



GENERIC SOPs

CHAPTER 1: *[Demining group name]*



Date

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1. Introduction to *[Demining group name]*

[This part of the document should be used to add detail to the information already given about the demining group.]

1.1 Genesis

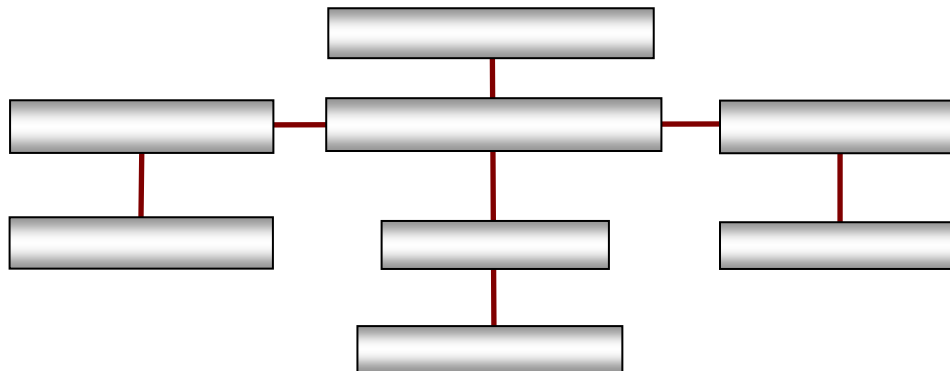
[Describe how and why the organisation was founded and summarise its activities to date.]

2. *[Demining group name]* Management

[Describe the management structure of the organisation.]

2.1 Management and supervision

[Write the various management roles in the boxes below. Extend the boxes when necessary. To change the layout, select the diagram by clicking the mouse over it, then click the right mouse button and select Grouping, Ungroup.]



The management and supervision of all personnel involved in all aspects of demining activities must be undertaken using these SOPs and any Administrative Instructions, Institutional Regulations and Codes of Practice that are issued separately by *[Demining group name]*, the appropriate NMAA or by agreement with the Client.

All personnel involved in demining operations must be appropriately qualified and experienced to carry out their work. They should also receive in-house training and must prove that they are able to conduct their duties responsibly.

All personnel must be physically and mentally able to conduct their respective duties.

2.1.1 Gender and equality

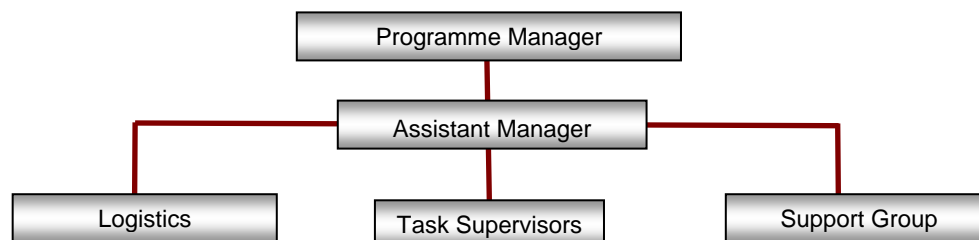
[Demining group name] has a policy of non-discrimination on grounds of gender, ethnic origin or religion. The policy involves limited positive discrimination in the attempt to ensure that previously disadvantaged social groupings are proportionally represented within the organisation whenever possible. The goal is a “balance” appropriate for the working context. When social and cultural norms in the area of work conflict with policy, attempts may be made to enlighten the locals but ultimately the safety of the team and the efficient conduct of the Task must take precedence over the gender and equality policy. If problems occur, any staff previously appointed must be found alternative employment elsewhere.

Throughout these SOPs, the term “manual” is used to cover demining that is conducted by hand regardless of whether it is done by men or women. The term “deminer” is not gender-loaded. Most deminers are men but some of the best deminers are women.

2.2 Country programme structure

The [Demining group name] Country Mine Action programme is structured as shown below.

[Edit the various management roles in the boxes below. Extend the boxes when necessary. To change the layout, select the diagram by clicking the mouse over it, then click the right mouse button and select Grouping, Ungroup.]



Each Country Programme is designed to have as many staff as are necessary to finish the task(s) in the required time. The number of demining staff in any programme will be dictated by need. Programmes may also have mechanical and MDD teams attached as required.

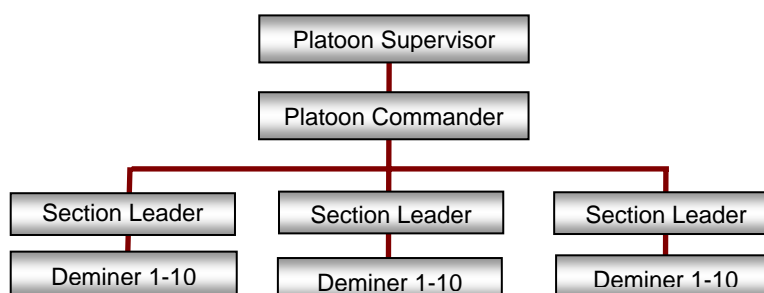
Each Country Programme is designed to allow a Programme Manager to oversee the following:

- demining of land with mine and ERW hazards;
- Technical Survey Tasks;
- Task Assessments, Surveys and Mine Risk Education (MRE);
- explosive ordnance disposal Tasks; and
- reporting and mapping as required.

2.2.1 Platoon structure

Each Demining Platoon is made up of a Support Group and three Demining Sections. A Platoon can be divided and work on two different sites. When this occurs, the Platoon Supervisor controls one site and the Platoon Commander the other. This can only occur when sites are close enough for Paramedic and ambulance facilities to be shared, or when a second Paramedic and ambulance is available. Each platoon must be supported by a paramedic and an ambulance.

Each Platoon is structured as shown below.

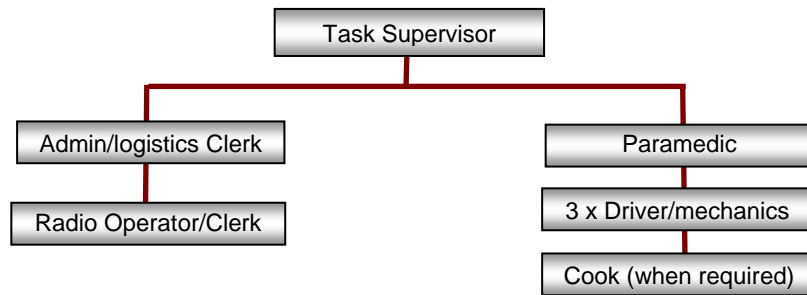


Each manual demining Section comprises up to ten manual deminers and a Section Leader. The Section depends on the Task Support Group to operate. A Section with medical support can perform clearance or Technical Survey Tasks when led by a Platoon Commander or Platoon Supervisor.

Each Task has a Task Supervisor. One of the Platoon Supervisors at a Task will be appointed as Task Supervisor by the Programme Manager.

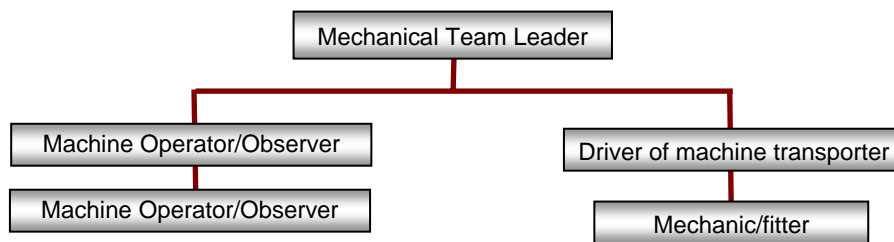
2.2.2 Task Support Group structure

Each major Task's Support Group is structured as shown below.



2.2.3 Mechanical Team Structure

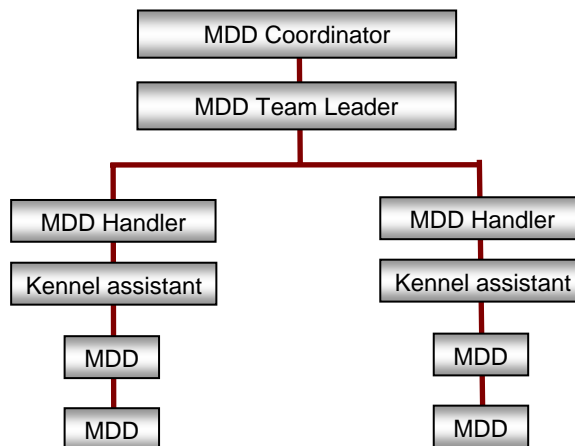
Mechanical Demining Teams that may be assigned to a Task are structured as shown below.



Mechanical Teams are assigned a Section of deminers to work under the Mechanical Team Leader as required.

2.2.4 MDD Team structure

MDD Teams that may be assigned to a country programme are structured as shown below:



MDD Teams should have more than two Handlers and associated MDDs when appropriate.

MDD indications are generally investigated by a Section of deminers that are assigned to work under the MDD Team Leader as required.

3. Training within *[Demining group name]*

[Introduce the training facilities available to the group.]

All staff employed on demining operations must have either:

- A) attended relevant courses with *[Demining group name]*; or
- B) attended a relevant course with another military, civil or demining organisation that is recognised by *[Demining group name]*.

Staff trained with another organisation must be familiar with *[Demining group name]* procedures and will be required to pass a refresher training course before being deployed.

All *[Demining group name]* staff employed to work in Suspected Hazardous Areas (SHAs) must be tested and receive a certificate of competence before being deployed. This certification together with a record of their experience, promotion and any disciplinary measures will be held by the Human Resources officer in *[Demining group name]*'s Administration Department. This will facilitate staff evaluation and provide a record that can be used as a reference for personnel who leave their present employment.

Practical and management courses designed to achieve safe and efficient demining operations must be conducted by *[Demining group name]*. Training courses are intended to ensure competence in the course content, so course attendance must not guarantee a qualification. Courses must end with practical and/or theoretical tests that must be passed before a certificate is issued. Tests and examinations must be conducted fairly and objectively and the results must be honoured without exception. Details of certificates and achievements must be forwarded to the *[Demining group name]* Head Office where they will be retained in a permanent record of national and international staff qualifications.

3.1 Refresher Training

Frequent refresher or on the job training and updating is necessary in order to maintain a high standard of operations. The type of training that is necessary throughout the demining program is subject to continuous assessment.

Refresher Training must always be designed to minimise the number of working days lost to training. Removal of one level of worker from the field for refresher training can mean that no work can be conducted until they return. For this reason, refresher training is often conducted in the field and after the days' work has been completed.

3.2 Demining and EOD Training Courses

There are several types of demining courses for basic demining and for EOD Operators. The basic demining course is for all personnel involved in demining activities. The EOD Operator courses are for personnel who have been selected for EOD training that allows them to conduct various levels of EOD work in the field.

Personnel involved in EOD must have the recognised qualifications and experience. The EOD training must be appropriate to the munitions most likely to be found. There is one basic deminer course and four EOD courses providing different levels of training centred on the type and condition of the munitions commonly found in Humanitarian Demining. International staff often have extensive military training and qualifications which may be accepted as an EOD Level 3 or 4 qualification at the discretion of the *[Demining group name]* Directors as long as the extent and limitations of their expertise is clearly recorded.

3.2.1 Basic deminer

The course syllabus concentrates on the procedures and tools used to safely locate and expose a mine or ERW. The qualification allows the deminer to locate and expose mines and ERW under the supervision of a staff member with a Level 3 qualification. The deminer's training is such that the Level 3 Supervisor need not be present at all times (a Platoon Commander or Platoon Supervisor). The Section Leader (at least Level 1 EOD qualified) must be overseeing the working deminers at all times while they are inside the SHA.

3.2.2 EOD Level 1 Operative

The Level 1 EOD deminer qualification builds on the Basic Deminer course to qualify the deminer to undertake the in-situ destruction of mines or ERW under of a staff member with a Level 3 qualification. This includes the in-situ destruction by demolition or chemical burning of single small UXO such as sub-munitions, grenades and mortar ammunition.

3.2.3 EOD Level 2 Operative

In addition to the skills of a Level 1 EOD qualification, Level 2 EOD training qualifies a deminer to determine when it is safe to move and transport single or multiple small items such as sub-munitions, grenades and mortar ammunition which have been covered in the training.

3.2.4 EOD Level 3 Operative

In addition to the skills of a Level 1 and 2 EOD qualifications, a Level 3 (EOD) qualification enables a deminer to conduct render-safe procedures and final disposal of any type of explosive ordnance with the exception of specialisations listed under EOD Level 4. This include the disposal of larger ERW, such as rocket and tank gun ammunition, and artillery ammunition including HEAT charges

The Level 3 EOD Operative qualification qualifies the Operative to supervise others with Level 1 and 2 qualifications.

3.2.5 EOD Level 4 Operative

Level 3 EOD qualification must be held before a Level 4 EOD qualification can be attained. The Level 4 EOD Operative course is a specialist EOD qualification. The course must be either organised with qualified instructors or conducted at an internationally recognised specialist EOD school. The instruction gives the trainees sufficient knowledge and skills to enable the safe management and conduct of EOD Tasks not covered in Level 1, 2 and 3 EOD training. Appropriate training may cover the render safe of liquid propellant systems, disposal of Depleted Uranium and the destruction of conventional munitions with improvised firing systems.

The EOD Level 4 Operative certification must clearly indicate specialized areas of operations for each individual.

Skills-Extension and Refresher courses may be arranged to train EOD Level 4 Operatives in specialised methods and techniques appropriate to the country of operation.

3.3 Supervisor training courses

[Demining group name] runs supervisor training courses covering:

1. Section Leader.
2. Platoon Commander.
3. Platoon/Task Supervisor.

Each level of supervisor must complete other courses as defined in their job descriptions in Section 5 of this SOP.

3.4 Management training courses

[Demining group name] runs a number of management training courses that managers must complete when they do not have prior certification covering course content. These include:

1. Management of integrated demining systems;
2. Operations management;
3. Administration;
4. Information Technology; and
5. Planning and statistics.

3.5 MRE Training Courses

[Demining group name] MRE personnel must have completed a basic Deminer and First Aid training course before being admitted to the MRE training course.

The [Demining group name] MRE training covers:

1. Community liaison skills;
2. Why mines were placed;
3. Typical places for minefields;
4. Types of mine and ERW expected;
5. Visible indications of mined areas;
6. Types of warning signs and improvised marking that may be used;
7. Mine movement;
8. Mine casualties; and
9. Integration of MRE into the school curriculum.

When teaching Mine Action Education as part of a school curriculum, the subject can usefully be integrated with others. Examples of other curriculum integration include:

1. Literacy: reading and comprehension practice; creative writing of stories based on images
Memory retention: using the same images after time has passed
2. Language: using parallel National/English text allows National/English language skills to be taught.
3. Mathematics: simple addition and subtraction using the details in photographs.
Arts and craft: drawing/painting warning signs (perhaps to be integrated into local minefield marking)

[Demining group name]'s MRE teaching resources include purpose made materials suitable for use in various contexts.

3.6 Medical Training Courses

A well trained and equipped Paramedic must be present at any Task site while demining activities are being conducted in the SHA. [Demining group name] does not have the capacity to train Paramedics and employs people with previous training and experience.

Two levels of medical training are used:

- First Aid Training, and
- Paramedic Training.

First Aid Training is a requirement for all deminers, drivers and management staff involved in the field operations and is recommended for all staff. A first aid course consists of at least two days of medical training. Regular refresher courses in First Aid should form part of routine activities.

Paramedics must have at least one year of training in advanced life-support skills before they are appointed. Paramedics must also be appropriately skilled to provide trauma treatment, run a clinic, provide basic medical attention and provide medical advice on sanitation and hygiene and the prevention of diseases. Paramedics should be capable of devising and conducting First Aid training and Refresher Training.

Paramedics must maintain contact with the medical community and request refresher training when appropriate.

Paramedics must complete the basic deminer training so that they understand how to safely integrate CASEVAC procedures with activities in the field.

3.6.1 First Aid training

All field staff must pass a course in general First Aid for demining.

The First Aid course must cover the following, as a minimum:

1. How to place an unconscious person in the recovery position;
2. How to stop bleeding by applying a pressure dressing to different parts of the body;
3. When and how to elevate the wounded part(s);
4. How and when to apply a tourniquet with minimal risk;
5. The importance of talking to and reassuring the victim of an accident;
6. The need to protect the victim from cold, rain, wind and excessive heat; and
7. How and when to execute methods of casualty lift in order to carry and place the victim on a stretcher.

The course ends with a written or oral examination. Students who do not meet the necessary standard cannot work in the field.

3.7 Task Assessment Team Training

Task Assessment Teams comprise Country Programme personnel with other duties when Task Assessment is not ongoing. A Task Assessment Team should normally be made up of a minimum of four people with proven experience and analytical skills, led by the Task Supervisor or a Platoon Commander from a Platoon that will conduct the Task. When more than one Platoon will conduct the Task, each Platoon should be represented in the Task Assessment Team.

All Platoon Supervisors and Platoon Commanders must successfully complete a Task Assessment training course.

The course covers:

1. Sources of information;
2. Comparing conflicting information;
3. Analysis of existing records;
4. Evaluating threats;
5. Community liaison skills;
6. Field survey skills;
7. Task Cancellation criteria;
8. Integrated use of demining assets; and
9. Writing a detailed Task Release Plan.

The Task Assessment Team works under the direction of a Programme Manager and will normally assess future Tasks in advance of demining Platoon deployment.

3.8 Mechanical asset training

The successful use of mechanical assets requires three levels of training.

1. The mechanics and maintenance of the machine;
2. The operational limitations of the machine; and
3. The integration of the machine into the Task Release Plan for each Task site.

Generally, the supplier of the machine should provide basic training in the mechanical parts of the machine and their maintenance.

An internal *[Demining group name]* assessment must determine the operational limitations of the machine and train field operatives to ensure that the machine is not used inappropriately. On no account should the opinions of those supplying the machine be accepted without an independent assessment.

All Platoon Commanders, Platoon Supervisors and Programme Managers must understand the capabilities and limitations of the mechanical assets at their disposal and should successfully complete the *Integrated use of demining assets* course before planning the use of machines.

3.9 MDD training

[Demining group name] will not train MDDs. The MDD Team uses trained dogs supplied by an internationally recognised MDD source. The training of MDDs mentioned in these SOPs is refresher and extension training of previously trained animals so that they can meet the requirements of the field context where they are deployed. The MDD Team falls under the command of an MDD Coordinator with internationally recognised experience.

The MDD Coordinator's duties include:

1. the selection of the MDD personnel;
2. the training and mentoring of MDD personnel by an external MDD training capacity when required;
3. the assessment and testing of all MDD personnel; and
4. the development plan for MDD capacity building.

MDD and handler refresher training is continuous and is detailed in Chapter 8 of these SOPs.

3.9.1 Training and Qualification of MDD personnel

MDD personnel will be selected by the MDD Coordinator and required to attend and pass a basic deminer course covering manual demining procedures. Specific requirements for job-titles are described in Section 5.10 of this Chapter.

3.9.2 MDD Handler Course

The MDD Handler course covers the following:

1. Introduction to *[Demining group name]*;
2. How the use of MDDs has evolved;
3. General MDD training methods and training philosophies;
4. Introduction to *[Demining group name]* training methods and philosophy;
5. Veterinary services, MDD health checks and treatments;
6. General overview of obedience training;
7. General introduction to dog behaviour;
8. Preparation, maintenance and development of training and test fields;
9. Specific MDD training and operational techniques;

10. MDD operations and the practical use of SOPs;
11. Humanitarian Demining; and
12. Manual demining processes and principles.

The training course ends with a theoretical and practical examination. When the trainee passes the exam, he/she is given the title of MDD Handler and is permitted to conduct work in the field.

3.9.3 MDD Trainer Course

The course covers the following topics:

1. Dog anatomy and veterinary sciences;
2. In-depth examination of various training methods;
3. Advanced understanding of the behaviour of dogs;
4. Advanced methods of MDD training;
5. MDD operational management;
6. Practical performance and planning of training sessions;
7. Chemistry of explosives; and
8. first aid for dogs.

The course ends with a theoretical and practical examination. After the successful completion of the examination, the trainee is given the title of MDD Trainer within *[Demining group name]*'s MDD assets.

3.10 Integrated use of demining assets

The *[Demining group name]* *Integrated use of demining assets* training course must be completed by all Platoon Supervisors and Platoon Commanders and all members of a Country Programme's Task Assessment Team.

The course covers:

1. Limitations of each machine's design;
2. Realistic performance that can be expected from each machine;
3. How the mechanical processes integrate with manual and MDD processes;
4. When and how each machine should be used;
5. The relative cost of the various assets; and
6. Deployment and logistical constraints.

3.11 Survey and mapping course

The *[Demining group name]* Surveying and mapping course must be completed by all Platoon Commanders, Platoon Supervisors and Task Supervisors..

The course generally covers:

1. Taking compass bearings;
2. Using a handheld GPS;
3. Selecting Reference points and Positioning Benchmarks;
4. The use of a Theodolite;
5. Measuring distances on the ground;
6. Drawing accurate maps of Task Areas;
7. Completion Mapping; and
8. Permanent marking requirements.

Equipment training should vary to suit available equipment.

All Platoon Supervisors and Commanders must pass a practical and theoretical test to prove their competence before receiving the course certificate.

3.12 Training QA/QC personnel

Day to day *[Demining group name]* QA/QC of demining activities is integrated into the Platoon command structure with the Section Leaders and Platoon Commanders conducting continuous QA/QC as part of their work.

In addition to the Platoon's own QA/QC, *[Demining group name]* may appoint a QA officer based at the Country Office when conducting large programmes. This person may have other roles, and can, in small programmes, be the Programme Manager. The *[Demining group name]* Country QA officer is responsible for checking the efficiency and standard of all Platoons in the country, and for generating reports and suggestions for improvement when necessary.

In addition to being a trained Level 2 deminer/EOD and holding a First Aid certificate, the Country QA Officer must complete the *[Demining group name]* QA/QC course that covers:

1. Identifying critical errors;
2. Solving problems without conflict;
3. Developing strategies for incremental improvement; and
4. Reporting clearly and appropriately.

4. Quality management

[Demining group name] seeks to continuously improve the skills of managers so that appropriate assets are deployed at each Task in a way that guarantees that the Task is completed safely and efficiently. This involves the intelligent management of Tasks in hand and the continuous improvement of current practices both in managing demining activity and in selecting the procedures used in the field to achieve the end results. The skills held by recruits are extended by in-house training..

The Programme Manager is responsible for ensuring that all personnel are aware of the duties associated with their position. The overall quality management of the organization depends on everyone knowing what is expected of them and doing their job efficiently. Not only do individuals need to know what their responsibilities are, they need to know the responsibilities of the other team members.

In pursuit of Quality Management, key staff positions and their responsibilities are given under Section 5 below.

Any staff whose responsibilities are not defined below will have their Terms of Reference detailed on appointment. The Terms of Reference must include details of their responsibilities.

Delegation is a part of any command structure. When responsibilities are delegated, that fact should be recorded in writing so that there is no doubt that the person accepting the responsibility understands what they are required to do. The person delegating the responsibility must ensure that it is done in the correct way. If a duty is not conducted as it should be, the person who has delegated the duty will be subject to disciplinary action in the same way as if they had failed to carry out the duty themselves.

All personnel are required to report to their superior and the reports generated are passed up the Command chain to the Programme Manager who summarises them before passing them to Head Office. The reports form an audit trail that allows the source of errors and inefficiencies to be identified and corrections made.

4.1 Internal Quality Assurance

Internal assessment of management systems is a continuous process. *[Demining group name]* also uses three levels of internal quality assurance at a Task site.

The Section Leader subjects the work of the deminers under his/her control to continuous monitoring to ensure that the SOPs are being followed. Depending on the procedure being used, he/she uses different methods to ensure that the depth of Clearance is maintained.

The Platoon Commander checks the work of the Section Leader and repeats a check on the extent and depth of each deminer's work.

The Programme Manager or QA Officer makes regular assessments of the entire Platoon's performance and makes corrections, sending recommendations to the Head Office when appropriate.

Sample QA forms are reproduced in Chapter 12 of these SOPs.

4.2 QA during MDD operations

To ensure maximum safety and quality in all aspects of MDD operations, a series of internal quality assurance checks take place. These are:

- Direct supervision is undertaken by the MDD Team Leader on the Task site;
- The MDD Set's detection ability is checked at least once daily during operations; and
- Random double checking of searched areas using an MDD Set that was not used to search the area before.

This level of QA is carried out each working day to give confidence of the detection capacity and general performance of the MDD and its Handler. In addition to required daily tests, unannounced internal testing on the Task site can also be conducted by the MDD Coordinator.

4.3 External QA/QC

The NMAA (or the Client) may carry out independent QA checks to an agreed schedule. *[Demining group name]* recognises that external QA/QC checks can help to identify weaknesses and improve the quality of the entire organisation.

The NMAA may also carry out QC checks before accepting a Task Area as ready for release. The QC method must be appropriate to check the procedures used.

The skills and experience of external QA staff should be high and their Terms of Reference clearly defined. *[Demining group name]* field personnel will make every effort to comply with external QA requirements and to adjust working processes in any way that does not have a detrimental impact on safety.

4.3.1 External QA/QC of MDDs

Quality Assurance checks of the MDD Sets at work and their compliance with these SOPs can be carried out by the NMAA by prior arrangement. Observations of working MDD Sets must be made in a manner that does not disturb them. The QA Officer may request the MDD Coordinator to arrange for an MDD Set to conduct the Daily Test to confirm their readiness for work when required.

Areas searched by MDDs may be searched again by external QC officers using other methods. If the assistance of *[Demining group name]* MDD personnel is needed during an external QC check, this should be arranged in advance with the MDD Coordinator.

5. Country staff responsibilities

This responsibilities associated with each staff position in a Country Demining Programme are described below. It is essential that all staff understand their responsibilities and perform their duties with diligence. The Programme is a team and every member is an essential part in the success of Mine Action activities.

5.1 All Staff

The following are minimum requirements for employee dismissal and must apply to all staff. While teamwork is essential, nepotism and favouritism must be avoided so these rules must be applied without favour. All staff with positions of responsibility must set an example to employees beneath them in the command hierarchy.

Just cause for disciplinary dismissal is any of the following infringements:

- a) *Unjustified absence from the worksite of more than three working days in a month or six in any twelve month period.* Mine Action is a dangerous profession and the unjustified absence of any person from the workplace increases risk and stress for others. A worker must be warned in writing if a three day absence occurs. On the second occurrence within a twelve month period, the employee must be dismissed.
- b) *Non-compliance with the working timetable, or lack of punctuality which is not authorised and occurs more than five times in a month, provided that the absence period exceeds 10 minutes on each occasion, counting from the beginning of the normal period of work.* Disciplined time-keeping is essential and lack of punctuality can prevent others from starting work on time. This wastes money and resources, and is very unprofessional. Any person who is late for work twice will be given a written warning. Any person who is late for any work period six times over a 30 day period will be dismissed. Senior staff must set an example and avoid being late themselves.
- c) *Serious or repeated disobedience of orders and legitimate instructions from superiors.* Deliberate disobedience of any instruction in a demining organisation can be serious and threaten the safety of others as well as the disobedient worker. Disobedience will not be tolerated. A written warning must follow any minor infringement. More than one infringement in a twelve month period is subject to dismissal. Serious disobedience and a refusal to correct the error immediately must result in immediate dismissal.
- d) *Unwillingness to comply with the obligations related to the job title or functions according to the terms of reference.* Employees must always know what is expected of them and the duties and obligations associated with their position. Unwillingness to carry out those duties and obligations must result in a written warning. Repeated unwillingness must result in immediate dismissal.
- e) *Verbal or physical offences to other staff, to the Client, NMAA or to the employee's superiors.* Clients include the general public because the purpose of demining is to make life safer for the people where we work. Verbal or physical attack on any person during working hours of while at a campsite or other working premises must result in immediate dismissal.
- f) *Serious indiscipline, disturbing the organization and functioning of the workplace.* Serious indiscipline or disruptive behaviour will not be tolerated. Generally a verbal warning will be given and, if the behaviour is not corrected, the employee must be dismissed immediately.
- g) *Theft, stealing, breach of trust, and frauds carried out during the execution of work.* On discovery of theft, fraud or breach of trust, the employee must be suspended and an internal investigation conducted. If the offence is proven, the employee must be dismissed immediately. To set an example, if the offence involved any personal gain to the employee,

the police authorities should be informed and formal charges brought – no matter how small the sum of money involved.

- h) *Disloyalty which results in damage to [Demining group name].* No person who breaches trust or makes known internal business that causes [Demining group name] public harm can remain an employee. When this occurs, the employee must be given the opportunity to excuse their behaviour. If there is no reasonable explanation of their behaviour and it is found to be intentional, the employee must be dismissed.
- i) *Damage, caused deliberately or by gross negligence, to the facilities, equipment, and working tools of [Demining group name].* All damage to equipment caused deliberately or by gross negligence causes a reduction or interruption of output. Anyone causing deliberate damage to any property must be dismissed immediately. Anyone causing damage through gross negligence must be given the opportunity to explain their behaviour and may, at the discretion of the Country Manager, be given a second chance and asked to pay towards the repair of the damage.
- j) *Repeated and voluntary reduction of working income.* This includes persons who take unpaid leave without the agreement of their Superiors. Notification of an intent to take unpaid leave is not the same as permission to take leave. Employees who take unpaid leave without permission of more than three days are subject to immediate dismissal.
- k) *Active or passive bribery and corruption, related to work or property and objectives of [Demining group name].* The offering and or the acceptance of bribes related to work or property must always result in immediate dismissal of the employee. This includes the demanding or taking of gifts or favours from those lower in the command chain.
- l) *No [Demining group name] employee may work under the influence of alcohol or unprescribed drugs.* Any employee reporting for work who is found to be under the influence of alcohol or drugs must be dismissed immediately.
- m) *Non compliance with the rules of safety at work* is an immediate dismissal offence.

Employees should sign contracts that include the above when they accept any position.

5.2 Deminers

Responsibilities and duties associated with a job title are subject to revision as required.

Essential qualifications are:

1. Basic deminer course;
2. First Aid course; and
3. Proven ability to obey obstructions.

The deminer's responsibilities and duties are listed below, and may be revised as necessary.

The Manual Deminer must:

1. Accept responsibility for his/her own safety and act in a disciplined way at all times at a Task site;
2. Accept responsibility for the safety of others around him/her;
3. Ensure that his/her tools and equipment is clean and in working order and all items are present;
4. Work to procedures as documented in these SOPs;
5. Work hard to achieve Section efficiency;
6. Remove mobile phones and all metal and jewellery before arrival at the Task site;
7. Use the correct marking system as documented in the SOP;
8. Follow the instructions of the Section Leader;

9. Report all safety concerns immediately to his/her Section Leader;
10. Ensure that his/her PPE is in good condition and is regularly cleaned and checked for faults; and
11. attend and pass all training requirements as directed by the Programme Manager.

Deminer duties include:

1. All work associated with the establishment and maintenance of safe areas at a Task site;
2. All work associated with the marking and closure of the Task site;
3. All work associated with the securing of the area for the destruction of mines and ERW;
4. Demining in an approved manner as directed by the Section Leader;
5. All duties associated with the maintenance of demining equipment;
6. Section billeting duties as directed by the Section Leader, Platoon Commander, or Platoon Supervisor; and
7. At all times behaving in a manner that promotes pride in the Platoon and credit to his/her Section.

NOTE: *Failure to achieve any of the above can be a disciplinary or dismissal offence. Failure to attend and pass training requirements must lead to the instant removal of Active Deminer status.*

The Deminer reports to his/her Section Leader and Platoon Commander. When required, he/she must report in writing.

5.3 Section Leader

Responsibilities and duties associated with a job title are subject to revision as required.

Essential qualifications are:

1. Level 2 EOD certificate (or above);
2. Section Leader course;
3. Map reading;
4. QA/QC training course; and
5. Proven ability to keep required documentation.

The Section Leader's responsibilities and duties are listed below, and may be revised as necessary.

The Section Leader must:

1. Accept responsibility for his/her own safety and for the safety of all deminers in the section;
2. Ensure that all deminers have the required tools and equipment in good working order;
3. Instruct each deminer where to work and the tools and procedures to use;
4. Remain in the working area with the deminers at all times when the Section is working;
5. Supervise the correct application of procedures by all deminers under his/her control;
6. Ensure that appropriate working-distances are always observed;
7. Stop a deminer working when anyone approaches within the working-distance;
8. Ensure that all site marking is accurately placed and is maintained;
9. Ensure that deminers wear PPE correctly and as directed in the SOPs;
10. When metal-detectors are used, ensure that metal-detector Test and Calibration areas are correctly established and in position;
11. When metal-detectors are used, perform a 100% QA check of cleared areas and place a marker to confirm the area checked for each deminer;

12. Work hard to achieve Platoon efficiency;
13. Remove all metal and jewellery before arrival at a Task site;
14. Follow the instructions of the Platoon Commander;
15. Report all safety concerns immediately to his/her Platoon Commander;
16. Stop work until critical safety concerns are resolved;
17. Work as a deminer when instructed to do so by the Platoon Commander; and
18. Attend and pass all training requirements as directed by the Country Manager.

Section Leader's general duties include:

1. All work associated with the establishment and maintenance of safe areas at a Task site;
2. Producing accurate basic maps of the working areas showing the work conducted daily.
3. All work associated with the marking and closure of the Task site;
4. Deploying the Section as directed by the Platoon Commander;
5. Platoon billeting duties as directed by the Platoon Commander or Platoon Supervisor; and
6. At all times behaving in a manner that brings credit to the Platoon.

NOTE: *Failure to achieve any of the above can be a disciplinary or dismissal offence. Failure to attend and pass training requirements must lead to the instant removal of Section Leader status.*

The Section Leader reports to his/her Platoon Commander. Detailed performance reports must be submitted daily.

Detailed duties

Section Leader detailed responsibilities are given below:

1. In the administration area, ensure that the following is conducted:
 - Check that all required equipment is available;
 - Ensure that the health of all personnel is checked;
 - Ensure that the safety briefing is conducted and that any refresher training that is needed is conducted; and
 - Instruct each deminer in their work for that day.
2. At the Control Point and metal-detector Test and Calibration areas:
 - Check the communications system to ensure that there is contact with the Platoon Commander;
 - Witness or carry out the detector calibration of each detector;
 - Witness the detection test conducted by each deminer; and
 - Ensure that the deminers work in the required places.
3. In the working area ensure that:
 - All marking is correct, clear and well maintained;
 - Record the positions of discovered mines and ERW and liaise with the Platoon Commander over their safe removal or destruction;
 - Keep accurate basic maps of all working areas;
 - Check regularly that PPE is being worn correctly;
 - Ensure that deminers are using the correct detector advance and overlap procedures;
 - Record the square metres achieved in each lane or working area;
 - When metal-detectors are used, perform a 100% QA check of cleared areas and place a marker to confirm the area checked for each deminer; and
 - Call for rest breaks at intervals decided by the Platoon Commander.

NOTE: *The Section Leader must stop any unsafe work practices immediately. Unsafe equipment must be withdrawn immediately. If a deminer is unable or unwilling to be corrected, he/she must be withdrawn from the working area and corrective or disciplinary measures taken.*

When a deminer deliberately and repeatedly disobeys orders, the Section Leader must order him/her to the Administration Point and report his/her behaviour to the Platoon Commander.

4. At the end of the demining work:

- Signal for the end of work;
- Ensure that lane-closure drills have been correctly carried out;
- Check that all marking is clear and well maintained;
- Collect remaining measurements of the areas processed in each working area;
- Supervise the withdrawal of the deminers;
- Complete the daily progress report for the Section, including logistical requirements; and
- Assist with any safety cordon requirements for the destruction of discovered mines and ERW.

5. During maintenance time:

- Ensure that deminers clean and maintain all equipment and PPE;
- Ensure that marking materials are prepared when necessary;
- Record any equipment that is damaged and request replacement;
- Ensure that all equipment is correctly packed up and safely stored; and
- Ensure that duties associated with the camp routine are conducted.

The Section Leader reports to the Platoon Commander. He/she must provide detailed daily progress reports of performance including basic maps. He/she must also report daily on the use of consumables, such as batteries and marking materials. A sample format for the Daily progress report is provided in Chapter 12 of these SOPs.

5.4 Platoon Commanders

Responsibilities and duties associated with a job title are subject to revision as required. The Platoon Commander's responsibilities and duties are listed below, and may be revised as necessary.

Essential qualifications are:

1. Level 3 EOD certificate;
2. Platoon Commander course;
3. Information Technology course;
4. Integrated use of demining assets course;
5. Task Assessment Team training course;
6. QA/QC training course;
7. Survey and Mapping course; and
8. Proven ability to keep required documentation.

The Platoon Commander is in charge of three or more demining sections. He/she has the following responsibilities:

- The discipline and control of the Sections he/she controls;
- Ensuring adherence to the SOPs by all platoon members;
- Deployment of the demining platoon in accordance with the instructions of the Platoon Supervisor and/or Task Supervisor;
- Providing the Platoon Supervisor with detailed performance statistics for each lane or working area;
- Providing the Platoon Supervisor with accurately surveyed maps of the Task area recording which procedures have been conducted in which areas;

- Providing logistical information to the Platoon Supervisor or Task Supervisor concerning the Platoon's equipment and their anticipated requirements;
- Maintenance of a daily attendance record, and informing the Platoon Supervisor of any absentees;
- Conducting Quality Assurance checks on all deminer's work to ensure that the procedures are being used correctly and that marking is clear; and
- When metal-detectors are used to provide metal-free Clearance, the Platoon Commander or the Platoon Supervisor must conduct a metal-detector search over 100% of each deminer's working area at least once every working day. A QA marker should be placed at the extent checked in each working area.

General:

The Platoon Commander must ensure:

1. The safety of the Sections and their support group;
2. The appropriate training and refresher training of the Sections and their support group;
3. The preparation, correct use and maintenance of all demining and medical equipment, ambulance, vehicles, camping equipment and PPE;
4. That the Platoon is productive and efficient by requesting logistical replenishment in time to prevent delays. Consumables include:
 - Detector batteries;
 - Medical supplies;
 - Marking material (pickets, rocks, flags and barrier tape);
 - Fuel;
 - Vehicle spares;
 - Rations; and
 - Water;
5. The maintenance of the platoon documentation including:
 - Standard Operating Procedures;
 - Personnel data records;
 - Blood groups;
 - Allergies;
 - Attendance sheets;
 - Equipment issues; and
 - Equipment status and equipment inspection records; and
6. Reports of equipment failure and faults and the implementation of corrective measures.

Demining duties

Maintaining Task site routine by:

1. Overseeing the Task site setup and marking in his/her area of responsibility;
2. Positioning him/herself outside of the SHA to allow maximum control;
3. Conducting daily safety briefings;
4. Conducting or overseeing refresher training as required;
5. Ensuring that the Paramedic knows all access routes around the SHA;
6. Overseeing the correct calibration of equipment before work each day;
7. Controlling the working-distances between deminers;
8. Controlling the work and rest routine;
9. Ensuring that internal quality controls are conducted;

10. Overseeing the maintenance of minefield marking;
11. Overseeing the correct implementation of procedures;
12. Collecting daily performance data and consolidating it into required reports;
13. Oversee daily measurement of working areas;
14. Ensuring that demolitions are conducted according to the SOP;
15. Supervising the daily maintenance of equipment;
16. Conducting detailed surveys of the Task site and producing accurate maps as required; and
17. Ensuring that the medical equipment is in good order and fully stocked.

NOTE: *The Platoon Commander must immediately stop any unsafe work practices or use of unsafe equipment and report it to the Task Supervisor for immediate action for corrective measures to be taken.*

The Platoon Commander reports to the Platoon Supervisor who may also be the Task Supervisor. He/she must provide detailed daily progress reports compiled from the reports of the Section Leaders under his/her control. The reports should cover area processed, mines and ERW located, consumables used and recommendations for restock. The report should also cover any safety or disciplinary concerns and the actions taken.

5.5 Platoon Supervisors

Responsibilities and duties associated with a job title are subject to revision as required. The Platoon Supervisor's responsibilities and duties are listed below, and may be revised as necessary.

There are usually two or three Platoons at a Task. Each Platoon has a Platoon Supervisor. The duties of each are the same and ensure that the Platoons can function on two different Tasks at the same time. When two Platoons work on one Task, the Programme Manager will appoint one Platoon Supervisor to be the Task Supervisor while the second will be the Deputy Task Supervisor. The Deputy Task Supervisor must be aware of all the Task management details so that he/she can assume the role of Acting Task Supervisor when the Task Supervisor is absent for any reason.

Essential qualifications are:

1. Level 3 EOD certificate;
2. Task Supervisor course;
3. Information Technology course;
4. Integrated use of demining assets course;
5. Task Assessment Team training course;
6. QA/QC training course;
7. Survey and Mapping course; and
8. Proven ability to keep required documentation.

The Platoon Supervisor must:

1. Ensure that all staff report for duty at the correct time;
2. Maintain discipline and control of all persons under his/her command;
3. Confirm that attendance is accurately recorded and reported;
4. Liaise with the Task Supervisor or Programme Manager in all matters including the sharing of demining assets;

5. Produce and maintain a Task progress map in the Administration Area on which daily progress is recorded with the positions of all mines and ERW clearly marked;
6. Maintain an accurate written record of all Task statistics;
7. Conduct Task Assessments and produce Task Release Plans as directed by the Task Supervisor or Programme Manager;
8. Update the Task Release Plan for the Task as work progresses;
9. Plan and direct the Task layout and marking according to the risk assessment and Task Release Plan;
10. Visit and check the operations of the Sections on a regular basis;
11. Ensure that correct demining procedures are implemented and that safety requirements, briefings and QA procedures are correctly executed by Platoon Commanders;
12. In the event of any Accident, report to the Task Supervisor and/or Programme Manager and conduct a preliminary investigation;
13. Brief visitors in the Administration Area for the Task, and ensure that visits are conducted as described in these SOPs;
14. Liaise with the Senior Paramedic on a regular basis to ensure that the necessary arrangements for CASEVAC are in place;
15. Ensure that corrective training is conducted when necessary;
16. Act as the safety officer during demolitions;
17. Manage the demining camp facility;
18. Conduct a CASEVAC practice regularly and keep the necessary records;
19. Take responsibility for supervising the demolition or destruction of all mines and ERW according to the procedures in Chapter 10 of these SOPs;
20. Establish good relations with the local authorities and people living close to the Task area;
21. Take responsibility for all the equipment and assets under his/her management and ensure the regular maintenance of equipment, vehicles and vehicle logs;
22. Plan and evaluate the requirements of stores, tools and operational assets well in advance and place requests to the Task Supervisor or Country Office in a timely manner; and
23. Ensure internal and external communications are reliably functioning before allowing any work in the SHA to start. Ensure that all radio communication equipment is maintained and operational.

The Platoon Supervisor reports to the Task Supervisor or, when he/she is also the Task Supervisor, reports directly to the Programme Manager about the effectiveness and productivity of the work at the Task. He/she must ensure that requests for equipment and consumables are made in the approved manner and at the right time. Daily performance data must be consolidated into a daily report and submitted to the Task Supervisor or the Programme Manager's office.

5.6. Programme Manager

Responsibilities and duties associated with a job title are subject to revision as required. The Programme Manager's responsibilities and duties are listed below, and may be revised as necessary.

The Programme Manager is responsible to the Head Office for the safe and effective functioning of the Country Programme and all assets used by the programme in the execution of demining Tasks. The Programme Manager is responsible for the oversight of all administrative and financial matters related to the Country Programme and is assisted by *[Demining group name]* Head Office as necessary. He/she receives all demining related Tasks from the NMAA or Client. He/she also liaises and cooperates with other demining agencies in his/her area of responsibility. He/she instructs and directs the Task Supervisors. The Programme Manager is supported by the Country Support office in the execution of his/her duties.

The Programme Manager's responsibilities include:

1. The coordination of demining assets within the area of operation;
2. Liaison between Task Supervisors and the Country office to support the implementation of the Task Release Plan;
3. Receiving Tasks and coordinating with the NMAA and other bodies to ensure that the Task Folders contain all available information from previous surveys, accident/incident reports and the local authorities;
4. Submitting all Task Release Plans to the NMAA or Client for approval when required;
5. Liaison with the NMAA, government, donors and any client representatives or landowners about relevant SHA details and the Task Release Plan;
6. Ensuring that all requests for logistical support are dealt with promptly;
7. Ensuring the effective day to day operation of the Country Office;
8. Overseeing accounting to ensure complete transparency;
9. Providing technical advice to Platoon Supervisors and Task Supervisors;
10. Inspiring the highest standard of conduct throughout the Country Programme; and
11. Completing final certification of completion of all Tasks and managing the handover to the client, government department or landowners.

He/she certifies the following:

1. That work has been conducted to the Task Release Plan and to the required standard;
2. That internal QA has been conducted as required;
3. That all safety requirements for each Task are in place;
4. The CASEVAC and emergency response plans are in place and rehearsed at each Task; and
5. The correct and careful keeping of a complete Task Folder.

He/she must ensure the quality and accuracy of all data included in reports before distribution. Through the following reports he/she consolidates and drafts the weekly, monthly and completion reports.

Reporting requirements

- Internal quality assurance reports;
- Weekly IMSMA progress reports;
- Monthly IMSMA Progress reports;
- Completion IMSMA reports;

Other relevant IMSMA reports; and
Internal personnel, logistical and financial reports.

He/she reports to the *[Demining group name]* Head Office, the NMAA and clients as required.

5.6 EOD Operator

Responsibilities and duties associated with a job title are subject to revision as required. The EOD Operator's responsibilities and duties are listed below, and may be revised as necessary.

There are two EOD Operators at most Tasks, one with each Platoon. In the absence of the Platoon Commander, the EOD Operator is the next senior in the Platoon and he must be able to assume the responsibilities of the Platoon Commander. The Platoon Supervisor shall appoint one EOD Operative to take responsibility for the Temporary Explosive storage area at the Task and as the account holder of all explosives and related equipment.

As a minimum, the EOD Operator must have the following qualifications:

1. EOD Level 2;
2. First Aid certificate;
3. Basic deminers course;
4. Survey and mapping certificate; and
5. Proven ability to keep required documentation.

The EOD Operator is responsible for the following:

- Accepting responsibility as the account holder of all explosives and related equipment when instructed to do so by the Platoon Supervisor;
- The construction and maintenance of the Task Temporary explosive store;
- The construction and maintenance of the demolition area and mine and ERW collection area(s);
- Managing the fire prevention and security measures of the explosive store;
- The correct identification and handling of mines and ERW;
- The preparation of Target mines to be used in the metal-detector Test area at every Task where metal-detectors are used;
- The preparation of MDD training targets as requested by the MDD Coordinator;
- The correct movement and storage of mines and ERW for later demolition;
- Assisting the Platoon Supervisor with the identification and preparation of the demolition area;
- Conducting demolitions in strict accordance with the SOPs;
- Managing the handling and transportation of all explosives and related equipment; and
- Maintained a record of all target mines used by the MDD Team(s) at a Task and ensuring their collection at the end of the MDD deployment.

Both EOD Operatives report to the Task Supervisor about all matters related to explosives and demolitions for their respective areas of responsibility at a Task.

5.7 Senior Paramedic

The Senior Paramedic has overall responsibility for the primary health care of all Country Programme staff. He/she must devise and implement an appropriate S&OH plan for the programme.

The Senior Paramedic must be fully qualified in trauma response and in general medicine.

The Senior Paramedic's duties are:

1. To ensure that all field staff have passed the standard medical fitness test and have no health problems that can prevent them from working safely. Individual medical records must be kept by the Senior Paramedic;
2. Ensure that all field personnel have received the basic First Aid course and plan/conduct regular refresher training on first aid;
3. Regularly update the medical stock and Inventory list and report on this to the Task Supervisor(s);
4. Make hygiene inspections of platoon living accommodation at least once a month. The Senior Paramedic must report on the findings to the Task Supervisor and the Programme Manager;
5. Ensure that the Paramedics have the required training and qualifications and plan/conduct all necessary refresher training;
6. Be responsible for medical procedures and regulations related to CASEVAC from the SHA as described in these SOPs; and
7. Provide supervision of the Paramedics, internal control of the quality of medical equipment, and provide training and refresher training about all hygiene issues.

He/she must ensure that:

1. CASEVAC and emergency response procedures are up to date and correct;
2. Medical logistical requirements are requested and met in a timely manner;
3. A primary health care clinic is established and run in the base camp; and
4. All ambulance equipment is maintained and inspected regularly.

The Senior Paramedic must act as a field Paramedic when required to do so by the Programme Manager.

The Senior Paramedic liaises with the Paramedics and reports to the Programme Manager.

5.7.1 Paramedics

Each Country Programme should have at least two Paramedics and one Senior Paramedic. The Paramedics report operationally to the Platoon Commander. They report about medical matters to the Senior Paramedic.

Essential qualifications are:

1. Paramedic and trauma response certification;
2. Basic deminers course; and
3. Proven ability to keep required documentation.

Paramedics should not enter the SHA except in a medical emergency. They may come as close as the base-line and access lanes when wearing appropriate PPE.

A Paramedic must:

1. Maintain quality paramedic care regardless of the patient's race, religion, age, sex, nationality, and disability, social or economic status;
2. Respect patient confidentiality and rights;
3. Maintain patient safety at all times;
4. Protect the patient from harm and be an advocate for the patient's welfare;
5. Practice in accordance with the professional practice standards established by the medical profession;

6. Carry out delegated duties, recognising the limitations of his/her own competence;
7. Maintain excellent hygiene in all procedures at all times;
8. Participate in continuous quality improvement activities;
9. Follow *[Demining group name]* guidelines and policies;
10. Regularly update professional knowledge and practice;
11. Promote teamwork and ensure good communication;
12. Carry out the instructions of his/her supervisors in a manner that is supportive and constructive; and
13. Report for duty at the correct time and place absolutely reliably.

Specific Responsibilities

1. Provide advanced first aid when required;
2. Provide primary care when required;
3. Accept responsibility for team Health & Safety;
4. Take responsibility for the assigned medical equipment, its care and daily inspections;
5. Be responsible for keeping the ambulance hygienically clean and all medical equipment operational;
6. Report to the Team Leader and the Senior Paramedic if any medical on-site requirements are not met before operations in an SHA can begin;
7. Provide appropriate medical briefings before demining operations;
8. Adhere to appropriate safety precautions to minimize the risk of fire, explosion, electrical shock and equipment malfunction;
9. Prepare, check and maintain medical equipment before any procedure;
10. Maintain adequate stock levels using checklists;
11. Assemble and prepare disposable/reusable items for medical procedures using the aseptic technique if required;
12. Ensure faulty equipment is removed from use and reported to the Senior Paramedic;
13. Maintain accurate medical patient records;
14. Take hygiene precautions to minimize the risk of infections to the patient, and other staff in any medical procedure;
15. Prepare drugs on the direct order and/or supervision of the Senior Paramedic;
16. Provide primary medical support at any emergency scene;
17. Assist and support all other *[Demining group name]* operations, when this does not conflict with medical duties;
18. Ensure regularly attendance of in-house and external training;
19. During demining operations, maintain a position not more than five minutes walk from the furthest possible mine accident;
20. Know all safe access routes in the SHA;
21. Be on the site at all times when demining and demolition work is in progress;
22. Lay out, mark and maintain a Paramedic point;
23. Ensure that there is always a stretcher on the base-line in their area of responsibility;
24. Maintain Task site communication; and
25. Drive the route to the nearest hospital and draw the CASEVAC route map.

Paramedics must carry out other work in support of the Senior Paramedic when they are not required in the Task area.

5.8 Driver/mechanics

Driver/mechanics are responsible for ensuring that the vehicle is ready for use when required. Each is also responsible for driving the vehicle in a manner that is safe and in compliance with the country's traffic laws.

Essential qualifications are:

1. Driving licence for the vehicle;
2. *[Demining group name]* driving test;
3. Good driving record;
4. Experienced at vehicle service and maintenance; and
5. Proven ability to keep required vehicle documentation.

Driver/mechanics of diesel vehicles should also complete a diesel mechanic's course.

Driver/mechanics of demining machines must complete the relevant machine manufacturer's course or an alternative in-house course.

Driver/mechanics are responsible for:

1. Carrying out daily checks of oil, water and tyre pressures;
2. Ensuring that the spare tyre is always inflated and serviceable;
3. Ensuring that the vehicle always contains a jack and wheel-brace;
4. Know how to operate and maintain the vehicle radio using approved procedures and call signs;
5. Keeping the vehicle clean inside and outside;
6. Reporting all faults and mechanical errors to the Task Supervisor;
7. Keeping the vehicle service log and reminding the Task Supervisor before servicing is required;
8. Never giving lifts to unauthorised passengers (because they will not be insured in the event of an accident);
9. Keeping the vehicle travel log with all journeys and all fuel use recorded;
10. Driving in accordance with traffic laws at all times; and
11. Driving in a manner that does credit to *[Demining group name]* at all times.

Driver/mechanics who are fined for traffic violations must pay the fine with their own money. They may also be liable for disciplinary action. Drivers who drive dangerously or cause an accident are liable for immediate dismissal. Drivers who fail to maintain their vehicle and the vehicle log as directed will be subject to disciplinary action that may include fines or dismissal.

5.9 Ambulance drivers

In addition to the requirements for Driver/Mechanics, the Ambulance driver carries additional responsibility because no work can be conducted in the SHA at a Task unless his vehicle is ready and in position for a possible CASEVAC.

He/she must ensure that the ambulance is in good mechanical condition and always contains enough fuel for an emergency response.

An ambulance driver must balance the need for speed against the need for the comfort of the casualty. He/she must drive slowly if there is any danger of causing pain to the casualty on rough roads.

During demining and demolition/destruction work, the ambulance driver must:

1. Always be at the ambulance with the ignition keys inserted and ready to turn;

2. Ensure that the vehicle is parked correctly in the administrative area with unrestricted access to the exit route;
3. Ensure that he/she has driven the route to the nearest hospital according to the CASEVAC and emergency response plan; and
4. Ensure that he/she is in possession of the CASEVAC route map, with alternative routes whenever possible.

The Ambulance driver is responsible to the Senior Paramedic and the Task Supervisor.

Failure to reliably comply with any of the ambulance driver's duties is a safety issue that may cause loss of life. For this reason, failure to comply with any of the above duties renders an ambulance driver liable for immediate dismissal without warning.

5.10 The MDD Coordinator

Duties associated with a job title are subject to revision as required. The MDD Coordinator's duties listed below may be revised as necessary.

Essential qualifications are:

1. MDD handler and trainer certificate;
2. Experience at establishing a successful MDD programme; and
3. Experience at managing a successful MDD programme.

The MDD Coordinator is responsible for:

1. The selection of the *[Demining group name]* MDD personnel;
2. The training and mentoring of MDD personnel by any external MDD training capacity;
3. The assessment and testing of all MDD personnel;
4. The development plan for *[Demining group name]* MDD capacity building;
5. Liaising with the Task Supervisors and Country Office to ensure the appropriate deployment of the MDD Team(s);
6. Planning each Task with the MDD Team Leader(s);
7. Planning and executing a detailed training and development training program for each MDD to be used before, during, and after scheduled operations;
8. Exercising appropriate leadership over the MDD Team(s), and assessing each Team member in terms of their training needs;
9. Ensuring that all equipment necessary to carry out MDD operations is available as needed;
10. Ensuring that all required Task progress documentation is completed and distributed appropriately;
11. Conducting unexpected detection capability QA checks on MDD Sets;
12. Submitting up-to-date reports and sketches at the end of each operational week; and
13. Ensuring that, for all new developments in the use of MDDs, an amendment record is produced and submitted to Head Office.

The MDD coordinator reports to the Programme Manager and should advise Head Office on matters related to MDDs.

5.10.1 The MDD Team Leader

The MDD Team Leader must have the following qualifications:

1. MDD Handler certification;
2. Basic deminer qualification;

3. First Aid; and
4. Supervisor training course.

The MDD Team Leader is responsible for:

1. Planning each Task in detail, including which MDD Set will be deployed over different areas and which search approach to use. The plan should be designed to ensure quality, productivity and limited downtime;
2. Planning a kennel routine schedule for each Handler with the aim of maximising MDD rest during kennelling;
3. Exercising tight control over the kennel facilities;
4. Ensuring that all required documentation is completed and passed to the MDD Coordinator;
5. Ensuring that all operational staff are properly dressed and have all required equipment (uniform, PPE, first-aid kits etc.);
6. Ensuring that a Daily Detection Capability Test of each MDD Set is carried out under his/her direct supervision;
7. Conducting at least one detection capability quality assurance check each operational day; and
8. Submitting up-to-date progress reports and maps of areas worked to the Task Supervisor at the end of each operational day.

The MDD Team Leader reports to the MDD Coordinator and to the Task Supervisor at the Task site where the MDD are working. Daily progress reports must be submitted including accurate maps of the areas worked.

5.10.2 MDD Handlers

MDD Handlers must have the following qualifications:

1. MDD Handler certification;
2. Basic deminer; and
3. First Aid.

MDD Handlers must:

1. Conduct all their activities according to the MDD SOPs;
2. Maintain responsibility for the overall quality of their MDD(s) during the whole length of their contract. As part of this, they must maintain training schedules to fit into operational plans (early mornings, evenings and weekends);
3. Walking their dogs and conducting a detailed daily health check early each day;
4. Reporting all irregularities regarding their own MDD(s) or any other MDD belonging to their Team Leader;
5. Having full control of all the equipment necessary to perform demining according to the approved SOPs;
6. Conducting other work assigned by his/her superior at any time (for example observer duties, manual deminer duties, quality control duties, kennel duties or weekend guard duties etc.);
7. Maintaining the required standard of hygiene and cleanliness within the kennel area; and
8. Informing the MDD Senior Trainer/Team Leader of any changes in the kennel during the previous 24 hours.

MDDs need training and exercise every day, so MDD Handlers must be 100% reliable and coordinate their off-duty times with the MDD Team Leader. They must work anti-social hours without complaint.

The MDD Handler reports to the MDD Team Leader. He/she must provide accurate daily reports of the areas worked by the dogs under his control.

5.10.3 MDD kennel assistants

MDD Kennel assistants must:

1. Ensure that the kennels are kept clean at all times;
2. Ensure that all MDDs always have clean water;
3. Ensure that no unauthorised persons approach the kennels;
4. Exercise dogs when required to do so;
5. Assist with the maintenance of the kennel area and storage facilities;
6. Assist with the loading and unloading of MDDs onto vehicles;
7. Feed the MDDs the required food at the appointed times; and
8. Undertake additional duties as requested by MDD Handlers and MDD Team Leader.

Because dogs must be looked after every day, MDD Kennel assistants must share their work and take days off as agreed with the MDD Team Leader.

MDD Kennel assistants report to the MDD Team Leader.

5.11 Internal QA/QC Officers

Internal QA/QC is one of the most important activities. QA/QC Operators must be respected and their visits should be welcomed. Personnel must be selected carefully and prepared properly for the role. On small programmes, the Programme Manager may adopt the role of Country QA/QC officer when appropriately trained.

Internal QA/QC Officers may make arranged and unarranged visits to any Task. A QA Officer must have passed the following courses:

1. Level 3 Deminer/EOD;
2. First Aid;
3. Task Assessment; and
4. Internal QA course.

The QA Officer should also have extensive experience of demining.

The training should prepare the QA/QC officer to make constructive criticism and help improve a Platoon's performance.

The QA Officer reports to the appropriate Task Supervisor and the Programme Manager.

5.12 Mechanical Team Leader

The Mechanical Team Leader is responsible for ensuring that the machine is used in accordance with all safety regulations and for producing all documentation and reports relating to the use of the machine. He/she must be in constant radio contact with the machine Operator and the Paramedic while the machine is working in a SHA.

The Mechanical Team Leader must have the following qualifications:

1. Must be a trained mechanic/metal crafts-person with a working knowledge of motor vehicle engineering;

2. Basic deminer course;
3. Map reading course;
4. Level 2 EOD course;
5. First Aid course; and
6. Proven ability to keep required documentation.

The Mechanical Team Leader works under the direction of the Task Supervisor.

The Mechanical Team Leader's main duties are:

1. Liaison with the Task Supervisor to generate a Machine Deployment Plan that is safe and practical;
2. Development of a mechanical team CASEVAC plan and a Machine recovery plan for the Task;
3. Conducting a daily briefing of the mechanical team covering safety, communications, and the work required from each Team member on that day;
4. Exercising the proper control of the machine and trailer movement to and from the Task site;
5. Supervision of all machine maintenance;
6. Supervision of any demining staff attached to the Mechanical Team;
7. Ensuring that no staff under his/her control breach SOPs at the Task (ordering an immediate withdrawal from the SHA if this occurs);
8. Ensuring that the machine Operator conducts the work required in the Machine Deployment Plan;
9. Ensure that area marking is replaced as soon as possible after the machine has finished in an area;
10. Ensuring that the mechanical activities are coordinated with other Task activities;
11. Equipment accounting and maintenance;
12. Discipline of all Mechanical Team members;
13. Completion of daily, weekly and monthly reports of the work conducted;
14. Coordination of logistical support;
15. Coordination of team accommodation;
16. Coordination of team vehicle movement;
17. Maintenance and fault reporting of the equipment issued to the mechanical team;
18. Conducting quality control checks;
19. Coordinating the safe recovery of a machine in the event of it becoming disabled in a SHA;
20. Controlling any CASEVAC according to the SOP;
21. Daily completion of the machine's log;
22. Providing detailed daily progress reports including an accurate map of the area(s) worked to the Task Supervisor;
23. Coordination for the replenishment of consumables; and
24. Communicating any problems to the Task Supervisor.

The Mechanical Team Leader reports to the Task Supervisor and the Programme Manager.

5.12.1 Machine Operator/Observer

Each Machine Operator must be trained in the use and maintenance of the machine and have completed the appropriate Machine Operator training. The Machine Operator must have constant communication with the Mechanical Team Leader while the machine is working in any SHA.

Detailed duties include:

1. Handling, maintenance and fault reporting for the machine;
2. Quality control checks, including depth of ground processing;
3. Carrying out all mechanical demining activity as detailed in the Mechanical SOPs;
4. Reporting results of ground processed to the Mechanical Team Leader;
5. Reporting problems to the Mechanical Team Leader immediately; and
6. Acting as Observer whenever required to do so.

The Mechanical Demining Operator reports to the Mechanical Team Leader.

5.12.2 Mechanical demining Observer

With some machines, a Mechanical Demining Observer is used to watch the machine work and look out for things that the Machine Operator should know. Mechanical Observers are often also machine Operators.

The Mechanical Demining Observer should have completed a Level 1 Deminer/EOD course and the First Aid course. He/she works under the direction of the Mechanical Team Leader.

The Mechanical Demining Operator's duties include:

1. Remaining behind the armoured shield or protective shelter or wearing the approved PPE at all times;
2. Staying vigilant to look out for one or more of the following:
 - the processing tool moving up and down so that a constant depth is not maintained;
 - parts of the processing tool being thrown aside or broken;
 - devices being thrown aside or exposed; and
 - obstructions in the area to be processed.
3. When one of the above is seen, notifying the Operator immediately by radio;
4. The placement and maintenance of the marking system; and
5. Assisting with internal QA and reporting requirements.

The Mechanical Demining Observer reports to the Mechanical Team Leader.

5.12.3 Mechanic/fitter

Every demining machine should have a dedicated fitter/mechanic who has completed a training course relevant to that machine and its service and maintenance requirements. The Machine mechanic should also have completed a Basic deminer course and the First Aid course. He/she works under the direction of the Mechanical Team Leader.

The Machine mechanic's duties include:

1. Maintaining the machine according to the manufacturer's requirements;
2. Recording the use of all spares and consumables;
3. Reporting all spares and maintenance requirements in good time to allow replenishment;
4. Being available at all times while the machine is working in a SHA;
5. Assisting with the upkeep of the Machine Deployment Plan; and
6. Assisting with other duties under the direction of the Mechanical Team Leader

The Machine mechanic reports to the Mechanical Team Leader.

6. Updating these SOPs

These SOPs should be updated at least once a year to include lessons learned over the year and any refinements to procedures that have been developed.

These SOPs must be updated when:

1. New demining equipment or machines are used;
2. Improved procedures are identified;
3. There is evidence of confusion about the content;
4. A need for a safety improvement has been identified; and
5. A way to increase efficiency has been identified.

When a need to revise or update these SOPs has been identified, the process described below should be followed.

6.1 Update process

The update process can begin in the field or in the [\[Demining group name\]](#) Head Office.

6.1.1 Field-led SOP updates

In the field, the need for an update must be reported to the Platoon Commander or the Task Supervisor.

1. The Task Supervisor, with the Platoon Supervisor(s) and Commander(s), must assess the request.
2. If they agree that an update is required, they must write an SOP Revision memo describing the update and why it is needed. They must indicate all changes that are required and include as much detail as possible.
3. The detailed SOP Revision memo must be sent to the Country Manager.
4. The Country Manager must forward all SOP Revision memos to [\[Demining group name\]](#) Head Office without delay. If the issue involves safety, it must be forwarded immediately.
5. The Director of Operations will consider the request. When necessary, the Director of Operations should convene a meeting with the other Directors and representatives of the people who will be affected by the change to discuss the issue and agree appropriate action.
6. When the need for change is agreed, the Director of Operations will arrange for the necessary changes to be made.
7. The Director responsible for Training must implement changes immediately when they involve safety. Changes to improve efficiency must be dealt with urgently.
8. When changes have been made, the Head Office must ensure that the SOP revision is circulated without delay to all Country/Programme Managers and the change is reflected in all relevant training material and courses.
9. The Country/Programme Managers must ensure that all copies of the SOPs held by the Platoons under their control are updated.
10. Each Programme Manager must ensure that every Task Supervisor, Platoon Supervisor, Platoon Commander, MDD Team Leader and Mechanical Team Leader receives a copy of the revision, even when the revision does not directly affect their work.
11. The Director of training must review all training courses and training material and ensure that the changes are integrated into all future training. When a new or revised training course is necessary, it must be designed and implemented without delay.

6.1.2 Head Office SOP updates

The Directors of *[Demining group name]* may require changes to be made to these SOPs at any time. When *[Demining group name]* gets new equipment or machines, the Director of Operations at Head Office must arrange for an appropriate addition to the SOPs to be made. .

New equipment and machines that need an SOP revision should not be issued until the SOP revision has been made and distributed.

The Director of Training must:

1. Request urgent input from specialists and arrange for a revision to be drafted;
2. Send the draft revision to the Directors for approval;
3. When the draft revision is approved, the Director of Training must arrange for necessary changes to be made;
4. When changes have been made, the Director of Operations must ensure that the SOP revision is circulated without delay to all Country/Programme Managers and the change is reflected in all relevant training material and courses;
5. The Country Managers must ensure that all copies of the SOPs held by the Platoons under their control are updated;
6. Each Programme Manager must ensure that every Task Supervisor, Platoon Supervisor, Platoon Commander, MDD Team Leader and Mechanical Team Leader receives a copy of the revision, even when the revision does not directly affect their work;
7. The Director of training must review all training courses and training material and ensure that the changes are integrated into all future training. When a new or revised training course is necessary, it must be designed and implemented without delay.