

**ALWAYS THERE. ANYWHERE.**



**Ready at a Moments Notice**



## ***Topic for discussion***

### Human Performance

- Leadership, morale, human performance under stress and exhaustion
- Hiring for Logistics as applied to field deployments and emergency response



## ***Deployments & Emergency Responses***

- **2000 – 2003 SFOR Bosnia**
- **2004 – 2008 NATO Kabul Afghanistan**
- **2005 – Pakistan Earthquake**
- **2006 – RLS Steadfast Jaguar – Cape Verdi**
- **2007 – ongoing – NATO Kandahar Afghanistan**
- **2010 – Haiti Earthquake**
- **2010 – Chilean Mine Rescue**
- **2010/11 – Op Nanook, Resolute Bay**
- **2011 – Slake Lake Fire**



## ***Rapid Deployment for Disaster Relief***

**Islamabad, Pakistan** – In 2005 on five days notice, ATCO was able to deploy a transition team and begin process to establish a base of operations for a deployed JTF HQ for earthquake relief in Pakistan. Full camp set-up done within one week. Fully operational with catering, medical, operations, logistics and site support services within two weeks.

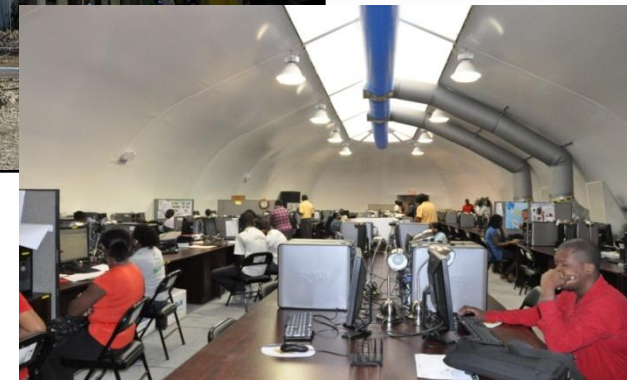
**Cape Verde** – 2006 NATO Exercise to confirm NATO ability to rapidly deploy in reaction to a natural disaster. Supported 5000 NATO troops for a disaster relief exercise named Operation Steadfast Jaguar on a 30-day mobilization schedule. Services included: food supply, water management, laundry, waste and waste water services, transportation and port services.



# Rapid Deployment for Disaster Relief

## Port Au Prince, Haiti

- CIDA Contract
- ASL deployed a robust recce team to Haiti within four days of task order notification.
- Provide a temporary administrative base for the Government of Haiti
- Three office complexes for approx 280 civil servants
- Flexible structures with air conditioning, portable toilets, primary and back-up power inverter systems, computer set up and internet service.
- CAT 3 hurricane resistance – Design criteria: 130 mph sustained winds
- Other projects:
  - Offices - Caribbean Development Bank
  - Haitian National Police School - classrooms - Canadian Commercial Corporation.



# Chilean Mine Rescue – September 2010



- ASL JV (Tecno Fast ATCO) provided 33 modular units to rescue site.
- Units inspected by Mining Minister and were transported to site next day.

## ATCO lends support to mine-rescue mission in Chile

In response to the incredible mine-rescue mission in Chile where 33 miners were trapped underground, ATCO Structures & Logistics provided 33 modular units to be used at the rescue site. The units were supplied by Tecno Fast ATCO, our South American joint-venture.

Rapid deployment was critical. On September 30, 2010, Mining Minister Laurence Golborn visited our manufacturing facility in Santiago to inspect the modular units. The next day units were being transported to the site.



# Long Term Deployments

## Kabul and Kandahar, Afghanistan

- multi-year deployments
- Provided RLS (real life support) services to NATO Forces including:
  - FCRS
  - Engineering
  - Utilities (potable water, waste water, solid waste, power)
  - CATO (combines air terminal operations)
  - ACS (aircraft cross servicing)
  - Facilities O&M
  - Roads & Grounds maintenance
  - Vehicle Maintenance
  - Transport
  - Supply (warehousing)
  - Billeting (accommodations)
  - Pass Control



**ATCO** Structures & Logistics

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# ***Human Performance Factors on Deployed Operations or Emergency Response***

- 1) Isolation
- 2) Ambiguity
- 3) Powerlessness
- 4) Risk tolerance
- 5) Workload





# ***Isolation***

## **Challenges**

- Remote, diverse and often austere environments
- Foreign cultures
- Distance from family and friends
- Unreliable communications
- New or hastily assembled teams, do not know your coworkers



# ***Isolation***

## **Actions undertaken**

- Right skill sets and right “fit”
- Pre-deployment training
- Have a communications plan, deploy with comms, establish connectivity as soon as possible
- Core mobilization team



# ***Ambiguity***

## **Challenges**

- Unclear mission or constantly changing mission
- Unclear chain of command or leadership structure
- Undefined roles (what is my job?)
- Unclear direction



# ***Ambiguity***

## **Actions taken**

- Quickly develop mobilization and project plans
- Command and control has to be clearly defined
- Each role has to be defined and handover documents have to be effective
- Leadership is crucial



# ***Powerlessness***

## **Challenges**

- Restricted movements
- Constraints on response options
- Unresponsive supply chain or trouble getting supplies and repair parts (especially when just getting underway)
- Unexpected setbacks
- Boredom



# ***Powerlessness***

## **Actions taken**

- MWR – morale, welfare and recreation facilities
- The leader sets the tone
- Devolution of decision making
- Solutions oriented team members



# ***Personal risk tolerance***

## **Challenges**

- Traveling abroad
- Physical threats that can result in injury or death
- Disease
- The unknown



# ***Personal risk tolerance***

## **Action taken**

- Education (predeployment if possible)
- Proper risk analysis and mitigating actions
- Immunization





# ***Workload***

## **Challenges**

- Significant operational tempo during deployments
- Increased demands for visibility from the parent organization and the contracting authority
- Work schedules



# ***Workload***

## **Action taken**

- Planning
- Build capacity – people, process, platforms
- Quality of leadership

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**Thank You**