 1 spill responders are tasked with immediate response actions and should refer to the checklists provided in Section 2. Comprehensive listings of possible role descriptions for spill response are provided in Tables 3-1 and 3-2. The fundamental difference between Tier 2 and Tier 3 roles is that one individual of a Tier 2 ERT may be responsible for several aspects of response that otherwise would be addressed by multiple individuals in a Tier 3 EMT. Checklists for each role of the Tier 3 EMT positions are included in Appendix C. Tier 2 responders should consult Table 3-1 to determine the role descriptions applicable to their area of responsibility and then refer to the appropriate checklists from Appendix C.

Table 3-1. Tier 2 — Response Structure Responsibility

Tier 2 Position	Role Description Checklists*
Incident Commander	Incident Commander
Deputy Incident Commander	Deputy Incident Commander
Government Liaison & Permitting Advisor	Government Liaison Advisor Permitting Advisor
Security Advisor	Security Advisor
Public Affairs Advisor	Public Affairs Advisor
Legal Advisor	Legal Advisor
Finance Manager	Procurement Supervisor Contracting Supervisor Claims/Insurance Advisor
Logistics Manager	Food and Shelter Supervisor Transportation Supervisor Telecommunications Supervisor On-water Operations Advisor Aviation Advisor Translation Supervisor Historian Local Personnel Resource Supervisor Construction Supervisor Customs Advisor
Operations Manager	Safety Advisor Safety Trainer Medical Coordinator Industrial Hygiene Specialist
Planning/Technical Manager	Planning/Technical Manager and Technical Advisor(s) per below
Field Activities Supervisor	Waste Disposal Supervisor Environmental Monitoring Supervisor Wildlife Rescue Supervisor
Onshore/On-water Supervisors	Containment and Recovery Supervisor Cleanup Supervisor
Air/Marine Operations Supervisor	Aviation Supervisor On-water Operations Supervisor
Technical Advisors	Ecology Advisor Dispersant/Burning Advisor Containment/Recovery Advisor Cleanup Advisor Surveillance/Tracking Advisor Waste Disposal Advisor

* see Appendix C — Checklists for responsibilities assigned to position

Table 3-2. List of Role Descriptions and Corresponding Checklist Numbers*

Role	Checklist #
Incident Commander	5
Deputy Incident Commander	6
Public Affairs Advisor	7
Government Liaison Advisor	8
Permitting Advisor	9
Claims/Insurance Advisor	10
Legal Advisor	11
Operations Manager	12
Security Advisor	13
Safety Advisor	14
Safety Trainer	15
Medical Coordinator	16
Industrial Hygiene Specialist	17
Field Activities Supervisor	18
Containment/Recovery Supervisor	19
Cleanup Supervisor	20
Waste Disposal Supervisor	21
Environmental Monitoring Supervisor	22
Wildlife Rescue Supervisor	23
On-water Operations Supervisor	24
Aviation Supervisor	25
Planning/Technical Manager	26
Ecology Advisor	27
Dispersant/Burning Advisor	28
Containment/Recovery Advisor	29
Cleanup Advisor	30
Surveillance and Tracking Advisor	31
Waste Disposal Advisor	32
Logistics Manager	33
Food and Shelter Supervisor	34
Transportation Supervisor	35
Telecommunications Supervisor	36
On-water Operations Advisor	37
Aviation Advisor	38
Translation Supervisor	39
Historian	40
International Personnel Resource Supervisor	41
Local Personnel Resource Supervisor	42
Construction Supervisor	43
Customs Advisor	44
Finance Manager	45
Procurement Supervisor	46

Role	Checklist #
Contracting Supervisor	47

* Appendix C

3.4 Incident Action Forms

Incident Action Forms (IAFs) are provided in Appendix D. All spill response activities require completion of at least the Initial Incident Briefing Report (Form IBF 201). Tier 2 and Tier 3 response operations require greater organization and documentation. Table 3-3 provides a list of the IAFs to be utilized at Tier 2 and 3 levels, and suggests a delegation of responsibility for the completion of these forms.

Table 3-3. List of Incident Action Forms with Suggested Delegation of Responsibility¹

	<u>Tier 2</u>	<u>Tier 3</u>
<input type="checkbox"/> EXECUTIVE SUMMARY (IAF 201)	Deputy Incident Commander	Deputy Incident Commander
<input type="checkbox"/> INITIAL INCIDENT BRIEFING REPORT (IBF 201)	Deputy Incident Commander	Deputy Incident Commander
<input type="checkbox"/> INCIDENT OBJECTIVES & RESPONSE PRIORITIES (IAF 202-1)	Planning/Technical Manager	Planning/Technical Manager
<input type="checkbox"/> HEALTH AND SAFETY MESSAGE (IAF 202-2)	Operations Manager	Safety Advisor
<input type="checkbox"/> ORGANIZATION ASSIGNMENT LIST (IAF 203)	Incident Commander	Incident Commander
<input type="checkbox"/> OPERATIONS SUMMARIES (IAF 204)	Operations Manager	Operations Manager
<input type="checkbox"/> COMMUNICATIONS SYSTEMS PLAN (IAF 205)	Logistics Manager	Telecommunications Supervisor
<input type="checkbox"/> MEDICAL PLAN (IAF 206)	Operations Manager	Medical Coordinator
<input type="checkbox"/> SITREP UPDATE (IAF 207)	Planning/Technical Manager	Planning/Technical Manager
<input type="checkbox"/> SCHEDULE OF MEETINGS (IAF 208)	Planning/Technical Manager	Planning/Technical Manager
<input type="checkbox"/> AIR OPERATIONS PLAN (IAF 209)	Logistics Manager	Aviation Advisor
<input type="checkbox"/> ON-WATER OPERATIONS PLAN (IAF 210)	Logistics Manager	On-water Operations Supervisor
OTHER PLANS AND REPORTS²		
<input type="checkbox"/> MAPS AND SPILL TRAJECTORIES ³	Technical Advisor	Surveillance/ Tracking Advisor
<input type="checkbox"/> SITE SAFETY PLAN	Operations Manager	Safety Advisor
<input type="checkbox"/> ENVIRONMENTAL SENSITIVITIES PLAN	Technical Advisor	Ecology Advisor
<input type="checkbox"/> SHORELINE PROTECTION PLAN	Technical Advisor	Containment/Recovery Advisor
<input type="checkbox"/> SHORE CLEANUP PLAN	Technical Advisor	Cleanup Advisor
<input type="checkbox"/> WILDLIFE: PLAN & STATUS	Technical Advisor	Ecology Advisor/Wildlife Rescue
<input type="checkbox"/> WASTE MANAGEMENT PLAN	Technical Advisor	Waste Disposal Supervisor
<input type="checkbox"/> PUBLIC AFFAIRS SUMMARY	Public Affairs Advisor	Public Affairs Advisor

¹ The Deputy Incident Commander and the Planning/Technical Manager work together to ensure that appropriate Incident Action Forms are properly filled out.

² Not all of these have pre-prepared forms. Format of these documents is at discretion of responsible personnel.

³ Includes report on modeling and surveillance for forecast.

3.5 Technical Response Support

Technical advisory personnel may play an important role in spill response. These personnel may provide advice in operational issues, logistics, environmental, cultural, and multiple other possible areas of response. Personnel listed in Table 3-4 may be contracted for professional services during a Tier 2 or Tier 3 incident.

Table 3-4. Technical Support for Spill Management

Name	Work Phone	Work Fax	Home/After Hours	Mobile
Environmental Habitats				
Surface and Groundwater Hydrology				
Cultural & Human Use Resources				
Wildlife Specialists				

EXAMPLE
to be provided upon organization activation

Annex 3-A. Tiers 2 & 3 Spill Response Assignments

Position	Name	Work Phone	Work Fax	Home/After Hours	Mobile
Incident Commander					
Deputy Incident Commander					
Public Affairs Advisor					
Government Liaison Advisor					
Permitting Advisor					
Claims/Insurance Advisor					
Legal Advisor					
Operations Manager					
Security Advisor					
Safety Advisor					
Medical Coordinator					
Industrial Hygiene Specialist					
Field Activities Supervisor					
Containment and Recovery Supervisor					
Cleanup Supervisor					
Waste Disposal Supervisor					
Environmental Monitoring Supervisor					
Wildlife Rescue Supervisor					
On-water Operations Supervisor					
Aviation Supervisor					
Planning & Technical Manager					
Ecology Advisor					
Dispersant/In-Situ Burning Advisor					
Containment/Recovery Advisor					
Cleanup Advisor					

EXAMPLE
 to be provided upon organization activation

Annex 3-A. Tiers 2 & 3 Spill Response Assignments (cont.)

Position	Name	Work Phone	Work Fax	Home/After Hours	Mobile
Surveillance and Tracking Advisor					
Waste Disposal Advisor					
Logistics Manager					
Food and Shelter Supervisor					
Transportation Supervisor					
Telecommunications Supervisor					
On-water Operations Advisor					
Aviation Advisor					
Translation Supervisor					
Historian					
International Personnel Resource Supervisor					
Local Personnel Resource Supervisor					
Construction Supervisor					
Customs Advisor					
Finance Manager					
Procurement Supervisor					
Contracting Supervisor					

EXAMPLE
to be provided upon organization activation