

Shelter Staffing Template Instructions

This job tool includes shelter staffing templates for planning and operational use, as well as considerations for making staffing decisions.

This job tool is used in conjunction with the following doctrine:

- Sheltering Standards & Procedures
- Job Tool: Shelter Operations Manager
- Job Tool: Operating a Shelter

Considerations for Shelter Staffing Decisions

Every shelter poses a different combination of needs in varying scope. A wide variety of factors affect the number and type of shelter workers needed to appropriately meet shelter clients' needs. Some variables to be considered when determining appropriate staffing levels and positions are:

Mass Care Activities

All shelter workers are responsible for the total care of clients in all areas of the shelter, including feeding and canteening, handing out supplies, and helping families reconnect. In larger shelters, it may be necessary to assign shelter workers to assist with recreational activities, respite care, feeding, bulk distribution, reunification, and coordinating with other functions in addition to the roles of registration, dormitory, etc.

Shelter Life Cycle

Staffing needs change over the life of a shelter. Usually the opening shift is the most labor intensive, especially in a sudden disaster when the population arrives over a short period. The longer a shelter is operating, as routines are established and clients' initial trauma subsides, staffing levels may be shifted or reduced. Routine overnight shifts are generally quieter than shifts that occur during dinner and shelter client meetings. The final shelter closing shift also creates different staffing needs.

Access and Functional Needs

Shelters with large numbers of individuals with access and functional needs including those with disabilities, elderly populations, families with young children, non-English speakers, point-to-point evacuees, etc. require fewer clients per staff member than those with younger, healthier populations.

Type of Shelter

Shelter staffing guidelines are based on Red Cross managed shelters. Partner-managed shelters with facility, local government, and other partner organizations providing personnel lessen Red Cross staffing requirements.

Staff shelters and shelters for responders, such as firefighters, national guardsmen, and utility workers, require fewer staff members than other client shelters, and often at different times of the day.

Shelter Size and Duration

A wide range of services may be needed in large shelters and those that last more than a few days. They may be co-located with multi-agency resource centers, sites for distribution of emergency supplies, or offer additional Red Cross and partner services. In addition to more shelter workers, casework, logistics, disaster services technology, and security staff may be required onsite.

Smaller shelters generally require fewer staff members, as roles and responsibilities are combined.

Nature of the Event

A population affected by a sudden, unexpected disaster will have greater needs than one evacuating from an impending threat. They will have less time to organize and bring bedding, medications, service animal supplies, etc. and are more likely to need assistance from Disaster Health Services (DHS) and Disaster Mental Health (DMH). Greater physical, medical, and emotional needs will require more shelter workers and greater coordination with DHS, DMH, and Disaster Spiritual Care.

Facility Layout

Shelters in which registration, dormitory, feeding, parking, play, and TV/computer areas are near each other, and that have larger open spaces, can be effectively managed with fewer staff than those with multiple buildings, shower trailers or offsite showering, smaller rooms, etc.

Worker Sources

Local Red Cross, partner organizations, and event-based volunteers are used whenever possible. They may be less experienced and have less training than registered Red Cross staff specializing in sheltering. They may also have less availability due to work and family scheduling. Split shifts, partial shifts, and job sharing are examples of creative approaches to make use of these volunteers. Doing so, however, will require more staffing and scheduling personnel.

Management

Larger shelters require more supervisory personnel. In smaller shelters, a few staff members may report directly to the shelter manager during the day and a shelter supervisor on 2nd and night shifts. In larger operations, supervisors may be assigned to the various activity areas, such as dormitory, registration, and feeding. These activity supervisors report to the shelter manager during the day and shelter supervisors on 2nd and night shifts, and the shelter workers in their areas report to them. The shelter manager is ultimately responsible for all workers and all activity that takes place in the shelter. See the [Sheltering Standards and Procedures](#) and [Job Tool: Operating a Shelter](#) for more information on shelter management.

Shelter Staffing Templates

The following tables provide minimum and ideal staff counts for shelters operating two shifts and shelters operating three shifts. A full staff is not required to open the doors and allow clients in. Shelter managers

should use good judgment in each situation when determining actual staff requirements, keeping in mind that event-based volunteers and shelter clients are great resources and can fill most roles in the shelter.

Shelter Staffing Summary for Planning Purposes

The following tables provide a summary of shelter staffing showing manager, supervisor, and worker counts; a count of sheltering staff per shift; a count of total sheltering staff for all shifts; and the ratio of clients per staff member per shift.

These tables only include staff assigned to the sheltering function. The shelter manager works with the leads for other functions to determine how many other function staff should be in each shelter. At a minimum, there should be staff assigned to each shelter from Disaster Health Services and Disaster Mental Health. Other functions include, but are not limited to, Casework and Recovery Planning, Reunification, Feeding, and Distribution of Emergency Supplies, depending on the needs of the clients. See the **Job Tool: Operating a Shelter** for more information on staffing a shelter.

Shelter Staffing - Two Shifts

			Manager MC/SH/SV	Supervisor MC/SH/SV	Worker MC/SH/SA	Staff per Shift	Staff Total	Clients per Staff per Shift
50 Clients	Minimum Staff	Day	1	-	1	2	4	25
		Night	-	1	1	2		25
	Ideal Staff	Day	1	-	2	3	6	17
		Night	-	1	2	3		17
100 Clients	Minimum Staff	Day	1	-	1	2	4	50
		Night	-	1	1	2		50
	Ideal Staff	Day	1	-	3	4	7	25
		Night	-	1	2	3		33
200 Clients	Minimum Staff	Day	1	1	2	4	8	50
		Night	-	1	3	4		50
	Ideal Staff	Day	1	1	7	9	15	22
		Night	-	1	5	6		33
500 Clients	Minimum Staff	Day	1	2	7	10	20	50
		Night	-	2	8	10		50
	Ideal Staff	Day	1	3	18	22	39	23
		Night	-	3	14	17		29
100 Staff	Minimum Staff	Day	1	-	-	1	2	
		Night	-	-	1	1		
	Ideal Staff	Day	1	-	1	2	4	
		Night	-	-	2	2		

Shelter Staffing - Three Shifts

			Manager MC/SH/SV	Supervisor MC/SH/SV	Worker MC/SH/SA	Staff per Shift	Staff Total	Clients per Staff per Shift
50 Clients	Minimum Staff	Day	1	-	1	2	6	25
		2nd	-	1	1	2		25
		Night	-	1	1	2		25
	Ideal Staff	Day	1	-	2	3	8	17
		2nd	-	1	2	3		17
		Night	-	1	1	2		25
100 Clients	Minimum Staff	Day	1	-	1	2	6	50
		2nd	-	1	1	2		50
		Night	-	1	1	2		50
	Ideal Staff	Day	1	-	2	3	10	33
		2nd	-	1	3	4		25
		Night	-	1	2	3		33
200 Clients	Minimum Staff	Day	1	1	2	4	12	50
		2nd	-	1	3	4		50
		Night	-	1	3	4		50
	Ideal Staff	Day	1	1	4	6	18	33
		2nd	-	1	6	7		29
		Night	-	1	4	5		40
500 Clients	Minimum Staff	Day	1	2	7	10	30	50
		2nd	-	2	8	10		50
		Night	-	2	8	10		50
	Ideal Staff	Day	1	3	12	16	49	31
		2nd	-	4	15	19		26
		Night	-	3	11	14		36
100 Staff	Minimum Staff	Day	1	-	-	1	3	
		2nd	-	1	-	1		
		Night	-	-	1	1		
	Ideal Staff	Day	1	-	1	2	6	
		2nd	-	-	2	2		
		Night	-	-	2	2		

Shelter Staffing Template for Shelter Activities

The following tables provide recommendations of shelter activity assignments, not including staff from other functions such as DHS or DMH.

Shelter Staffing - 2 SHIFTS Minimum		50 CLIENTS		100 CLIENTS		200 CLIENTS		500 CLIENTS		STAFF SHELTER (100-PERSON)	
ROLE	G/AP	<i>Day</i>	<i>Night</i>	<i>Day</i>	<i>Night</i>	<i>Day</i>	<i>Night</i>	<i>Day</i>	<i>Night</i>	<i>Day</i>	<i>Night</i>
SHELTER MANAGER	MC/SH/SV	1		1		1		1		1	
SHIFT SUPERVISOR	MC/SH/SV		1		1	1	1	2	2		
ADMINISTRATIVE SUPPORT	MC/SH/SA					1		1			
REGISTRATION	MC/SH/SA	1		1		1	1	2	2		
DORMITORY	MC/SH/SA		1		1		1	2	2	1	2
FEEDING/CANTEEN	MC/SH/SA						1	1	2		
INFO (HELP DESK)	MC/SH/SA					1		1	1		
OTHER*	MC/SH/SA								1		
TOTAL		2	2	2	2	5	4	10	10	2	2

Shelter Staffing - 2 SHIFTS Ideal		50 CLIENTS		100 CLIENTS		200 CLIENTS		500 CLIENTS		STAFF SHELTER (100-PERSON)	
ROLE	G/AP	<i>Day</i>	<i>Night</i>	<i>Day</i>	<i>Night</i>	<i>Day</i>	<i>Night</i>	<i>Day</i>	<i>Night</i>	<i>Day</i>	<i>Night</i>
SHELTER MANAGER	MC/SH/SV	1		1		1		1		1	
SHIFT SUPERVISOR	MC/SH/SV		1		1	1	1	3	3		
ADMINISTRATIVE SUPPORT	MC/SH/SA					1		1			
REGISTRATION	MC/SH/SA	1	1	1	1	2	2	5	5		
DORMITORY	MC/SH/SA	1	1	1	1	2	2	5	5	1	2
FEEDING/CANTEEN	MC/SH/SA			1		1	1	3	3		
INFO (HELP DESK)	MC/SH/SA					1		3	1		
OTHER*	MC/SH/SA							1			
TOTAL		3	3	4	3	9	6	22	17	2	2

Shelter Staffing - 3 SHIFTS Minimum		50 CLIENTS			100 CLIENTS			200 CLIENTS			500 CLIENTS			STAFF SHELTER (100-PERSON)		
ROLE	G/A/P	<i>Day</i>	<i>2nd</i>	<i>Night</i>	<i>Day</i>	<i>2nd</i>	<i>Night</i>	<i>Day</i>	<i>2nd</i>	<i>Night</i>	<i>Day</i>	<i>2nd</i>	<i>Night</i>	<i>Day</i>	<i>2nd</i>	<i>Night</i>
SHELTER MANAGER	MC/SH/SV	1			1			1			1			1		
SHIFT SUPERVISOR	MC/SH/SV		1	1		1	1	1	1	1	2	2	2			
ADMINISTRATIVE SUPPORT	MC/SH/SA															
REGISTRATION	MC/SH/SA	1	1		1	1		1	1		3	3	2			
DORMITORY	MC/SH/SA			1			1	1	1	2	2	2	4	1	2	2
FEEDING/CANTEEN	MC/SH/SA								1		1	1	1			
INFO (HELP DESK)	MC/SH/SA										1	2	1			
OTHER*	MC/SH/SA															
TOTAL		2	2	2	2	2	2	4	4	3	10	10	10	2	2	2

Shelter Staffing - 3 SHIFTS Ideal		50 CLIENTS			100 CLIENTS			200 CLIENTS			500 CLIENTS			STAFF SHELTER (100-PERSON)		
ROLE	G/A/P	<i>Day</i>	<i>2nd</i>	<i>Night</i>	<i>Day</i>	<i>2nd</i>	<i>Night</i>	<i>Day</i>	<i>2nd</i>	<i>Night</i>	<i>Day</i>	<i>2nd</i>	<i>Night</i>	<i>Day</i>	<i>2nd</i>	<i>Night</i>
SHELTER MANAGER	MC/SH/SV	1			1			1			1			1		
SHIFT SUPERVISOR	MC/SH/SV		1	1		1	1	1	1	1	3	4	3			
ADMINISTRATIVE SUPPORT	MC/SH/SA							1			1					
REGISTRATION	MC/SH/SA	1	1		1	2	1	2	2	1	5	5	3			
DORMITORY	MC/SH/SA	1	1	1	1	1	1	1	2	2	5	4	5	1	2	2
FEEDING/CANTEEN	MC/SH/SA								1	1		3	3			
INFO (HELP DESK)	MC/SH/SA								1		1	3				
OTHER*	MC/SH/SA															
TOTAL		3	3	2	3	4	3	6	7	5	16	19	14	2	2	2

*OTHER sheltering staff includes staff assigned to areas of the shelter not listed in this table, but not part of other functions. For example, other Sheltering staff might include staff overseeing recreational areas, child respite care, laundry, or any other area set up for clients in the shelter.