

Operations Section Chief



ICS Institute • August 12-16, 2019 • Philadelphia, PA






OPS

*In consideration of your fellow students
and the instructors, please silence all
cell phones*

Operations Section Chief

*Philadelphia, Pennsylvania
August 13, 2019*





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OPS

Unit 0 – Operations Section Chief


Introduction


 2

OPS

Unit 0 Introduction


- ▶ Operations Section Chief (OPS)
- ▶ General Staff Member
- ▶ Key Leadership Position
- ▶ “The OPS is responsible for the management of all operations directly applicable to the primary mission” – EPA IMH 2016
- ▶ “It’s all about Ops”



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Purpose of the Course OPS

To provide training to agency personnel to develop the skills necessary to perform as the Operations Section Chief (OPS) on an Incident Management Team in compliance with the direction and standards described in the NIMS.



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Course Objective OPS

- ▶ Upon completion of this course, students will demonstrate, through exercises and a final exam, an understanding of the duties, responsibilities, and capabilities of an effective Operations Section Chief

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Course Prerequisites OPS

- ▶ Completion of general ICS training, ICS 100, 200, 300, 400 level courses
- ▶ Identified to fulfill Operations Section Chief position on an Incident Management Team (IMT)
- ▶ Completion of ICS-339, Division / Group Supervisor (DIVS), is highly recommended

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Course Materials



- ▶ Course Agenda
- ▶ Student Manual
- ▶ Student Registration Card
- ▶ Student Evaluation Form
- ▶ Handouts
- ▶ Acronyms



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Course Materials



- ▶ US EPA Incident Management Handbook (IMH)
- ▶ OPS Job Aid
- ▶ Chapter 8



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Course Certificate


- ▶ Attendance is mandatory
- ▶ 70% correct on tests



9


Facility Information OPS

- ▶ Classroom
- ▶ Restrooms
- ▶ Water fountains, snacks, refreshments
- ▶ Lunch
- ▶ Emergency telephone numbers
- ▶ Alarms and emergency exits

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End Unit O Introduction OPS

- ▶ Instructors
 - Brief Background
- ▶ Students
 - Introduction
 - Experiences
 - Why be an Operations Section Chief
 - Expectations of this Course

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Unit 0 Exercise 15min. OPS


- ▶ Choose a group facilitator
- ▶ Create a list of topics you would like to see covered during the course
- ▶ Present your results to the group

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Unit 1 Topic 1

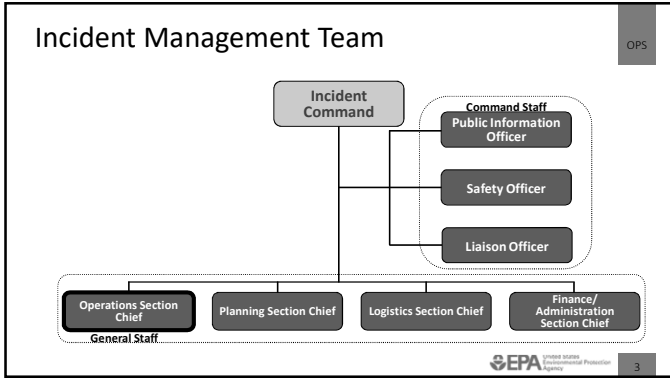
Role of the Operations Section Chief

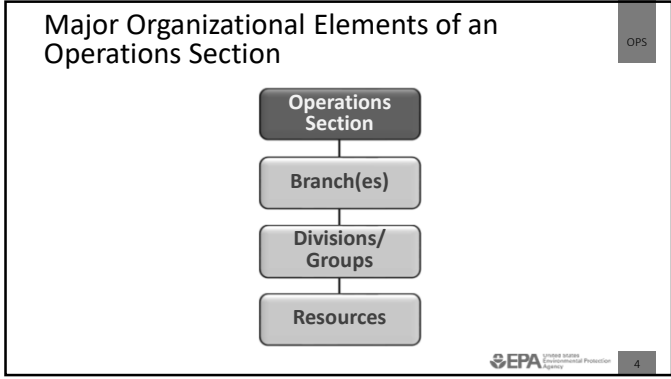
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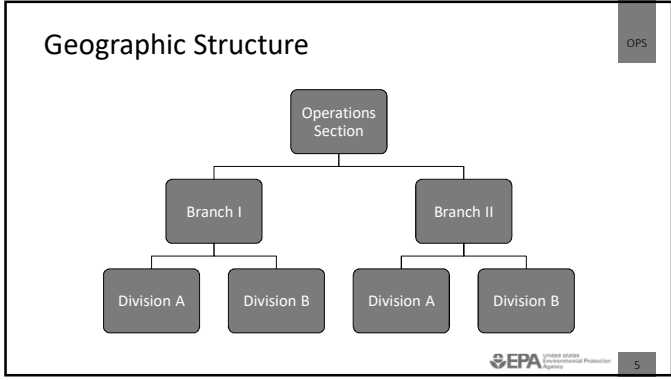
Unit Objectives

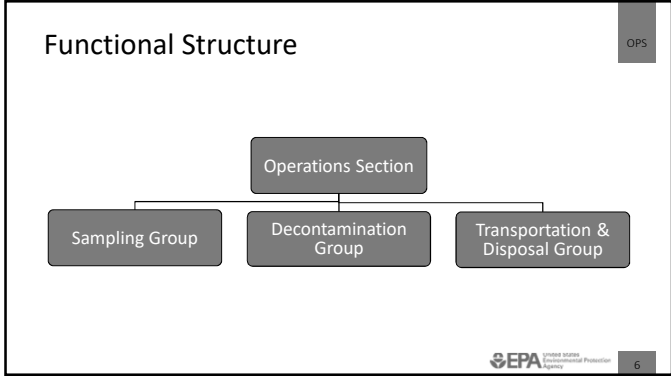
- ▶ Identify the major organizational elements of Incident Command and the Operations Section
- ▶ Describe the major responsibilities of an Operations Section Chief

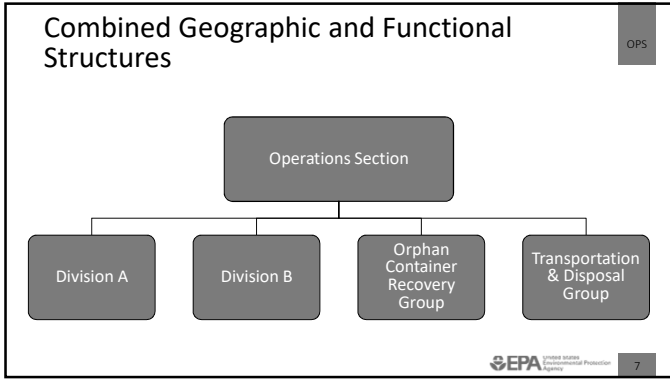
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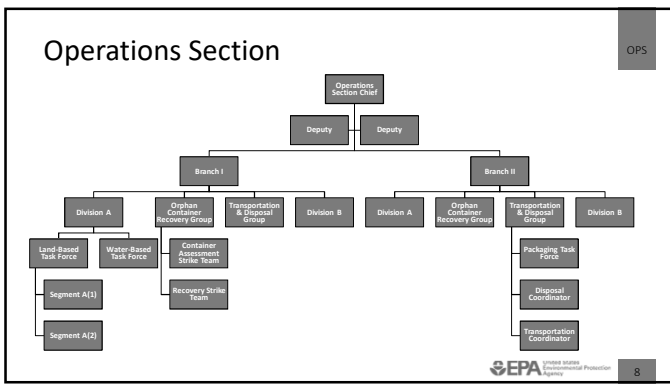












Questions?

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Operations Section Chief

- ▶ Is responsible to Incident Command for the direct management of all incident-related tactical activities
- ▶ Will establish tactics for the operational period
- ▶ Has direct involvement in development of the Incident Action Plan



Major Responsibilities

1. Successfully assume role of Operations Section Chief and initiate position activities
 - Ensure availability, qualifications, and capabilities of resources to complete assignment
 - Gather, update, and apply situational information relevant to assignment



Major Responsibilities

(Continued)

1. Successfully assume role of Operations Section Chief and initiate position activities (continued)
 - Establish and maintain effective relationships with relevant personnel
 - Establish organization structure, reporting requirements, and chain-of-command of assigned resources



Major Responsibilities OPS

(Continued)


- Influence, guide, and direct assigned personnel to accomplish objectives and desired outcomes
 - Ensure the safety, welfare, and accountability of assigned personnel
 - Establish work assignments and performance expectations, monitor performance, and provide feedback
 - Coordinate interdependent activities


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Major Responsibilities OPS

(Continued)

- Use suitable communication techniques to share relevant information with appropriate personnel on a timely basis
 - Ensure all relevant information is exchanged during briefings and debriefings
 - Ensure documentation is complete and disposition is appropriate
 - Gather, produce and distribute information as required by established guidelines and ensure understanding by recipient





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Major Responsibilities OPS

(Continued)

- Use suitable communication techniques to share relevant information with appropriate personnel on a timely basis (continued)
 - Communicate and ensure understanding of work expectations within the chain-of-command and across functional areas
 - Develop and implement plans and gain concurrence of affected agencies and / or the public




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Major Responsibilities OPS

(Continued)

4. Identify, analyze, and apply relevant situational information and evaluate actions to complete assignments safely and meet identified objectives within established timeframe

- Administer and / or apply agency policy, contracts, and agreements
- Gather, analyze, and validate information pertinent to the incident and make recommendations for setting priorities
- Modify approach based on evaluation of incident situation



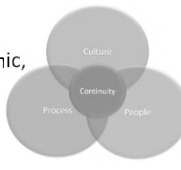
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Major Responsibilities OPS

(Continued)

4. Identify, analyze, and apply relevant situational information and evaluate actions to complete assignments safely and meet identified objectives (continued)

- Ensure operations consider socio-economic, political, and cultural aspects
- Plan for demobilization and ensure demobilization procedures are followed
- Transfer position duties while ensuring continuity of authority and knowledge and taking into account incident complexity



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Unit Review OPS

At The Conclusion Of This Unit, Are You Now Able To?:

- ▶ Identify the major organizational elements of Incident Command and the Operations Section
- ▶ Describe the major responsibilities of an Operations Section Chief

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Questions?

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Unit 1 Topic 2

Operations Section Chief




Intro to IMH, Job Aid and EPA Form 213RR


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Operations Section Chief

- ▶ Introduction to the EPA
- ▶ Incident Management Handbook, Job Aid, and Resource Ordering




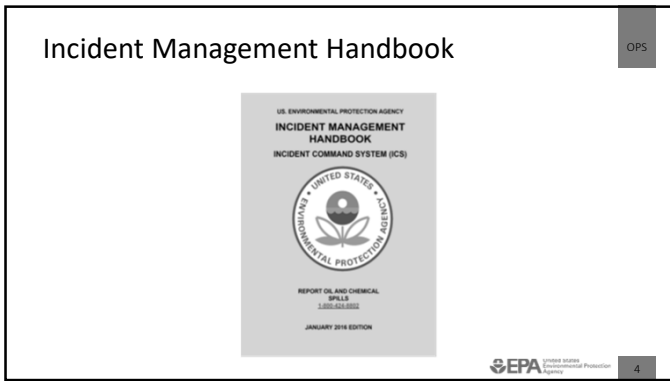
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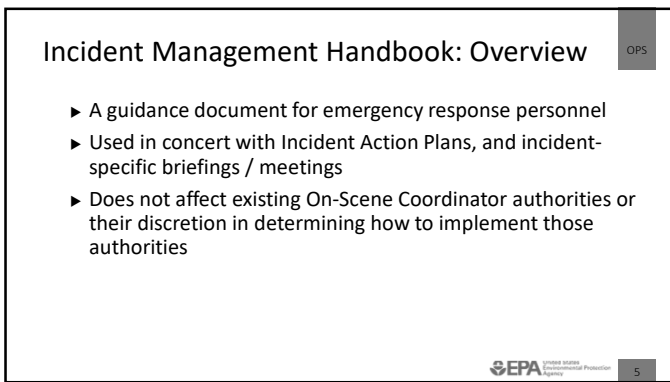
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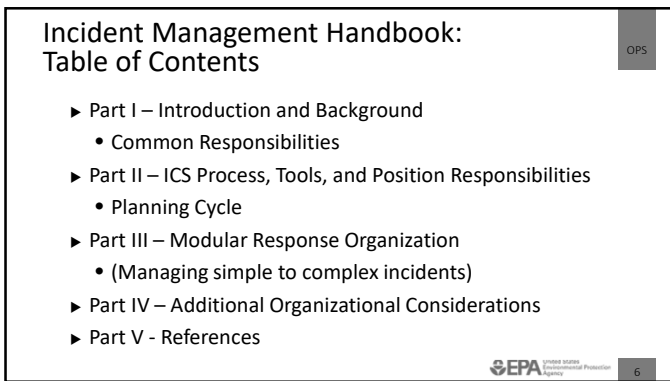
Objectives

- ▶ Introduce EPA Incident Management Handbook as a reference guide
- ▶ Introduce Operations Section Chief Job Aid and where to find the job aid and other ICS position-specific aids
- ▶ Describe the resource ordering process and ICS Form 213RR-EPA

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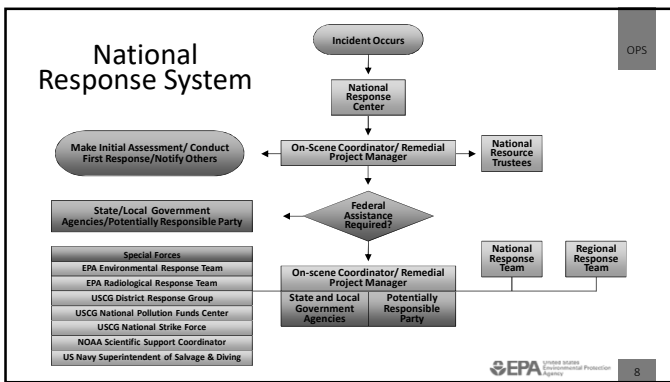
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Incident Management Handbook

Part I – Introduction and Background

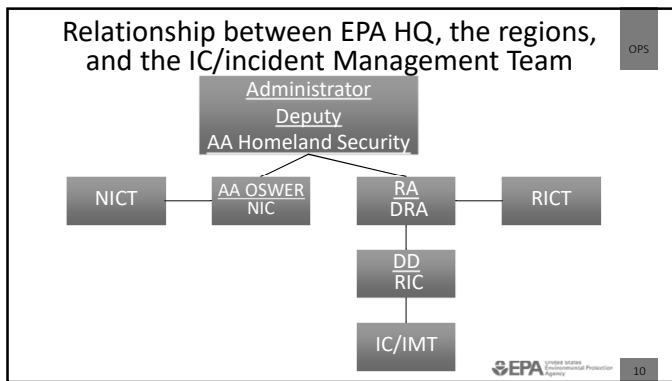
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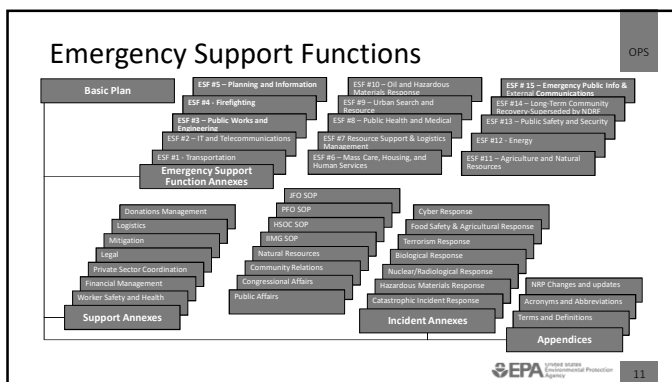
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EPA Model for National Incident Coordination and Information Exchange

Level Of Coordination	Organizational Structure	Organizational Position	Roles & Responsibilities
<div style="display: flex; flex-direction: column; align-items: center;"> <div style="border-left: 1px solid black; border-right: 1px solid black; height: 100px; width: 20px;"></div> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: x-small; margin: 0 5px;">Incident Information</div> </div>	Policy Coordinating Executive Committee	Administrator, DA, RAs, AAs	Provides Strategic Direction Management Objectives
	HQ Emergency Operations Center (EOC)	National Incident Coordinator (NIC)	Communication with the RIC and REOC
	NICT	HQ Senior Management	Provides cross-program support
<div style="display: flex; flex-direction: column; align-items: center;"> <div style="border-left: 1px solid black; border-right: 1px solid black; height: 100px; width: 20px;"></div> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: x-small; margin: 0 5px;">Policy Guidance</div> </div>	RICT/JFO	HQ Senior Management/Senior Federal Official	Provides Strategic Direction/ Management Objectives & cross program support
	Regional Emergency Operations Center (REOC)	Regional Incident Coordinator (RIC)	Communicates with IC and supports field operations
Tactical Coordination	Incident Command System	Incident or Area Commander	Operational Decision Making





IMH Chapter 3: Common Responsibilities

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The following is a checklist applicable to all personnel in an Incident Command System (ICS) organization:

1. Receive assignment, including:
 - Job assignment (e.g., Operations Section Chief, Technical Specialist)
 - Reporting location
 - Reporting time
 - Travel instructions
 - Any special communications instructions (e.g., radio frequency)
 - Review EPA Incident Management Handbook (IMH)


EPA logo and page number 12

Common Responsibilities OPS

(Continued)

2. Upon arrival at the incident, check in at the designated check-in location. Check-in may be found at any of the following locations:
 - Incident Command Post (ICP)
 - Base or Camps
 - Staging Areas
 - Area Command Post
 - Regional Emergency Operations Center (REOC)


Note: If you are instructed to report directly to a field assignment, check in with your immediate field supervisor.

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Common Responsibilities OPS

(Continued)


3. Receive briefing from immediate supervisor, and/or receive orientation briefing
4. Acquire work materials
5. Supervisors shall maintain accountability for their assigned personnel with regard to exact location(s), and personal safety and welfare at all times, especially when working in or around incident operations
6. Participate in Incident Management Team (IMT) meetings and briefings as appropriate
7. Ensure compliance with all safety practices and procedures. Report unsafe conditions to the Safety Officer (SO)
8. Supervisors are responsible for organizing and briefing staff
9. Know your assigned communication methods and procedures for your area of responsibility and ensure that communication equipment is operating properly

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Common Responsibilities OPS

(Continued)


10. Use clear text (no codes) and ICS terminology in all radio communications
11. Complete forms and reports required of the assigned position and ensure proper disposition of incident documentation as directed by the Documentation Unit
12. Ensure all equipment is operational prior to each work period
13. Brief ongoing operations when relieved, at the end of the operational rotations
14. Return all assigned equipment to appropriate location
15. Complete Demobilization Check-Out process before returning to home office
16. Respond to demobilization orders and brief staff regarding demobilization
17. At shift changes, brief incoming staff or receive briefing from outgoing staff
18. Maintain Unit / Activity Log (ICS Form 214)

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Incident Management Handbook:


*Part II – ICS Process, Tools, and Position Responsibilities:
The Operations Section Chief and The Planning Cycle*

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The Operational Period Planning Cycle

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Incident Management Handbook:

*Part III – Modular Response Organization
(Managing simple to complex incidents)*

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Incident Management Framework OPS

- ▶ Concepts
 - Flexibility and Scalability
 - Coordination and Standardization
- ▶ Components
 - Preparedness
 - Communications and Information Management
 - Resource Management
 - Command and Management
 - Ongoing Management and Maintenance

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What Are Major / Complex Incidents? OPS

- ▶ Include widespread damage to property / environment
- ▶ Result in psychological threat / trauma
- ▶ Span multiple operational periods (days / weeks)
- ▶ Are costly to control / mitigate
- ▶ Draw national media / press interest
- ▶ May require management of donations and activities of volunteers / nongovernmental organizations

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What Are Major / Complex Incidents? OPS

- ▶ Involve more than one agency or political jurisdiction
- ▶ Involve complex management and communication issues
- ▶ Require experienced, highly qualified personnel
- ▶ Require numerous tactical and support resources
- ▶ Involve multiple victims with injuries, fatalities, or illnesses

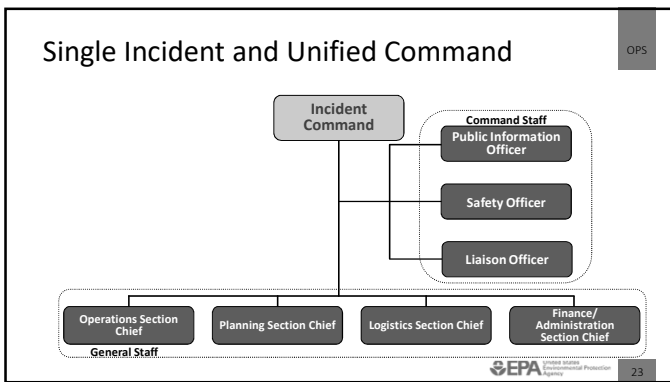
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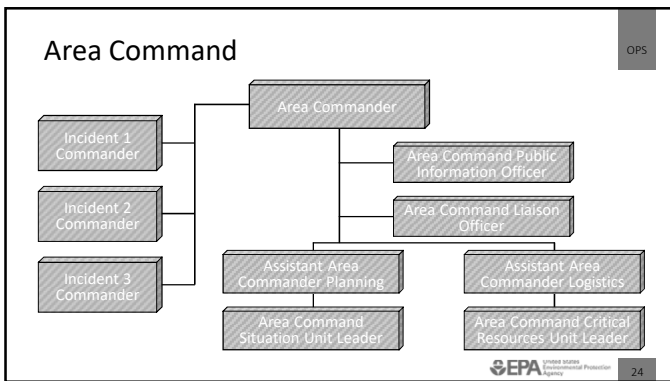
Incident Command

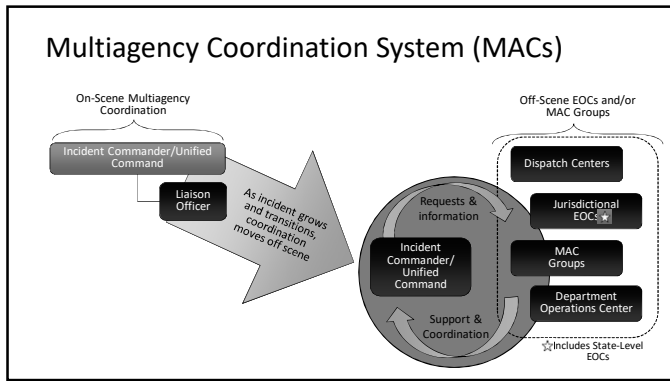
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- ▶ Single Incident Commander
 - Incident occurs within a single jurisdiction and there is no jurisdictional or functional agency overlap
- ▶ Unified Command
 - Incident involves multi-jurisdictional authority or multi-agency responsibility / functions
 - Each participating agency maintains its authority, responsibility, and accountability
- ▶ Area Command
 - Multiple incidents handled individually by separate ICS organizations or to oversee the management of a very large or evolving incident engaging multiple IMTs
 - Incidents that are typically not site specific, are not immediately identifiable, are geographically dispersed, and evolve over longer periods of time
 - Also used when a number of incidents of the same type in the same area are competing for the same resources, such as multiple hazardous material incidents, spills, or fires

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Incident Management Handbook:

Part IV – Additional Organizational Considerations

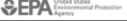


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Other Potential Organizational Functions

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- ▶ Intelligence: Chapter 15
- ▶ Natural Disasters: Chapter 16
- ▶ Inland Oil Spills: Chapter 17
- ▶ Radiological/Nuclear Incidents: Chapter 18
- ▶ Biological Incidents: Chapter 19
- ▶ Chemical Warfare Agents: Chapter 20
- ▶ Animal Emergency Response: Chapter 21



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Questions?

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Operations Section Chief Job Aid


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Incident Command System



Operations Section Chief Job Aid


March 2017

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Operations Section Chief Job Aid: Overview

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- ▶ Focuses on the Operations Section Chief (OPS) within the Incident Command System (ICS)
- ▶ Designed to be used in conjunction with EPA's IMH
- ▶ Establishes key responsibilities for OPS

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Access to EPA Incident Management Handbook and Position-Specific Job Aids

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Go to: <https://response.epa.gov>



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Access to EPA Incident Management Handbook and Position-Specific Job Aids (Continued)

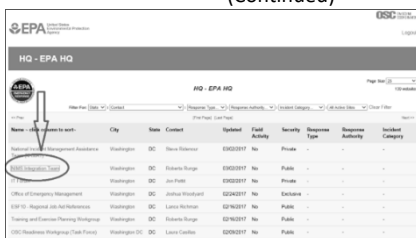
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Access to EPA Incident Management Handbook and Position-Specific Job Aids (Continued)

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* Need to login to access documents designated as private only



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Access to EPA Incident Management Handbook and Position-Specific Job Aids (Continued)

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The screenshot shows the EPA OSC website for the NIMS Integration Team. It features a header with navigation links (Home, Notices, Images, Documents, Press, Contacts, Links, Logout) and a sidebar with 'RESOURCES' and 'FOURCE' sections. The main content area is titled 'WASHINGTON, DC - HQ' and includes contact information for Robert Rupp, National NIMS Coordinator. A red circle highlights the 'Documents' link in the sidebar. Below the contact info, there is a small photo of the team and a brief description of their mission.

Access to EPA Incident Management Handbook and Position-Specific Job Aids (Continued)

OPS

This screenshot shows a file library on the EPA OSC website. The table lists various documents, including '2016 EPA Job Aid' which is highlighted with a red arrow. The table columns include File Name, Description, Category, Uploaded, Size, and Download. Other files listed include '2016 version of Order - FINAL', 'Training Certification and Qualification', and 'NIMS Integration Team'. The '2016 EPA Job Aid' file is described as 'also available as a searchable application'.


Access to EPA Incident Management Handbook and Position-Specific Job Aids (Continued)

OPS

This screenshot shows another view of the file library on the EPA OSC website. The table lists documents such as '2016 EPA Job Aid', '2016 version of Order - FINAL', and 'Training Certification and Qualification'. A red arrow points to the '2016 EPA Job Aid' file. The table columns include File Name, Description, Category, Uploaded, Size, and Download. The '2016 EPA Job Aid' file is highlighted, and its description indicates it is also available as a searchable application.

Key ICS Forms OPS


- ▶ The key ICS forms the Operations Section Chief is most involved with include:
 - Incident Briefing Form, ICS-201
 - Work Analysis Matrix, ICS-234
 - Operational Planning Worksheet, ICS-215
 - Situation Report (SitRep)
 - Operational Risk Assessment Worksheets, ICS-215A
 - Incident Action Plan
 - Unit Log, ICS-214
 - Resource Request, ICS-213 RR
- ▶ Let's focus on the ICS Form 213RR-EPA

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Questions?

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Resource Ordering Process:
ICS Form 213RR-EPA

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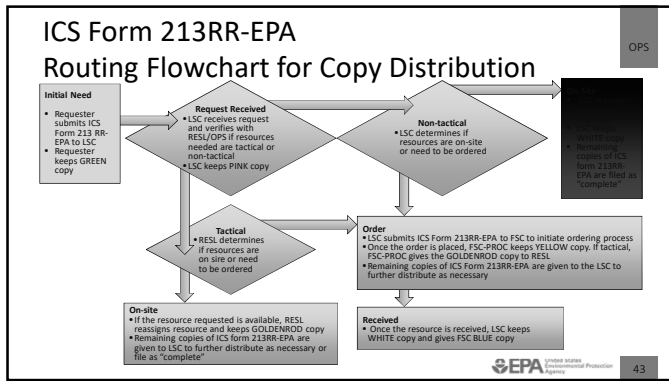
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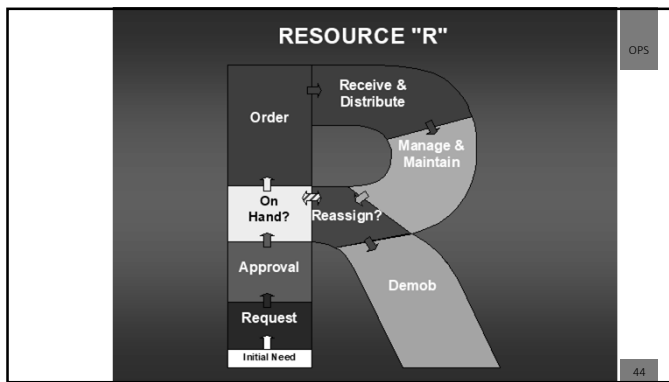
ICS Form 213RR-EPA: Copy Distribution

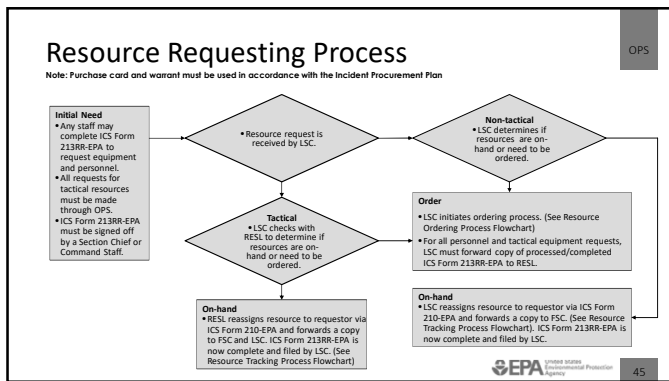
Copy	Color	Who	Purpose
6 (Bottom)	Green	Requester	Copy to show the request was submitted
5	Pink	LSC / SPUL	LSC / SPUL keeps copy for all 213RRs submitted
4	Yellow	FSC / PROC	When order is placed through FSC
3	Blue	FSC	Completion of order when received
2	Goldenrod	RESL	If tactical order is placed
1 (Top)	White	LSC / Documentation Unit	LSC / SPUL keep at completion of order – given to Documentation Unit for record keeping

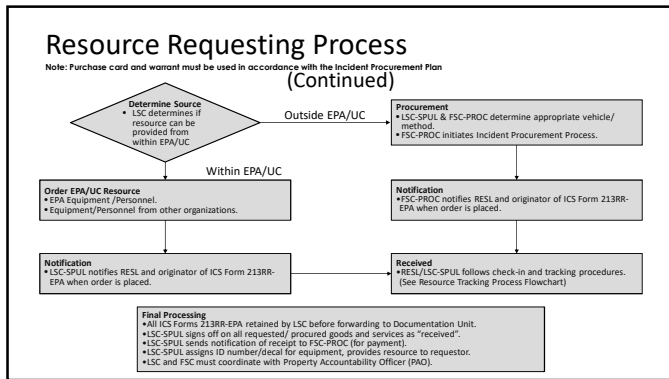
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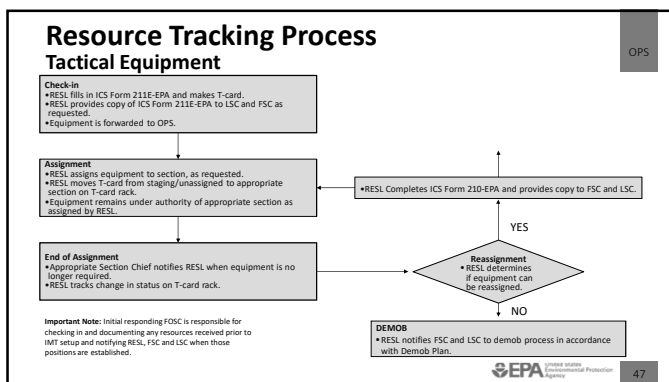
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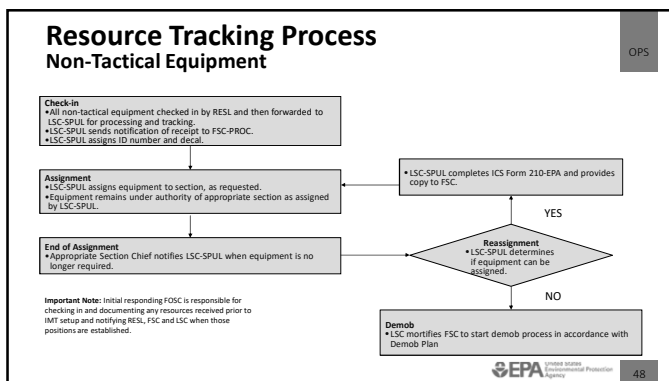


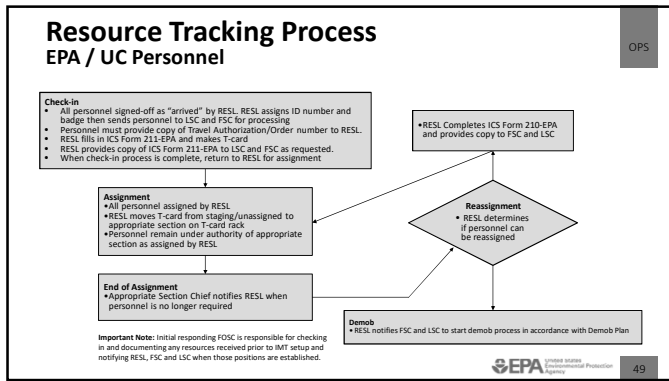


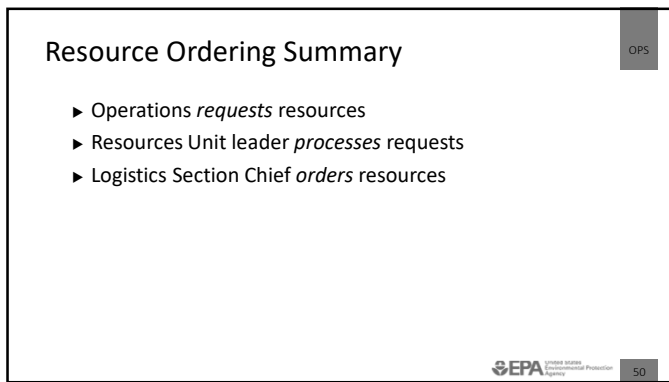















Objectives
At The Conclusion Of This Unit, Are You Now Able To?:

- ▶ Introduce EPA Incident Management Handbook as a reference guide
- ▶ Introduce Operations Section Chief Job Aid and where to find the job aid and other ICS position-specific aids
- ▶ Describe the resource ordering process and ICS Form 213RR-EPA

 OPS 52

Questions?

 OPS 53

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Unit 2 Topic 1

Management Cycle

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Unit Enabling Objectives

- ▶ Identify the Incident Command System 14 Management Characteristics
- ▶ Describe the Management Cycle
- ▶ Describe the Emergency Management Cycle
- ▶ Understand Operational Period Planning

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Management Characteristics

- ▶ Incident facilities and locations
- ▶ Comprehensive resource management
- ▶ Integrated communications
- ▶ Establishment and Transfer of Command
- ▶ Chain of Command and Unity of Command

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Management Characteristics
(Continued)

- ▶ Incident facilities and locations
- ▶ Unified Command
- ▶ Accountability
- ▶ Dispatch / Deployment
- ▶ Information and Intelligence Management

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Questions?

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Management Cycle

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graph TD; PLAN --- ORGANIZE; ORGANIZE --- STAFF; STAFF --- DIRECT; DIRECT --- CONTROL; CONTROL --- EVALUATE; EVALUATE --- PLAN; subgraph Management_Cycle; PLAN; ORGANIZE; STAFF; DIRECT; CONTROL; EVALUATE; end
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Importance of the Management Cycle

- ▶ It helps in achieving incident objectives
- ▶ Optimum utilization of incident resources
- ▶ Establishes sound incident organization
- ▶ Establishes incident equilibrium



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OPS 7

Features of Elements of the Management Cycle


- ▶ Are universal
- ▶ Are flexible
- ▶ Have a cause and effect relationship
- ▶ Aim at influencing human behavior
- ▶ Are of equal importance

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Planning

- ▶ Planning bridges the gap from where we are to where we want to go
- ▶ Importance of planning:
 - Provide direction
 - Reduces the risks of uncertainty
 - Reduces overlapping and wasteful activities




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Planning OPS

(Continued)


- ▶ Importance of Planning:
 - Promotes innovative ideas
 - Facilitates decision-making
 - Establishes standards for controlling



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Features of Planning OPS


- ▶ Focuses on achieving incident objectives
- ▶ Involves decision-making
- ▶ Is continuous
- ▶ Is pervasive
- ▶ Is futuristic



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Planning Process OPS

- ▶ Establishment of objectives
- ▶ Establish assumptions upon which alternatives are based
- ▶ Identify alternative courses of action
- ▶ Select an alternative
- ▶ Develop and implement alternative
- ▶ Monitor / evaluate



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Types of Plans

- ▶ Strategy
- ▶ Policy
- ▶ Procedure
- ▶ Method
- ▶ Budget
- ▶ Rule
- ▶ Program

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Discussion Question

What are some examples from your professional experience of good, successful planning?

Did you go through any of the above steps in finalizing your plans?

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Organizing

- ▶ Organizing is the process of defining and grouping activities and establishing authority relationships among them to attain organizational objectives
- ▶ Importance of organizing:
 - Gain benefit of specialization
 - Provides for optimum utilization of resources
 - Helps in effective and efficient organizational activities


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Organizing OPS


(Continued)


- ▶ Importance of organizing:
 - Provides channels for expansion and growth
 - Achieves coordination among different departments
 - Creates scope for new change

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Organizing Process OPS


- ▶ Division of work
- ▶ Departmentalization
- ▶ Linking departments
- ▶ Assigning duties
- ▶ Defining hierarchical structure




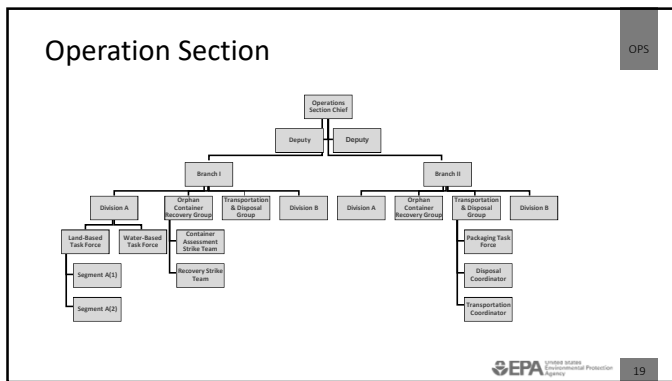
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Organizational Structure OPS

- ▶ Line Structure
- ▶ Line and Staff Structure
- ▶ Functional Structure
- ▶ Division Structure



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Discussion Question

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How have you approached accomplishing emergency response tasks?

Would your approach be different when accomplishing removal actions?

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Staffing


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- ▶ Staffing is concerned with acquiring, developing, appraising, and retaining people so that the right type of people are available at the right positions and at the right time
- ▶ Importance of staffing:
 - Filling organization positions
 - Developing competencies to challenges
 - Retaining personnel
 - Optimum utilization of human resources

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Staffing Process

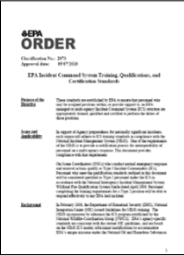
- ▶ Analyzing manpower requirements
- ▶ Recruitment
- ▶ Selection
- ▶ Placement
- ▶ Training and development
- ▶ Performance appraisal



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EPA Incident Command System Training, Qualifications, and Certification Standards

- ▶ Established to ensure personnel assigned ICS KLP positions are appropriately trained and qualified to perform duties
- ▶ Defines minimum ICS training working in an IMT or REOC
- ▶ Only KLP positions will be considered for formal qualification / certification

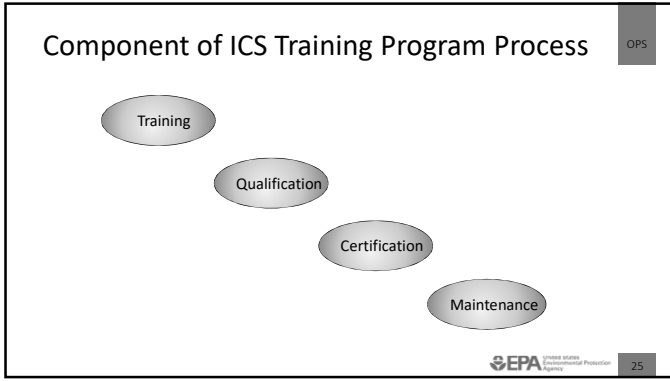


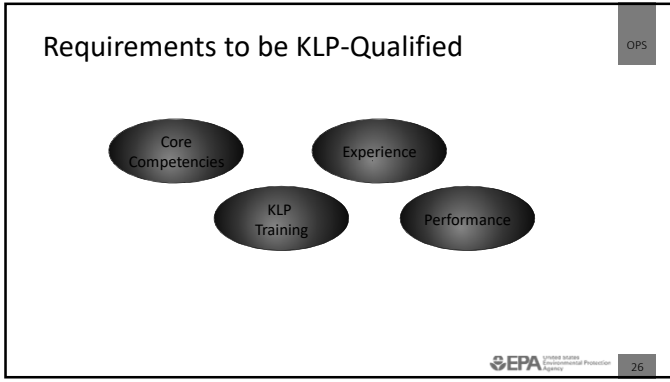
EPA UNITED STATES ENVIRONMENTAL PROTECTION AGENCY 23

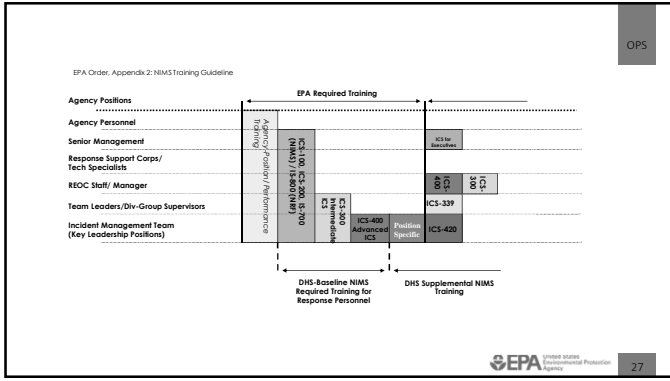
Key Leadership Positions

- ▶ Incident Commander
- ▶ Deputy Incident Commander
- ▶ Public Information Officer
- ▶ Liaison Officer
- ▶ Safety Officer
- ▶ Operations Section Chief
- ▶ Planning Section Chief
- ▶ Resources Unit Leader
- ▶ Situation Unit Leader
- ▶ Environmental Unit Leader
- ▶ Logistics Section Chief
- ▶ Finance / Administration Section Chief

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T / Q / C Process

- ▶ Core Competencies + Training = KLP Trained
- ▶ Competency + Training + Experience+ Performance = KLP Qualified
- ▶ KLP Qualified + Certification = Deployable




28

Discussion Question

Staff must want to do something, must be motivated, in order for success to be achieved.



Provide some examples of how you have motivated peers and subordinates?



29

Directing


- ▶ Directing means giving instructions, guiding, counseling, motivating, and leading staff in doing work to achieve incident objectives
- ▶ Directing is a continuous process initiated at the top levels and flows to the bottom through the Incident Command System
- ▶ Directing occurs whenever superior and subordinate relations exist



30

Importance of Directing


- ▶ Initiates action to get the desired results
- ▶ Attempts to get maximum performance from staff by identifying and optimizing their capabilities.
- ▶ Is essential to keep elements such as supervision, motivation, leadership, and communication effective
- ▶ Ensures staff work for incident objectives
- ▶ Stability and balance



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Elements of Direction

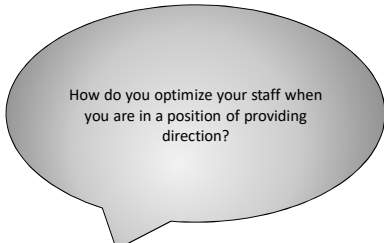
- ▶ Supervision
- ▶ Communication
- ▶ Motivation
- ▶ Leadership
- ▶ Delegation



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Discussion Question


How do you optimize your staff when you are in a position of providing direction?



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Controlling OPS


- ▶ Controlling means making things happen as planned
- ▶ Importance of controlling:
 - Provides indications of how well the incident organization is performing in relation to the incident objectives
 - Provides a mechanism for adjusting performance to keep overall management of the incident moving in the right direction efficiently and effectively



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Features of Controlling OPS

- ▶ One can control future happenings but not what happened; thus, all past performance is measured for taking corrective actions for future periods e.g., learn from your mistakes
- ▶ Every leader in the incident organization has to perform the control function
- ▶ Control is a continuous process
- ▶ Performance must be measured against some standard and then managers must be willing and ready to take corrective action as necessary to get back on track

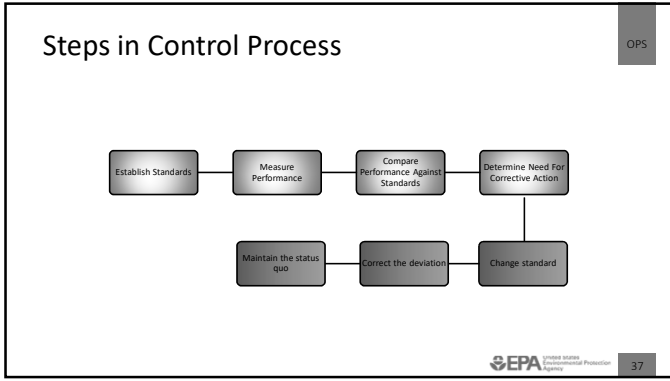


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Types of Control OPS

- ▶ Physical resources - inventory management, quality control, and equipment control
- ▶ Human resources - selection and placement, training and development, performance appraisal, compensation
- ▶ Information resources - environmental analysis, public relations
- ▶ Financial resources - managing funds and cash flow

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Discussion Question

Provide examples of how you have controlled things during large-scale deployments and regional emergency responses and removal actions?

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OPS

38

Evaluation

- ▶ Evaluation refers to the process of gathering data and then analyzing or ordering it in such a way that the resulting information can be used to determine whether an organization is effectively and efficiently carrying out planned activities, and the extent to which it is achieving its stated objectives and anticipated results
- ▶ Importance of evaluation:
 - Can greatly improve the management and effectiveness of an organization

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OPS

39

Key Elements of Evaluation

OPS

- ▶ A process of asking good questions, gathering information to answer them, and making decisions based on those answers
- ▶ Is the responsibility of everyone: everyone gathers information and asks the question, "What can we do to get better?"
- ▶ Is not an event, but a process; not episodic, but ongoing (Planning Cycle)
- ▶ Is a developmental process; not a report card process



Questions to Consider

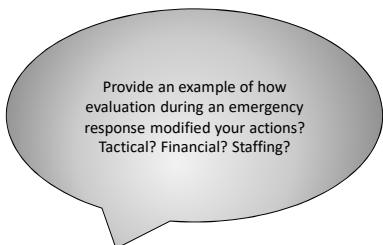
OPS

- ▶ What is the object of the evaluation?
- ▶ What standards are to be used?
- ▶ What methods will be used and why?
- ▶ How can we measure the immeasurable?
- ▶ Who are the stakeholders?
- ▶ How will the process be articulated?
- ▶ What will the result of the evaluation be used for?




Discussion Question

OPS




OPS


Questions?

 43

Emergency Management Cycle

OPS




 44

Emergency Management Cycle

OPS

(Continued)

- ▶ Prepare - Planning how to respond
- ▶ Respond - Efforts to minimize the hazards created by an emergency
- ▶ Recover - Returning the community to normal

 45

OPS

Questions?

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46

OPS

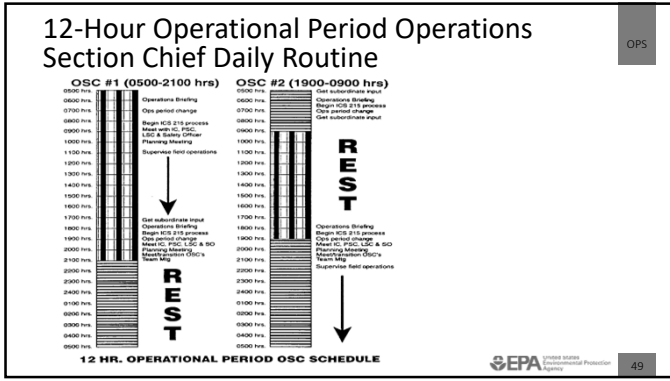
Operational Period Planning Cycle: The Planning "P"

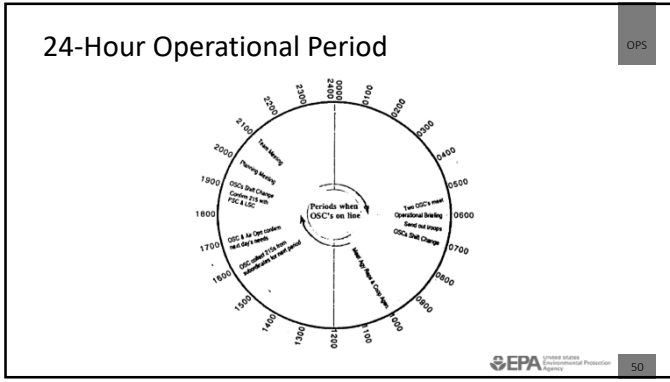
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47

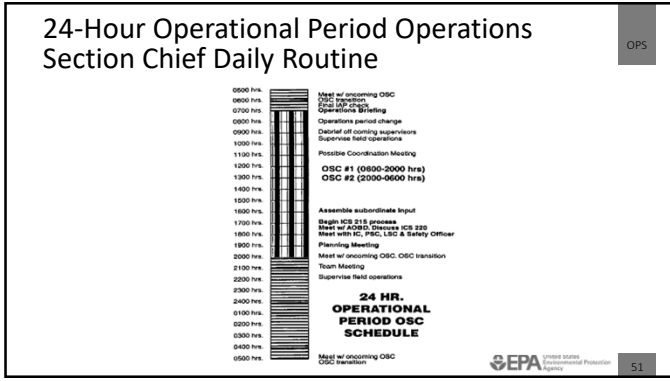
OPS

12-Hour Operational Period


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48









24-Hour Operations Have Impacts OPS

 52

Unit Summary OPS
 At The Conclusion Of This Unit, Are You Now Able To?:

- I. Identify the Incident Command System Management Characteristics as a framework for understanding the Management Cycle
- II. Describe the Management Cycle
- III. Describe the Emergency Management Cycle
- IV. Understand Operational Period Planning

 53

Questions?

 54

OPS

Unit 2 Topic 2


Information Gathering


1

OPS

Unit Enabling Objectives


- ▶ Understand and appreciate why information is gathered
- ▶ List potential sources of information
- ▶ Identify practical considerations associated with gathering information



2


OPS

Why Gather Information?

- ▶ Understand the incident
- ▶ Situational awareness








3

Why Gather Information?

OPS



- ▶ Develop a plan of action
- ▶ Identify and maintain resources





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4

Why Gather Information?

OPS

- ▶ Reduce uncertainty
- ▶ Maintain flow of information



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5

Questions?


OPS

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6

Sources of Information

- ▶ Receive initial briefing from Incident Command
 - Determine incident objectives and recommended strategies
 - Determine status of current tactical assignments
 - Identify current organization, location of resources, and assignments




7

Sources of Information

(Continued)

- ▶ Collect information from outgoing Operations Section Chief
 - Status of incident and ordered / assigned resources
 - Information on location and special situations


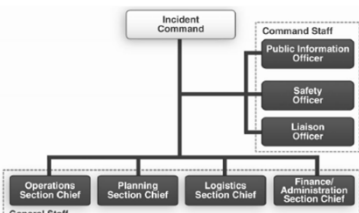


8

Sources of Information

(Continued)

- ▶ Collect information from other command and general staff organizations



9

Sources of Information

(Continued)

- ▶ Receive briefing from tactical elements including Branch Directors, Division / Group Supervisors, Task Force / Strike Team Leaders

```
graph TD; A[Branch Director] --> B[Division/Group]; B --> C[Strike Team]; B --> D[Task Force]
```

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10

Sources of Information

(Continued)

- ▶ Other Federal Agencies
- ▶ Natural Resource Trustees

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11

Sources of Information


(Continued)

- ▶ Natural Resource Trustees (continued)

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12

Sources of Information
(Continued)
▶ Natural Resource Trustees (continued)



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Sources of Information
(Continued)
▶ State and Local Agencies
▶ Non-governmental entities




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Questions?

EPA United States Environmental Protection Agency 15

Practical Considerations for Gathering Information OPS


Get out of the building and into the field!



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Practical Considerations for Gathering Information OPS
(Continued)



- ▶ A variety of information sources can be tapped prior to responding
- ▶ Initially, will likely have minimal information gathering resources - make the effort worthwhile



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Practical Considerations for Gathering Information OPS
(Continued)


- ▶ Rapidly changing environment - will likely have to prioritize gathering information activities

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Practical Considerations for Gathering Information (Continued) OPS


- ▶ Promptly engage local stakeholders, including Federal, State, Tribal, community, and non-governmental interests
- ▶ Ensure resources are available to provide prompt and comprehensive situational awareness



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Practical Considerations for Gathering Information (Continued) OPS


- ▶ High risk environment - may not be able to access all areas because personnel and equipment may be at risk



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Practical Considerations for Gathering Information (Continued) OPS


- ▶ Ensure the welfare of field personnel



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Practical Considerations for Gathering Information (Continued) OPS



- ▶ As the incident matures and daily activities become more routine, information will flow easier
- ▶ Be prepared for rotations and how that may affect gathering information



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Practical Considerations for Gathering Information (Continued) OPS



- ▶ Beware of information overload; the big picture will evolve



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Practical Considerations for Gathering Information (Continued) OPS

- ▶ Create standardized data categories and standardized data collection and reporting



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Practical Considerations for Gathering Information (Continued) OPS



The chain-of-command will have an insatiable appetite for information!

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Unit Summary OPS
 At The Conclusion Of This Unit, Are You Now Able To?:

- ▶ Understand and appreciate why information is gathered
- ▶ List potential sources of information
- ▶ Identify practical considerations associated with gathering information

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Questions?

EPA United States Environmental Protection Agency 27

OPS

Unit 2 Topic 3

Strategy and Planning


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1

Unit Enabling Objectives

OPS

- ▶ Discuss the role and responsibilities of the Operations Section Chief in developing the Operational Planning Worksheet (ICS 215), the Incident Action Plan Safety Analysis (ICS 215A), the Assignment List (ICS 204), and the Incident Action Plan
- ▶ Describe the purpose of the Strategy, Tactics, and Planning meetings







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2

Strategy

OPS

- ▶ The overall approach for managing the incident given the directions from the Agency Executive/RIC or the Incident Commander




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3

Strategy Meeting

- ▶ Not a 'box' in the standard planning P
- ▶ Discuss and agree upon Incident Objectives
- ▶ Broad Plan
 - Reflect the priorities and constraints developed by the Incident Commander / Unified Command




The diagram illustrates the Incident Response Cycle. It features a central box labeled 'Strategy Meeting' which is circled in red. This central box is connected to four surrounding boxes: 'Preparing for Response', 'Planning', 'Tactics Meeting', and 'Operations'. Below the central box, there are several smaller boxes representing 'Incident Objectives', 'Incident Action Plan', 'Safety Plan', and 'Public Information Plan'. The diagram is part of an EPA presentation, with the EPA logo and 'United States Environmental Protection Agency' text at the bottom.

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Strategy Meeting (Continued)

- ▶ Initial Strategy Meeting should be held after initial information gathering, and before the Tactics meeting
- ▶ What is the benefit of the strategy?
- ▶ What is the risk inherent in the strategy?



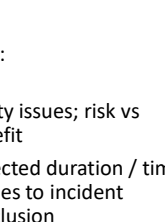
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Operations Section Chief's Role in the Strategy Meeting

- ▶ Be well-prepared
- ▶ Present summary of current situation:
 - Review:
 - ✓ Size/scope of incident
 - ✓ Resources needed
 - ✓ Anticipated problems
 - ✓ Safety issues; risk vs benefit
 - ✓ Expected duration / time frames to incident conclusion

May be expected to present alternatives



The diagram illustrates the Incident Response Cycle. It features a central box labeled 'Strategy Meeting' which is circled in red. This central box is connected to four surrounding boxes: 'Preparing for Response', 'Planning', 'Tactics Meeting', and 'Operations'. Below the central box, there are several smaller boxes representing 'Incident Objectives', 'Incident Action Plan', 'Safety Plan', and 'Public Information Plan'. The diagram is part of an EPA presentation, with the EPA logo and 'United States Environmental Protection Agency' text at the bottom.

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Tactics Meeting

OPS

- ▶ Usually held prior to the Planning Meeting
 - Limited attendance
 - Operations, Logistics, Safety
 - Others by request
- ▶ Typically held every operational period
- ▶ Anything but routine if there is a significant change in incident strategy



Tactics Meeting

OPS

(Continued)

- ▶ The Operations Section Chief may elect to allow the Planning Section Chief to facilitate the Tactics Meeting.
- ▶ This is beneficial, allowing the OPS Chief to focus on the incident tactics (including drafting the 215) and not the meeting administration.




Example 215 Form- Refer to the 201 Form in Your Handout

Incident Name: 201 WYOMING 'SUNSHINE' GROUP			Operational Period: (Units / Teams)										OPERATIONAL PLANNING WORKSHEET			
			Date: 2/1/2014 14:00										ICS 215 - EPA			
			Mission / Assignment													
Branch	Subbranch / Support Unit	Work Assignments	Branch	Unit	Team	Lead	Resources	Equipment	Notes / Remarks	Priority	Start Time	End Time	Completed			
HARMAT	ASPHALT	SPRINKLER AND WATER CONTAINERS AND TEST DEVICE	ASPHALT	1	1	1	1	1	ASPHALT GROUP OF 201 WYOMING 'SUNSHINE' GROUP	1	06:00	06:00	<input type="checkbox"/>			
	WATER	WATER CONTAINERS AND TEST DEVICE	WATER	1	1	1	1	1	WATER GROUP OF 201 WYOMING 'SUNSHINE' GROUP	1	06:00	06:00	<input type="checkbox"/>			
	LOGISTICS	LOGISTICS AND SUPPORT	LOGISTICS	1	1	1	1	1	LOGISTICS GROUP OF 201 WYOMING 'SUNSHINE' GROUP	1	06:00	06:00	<input type="checkbox"/>			
	SAFETY	SAFETY AND SUPPORT	SAFETY	1	1	1	1	1	SAFETY GROUP OF 201 WYOMING 'SUNSHINE' GROUP	1	06:00	06:00	<input type="checkbox"/>			
EYRE	CONTAINMENT	CONTAINMENT AND SUPPORT	EYRE	1	1	1	1	1	EYRE GROUP OF 201 WYOMING 'SUNSHINE' GROUP	1	06:00	06:00	<input type="checkbox"/>			
	SUPPORT	SUPPORT AND SUPPORT	SUPPORT	1	1	1	1	1	SUPPORT GROUP OF 201 WYOMING 'SUNSHINE' GROUP	1	06:00	06:00	<input type="checkbox"/>			
Total Resources													Prepared By: [Signature] Date/Time: [Signature]			

Planning



- ▶ Ordered sequence of events over a specific time period to meet the objectives of the Incident
- ▶ The Incident Action Plan becomes the “playbook” for the UPCOMING operational period AND documents the thought and decision making process



10

Planning Meeting


- ▶ A meeting, held as needed throughout the duration of the incident, to select specific strategies and tactics for incident control operations and for service and support planning
- ▶ Generally held for each planned Operational Period



11

Operations Section Chief’s Role Prior to the Planning Meeting

- ▶ Ensure completion of the ICS 215
- ▶ Work jointly with the Safety Officer to develop the ICS 215A
- ▶ Develop mitigation alternatives for any safety concerns
- ▶ Ensure air operations and other functions can support planned tactical operations



12

Operations Section Chief May Be Asked to Present:

OPS

- ▶ Overview of current operations/ status of resources
- ▶ Plan of Action including: strategies, tactics, contingencies, resources, organization structure
- ▶ Division / Branch boundaries
- ▶ Resource needs
- ▶ Need for Technical Specialists
- ▶ Safety concerns



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Incident Action Plan Safety Analysis

OPS

- ▶ Lookouts, Communications, Escape Routes, and Safety Zones (LCES), Hazards and Safety Concerns are analyzed and mitigated on the ICS 215A, which is the responsibility of the Safety Officer

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EPA 215A

INCIDENT ACTION PLAN SAFETY ANALYSIS										Incident Name	Date	IC Site	Operational Period
Mission Group	Major Programs								Prepared By	Other Risk Categories			
	Media Response	Asset Care/Recovery	Enforcement	Site Characterization	Operational Control	Unusual Operations	Biological	Regulatory/Agencies		Other Risk Categories	Other Risk Categories	Other Risk Categories	Other Risk Categories
Prepared by (Name and Position)													

Assignment List: ICS 204

OPS

- ▶ The broad information found in the 215 is broken down into more detail on the 204
- ▶ This form contains detailed information for each individual branch, division, group, task force, etc. such as reporting places and times, additional work assignment details, supervisor contact information, and communication details
- ▶ Once Hazards and Mitigation Measures are identified on the 215A, they must also be documented on the 204s
- ▶ Completion of the 204s is the responsibility of the Planning Section (RESL). The OPS assures accuracy



204 Forms Derived From the Previous 215

1. Incident Name THE HAZARDOUS WASTE CLEANUP	2. Reporting District WY 001	3. Date / Time 11/20/10	ASSIGNMENT LIST ICB 204 - EPA
4. ICS 204 1. ICS 204 2. ICS 204	5. ICS 204 3. ICS 204 4. ICS 204	6. ICS 204 5. ICS 204 6. ICS 204	7. ICS 204 8. ICS 204 9. ICS 204
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- GAP TO FIND-RE AND LEAKS IN DIVERTED CONTAINERS.
 - WORK IN COURSE OF SETTING-UP MITIGATION BARRIER
 - ALSO CONTAINS COMMUNICATIONS

204 Forms Derived From the Previous 215

1. Incident Name THE HAZARDOUS WASTE CLEANUP	2. Reporting District WY 001	3. Date / Time 11/20/10	ASSIGNMENT LIST ICB 204 - EPA
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- GAP TO COLLECT BARRIER SAMPLES FROM TO BARRIER AND
 BARRIER AT 15' INTERVALS, 1' INTERVALS, & 3' INTERVALS DOWNSTREAM OF BARRIER.

204 Forms
Derived From
the Previous 215

1. Incident Name		2. Reporting Period (Start / Stop)		ASSIGNMENT LIST
THE WINDY SANDWICH SHOP		New Britain 01206		SDS 204 - EPA
3. Agency				
4. Reporting Period				
5. Reporting Period				
6. Reporting Period				
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204 Forms
Derived From
the Previous 215

1. Incident Name		2. Reporting Period (Start / Stop)		ASSIGNMENT LIST
THE WINDY SANDWICH SHOP		New Britain 01206		SDS 204 - EPA
3. Agency				
4. Reporting Period				
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OPS Responsibilities For Development of Incident Action Plan

OPS

- ▶ Establish Division boundaries
- ▶ Identify staging area locations
- ▶ Identify resources needed
- ▶ Establish work assignments
- ▶ Identify transportation needs
- ▶ Identify drop-off / pick up points
- ▶ Develop special instructions


OPS Responsibilities
For Development of Incident Action Plan
(Continued)

- ▶ Ensure completion of the ICS 215A in conjunction with the Safety Officer
- ▶ Review and recommend releases of resources
- ▶ Review and check each ICS 204, Division Assignment Sheet, for accuracy
- ▶ Report special events to Incident Commander
- ▶ Ensure completion of the ICS 220 (Air Operations Summary)

 OPS 22


OPS Responsibilities
Monitors the Incident Action Plan For:

- ▶ Accuracy
 - Review and correct prior to briefing
 - Make verbal corrections (and pen & ink if necessary) during briefing
- ▶ Efficiency
 - Provide input to Planning Section to assist in development
 - Use corrected copy to build Plan for next operational period
- ▶ Effectiveness
 - Measure achievements against objectives

 OPS 23

Unit Summary
At The Conclusion Of This Unit, Are You Now Able To?:


- ▶ Discuss the role and responsibilities of the Operations Section Chief in developing the Operational Planning Worksheet (ICS 215), the Incident Action Plan Safety Analysis (ICS 215A), the Assignment List (ICS 204), and the Incident Action Plan
- ▶ Describe the purpose of the Strategy, Tactics, and Planning meetings

 OPS 24

OPS

Unit 2 Topic 4

Contingency Planning




1

OPS

Unit Enabling Objectives


- ▶ Describe the purpose of Contingency Planning
- ▶ Describe Contingency Planning and Coordination
- ▶ Identify the Contingency Planning Process



2

OPS

I. The Purpose of Contingency Planning




3

Issues Related to Emergency Incidents

OPS

- ▶ Extraordinary and exceptional nature of emergency incidents are usually triggered by three typical issues:
 - Compressed timeframes
 - Enormous needs
 - Complex coordination
- ▶ Incidents will also vary in size and complexity
- ▶ Contingency planning is a method available to address the issues that hamper effective response



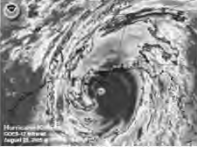
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4

What is Contingency Planning?

OPS

- ▶ A systematic approach to identifying what can go wrong across the full spectrum of potential incident and hazard scenarios, including natural or manmade
- ▶ Is not intended to identify and develop a plan for every impending emergency; rather it is a focused mechanism to draw together resources and inter- and intra- agency coordination at the advent of an impending emergency




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5

Why Conduct Contingency Planning?

OPS

- ▶ Mobilizing effective actions and resources for incident response
- ▶ Generating commitment among internal and external stakeholders to act in a coordinated and timely manner
- ▶ Designing a concrete and continuous plan for emergency occurrence and termination when the hazard is no longer a threat




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6

Contingency Planning as Differentiated from Routine Operations Section Planning OPS


- ▶ Routine Operations Section planning for tactical activities focuses on reducing the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations
- ▶ However, when there are specific signals of an impending immediate or planned need, there is likely a need for a specific plan to address this particular threat - a contingency plan
 - Immediate need (threat is already happening or will happen soon; limited time to prepare)
 - Planned need (threat is anticipated; more time to prepare; may not happen)



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Contingency Planning as Differentiated from Routine Operations Section Planning OPS

- ▶ Special operations plans are more specialized plans that are prepared to respond to situations that are more imprecise, difficult, or hazardous, thus requiring greater knowledge, equipment, and experience
- ▶ Examples include:
 - Air operations
 - Ammunition, explosives, and firearms
 - Flaring propane containers
 - Marine operations



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DANGER EXPLOSIVES



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OPS

Questions?

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10

OPS

II. Contingency Planning and Coordination


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11

OPS

Questions to Consider When Developing Contingency Plans

- ▶ What events may occur that require a response?
- ▶ What unforeseen circumstances might happen during execution of the contingency plan?
- ▶ What is the worst case scenario of events for the situation?
- ▶ What scenarios are possible for the situation?



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12

Questions to Consider When Developing Contingency Plans

(Continued)

OPS

- ▶ What event would cause the greatest disruption of current activities and plans?
- ▶ Who or what might impede implementation of the plan?
- ▶ What are the critical resources associated with the plan?
- ▶ Who are the key people associated with the plan?



13

Who Should Be Involved in the Contingency Planning Process?

OPS

- ▶ Will involve a group of people or organizations, working together to identify shared objectives and define respective actions
 - Federal, state, local, tribal, non-governmental groups
- ▶ Who specifically depends on the situation and the level of the contingency planning



14

Principles of Planning

OPS

- ▶ Clarity
- ▶ Flexibility
- ▶ Information
- ▶ Continuity
- ▶ Coordination
- ▶ Evaluation



15

Barriers to Coordination OPS

- ▶ Competition for resources
- ▶ Differing expectations
- ▶ Poor leadership
- ▶ Disagreement among participants

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Barriers to Coordination OPS
(Continued)

- ▶ Lack of planning skills, knowledge, and experience
- ▶ Fragmentation/ division
- ▶ Resources not available
- ▶ Different expectations and priorities

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Questions? OPS

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OPS

III. Contingency Planning Process

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Contingency Planning Process

OPS

```
graph LR; A[Gather Information] --> B[Perform Threat Analysis]; B --> C[Develop Contingency Plan]; C --> D[Implement Contingency Plan]; D --> E[Monitoring and Evaluation];
```

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A. Gather Information

OPS


- ▶ State and local government
- ▶ Fire Departments / Fire Districts
- ▶ Law Enforcement
- ▶ Utilities
- ▶ Private sector
- ▶ Owners / Residents / Community Members

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Gather Information OPS

(Continued)

▶ Special Teams




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Gather Information OPS

(Continued)

▶ Federal, State, and Tribal Trustees



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Gather Information OPS

(Continued)

▶ Laws, Regulation, Policy, Guidance


- Spill Prevention, Control, and Countermeasure (SPCC) Rule [40 CFR Part 112]
- Resource Conservation and Recovery Act (RCRA) Contingency Planning Requirements [40 CFR Part 264 and 40 CFR 279.52]
- United States Coast Guard Facility Response Plan [33 CFR Part 154]
- Occupational Safety and Health Act (OSHA) Process Safety Standard [29 CFR Part 1910.119]

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Gather Information OPS

(Continued)

- ▶ Practical Considerations:
 - Survey the area(s) of concern
 - Survey the areas that may become threatened
 - May be an entire neighborhood or city
 - Concentrate on the most threatened areas, keeping in mind the potential for changes in threat direction



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Gather Information OPS

(Continued)

- ▶ Practical Considerations (continued):
 - Pay particular attention to:
 - Areas of safe refuge
 - Safety zones
 - Prioritize targets at risk- ARC GIS tools
 - Availability of resources
 - Use web based applications
 - ▶ Use an ICS 215 to develop resource needs for each planned group or division

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B. Perform Threat Analysis OPS


- ▶ Utilize Technical Specialists
 - Has this event occurred before?
 - Are there pre-existing plans?
- ▶ Map potentially threatened areas based on your survey and the anticipated weather
- ▶ Meteorologists and other experts may develop potential spread models or scenarios
- ▶ Determine the probability of the event occurring based on the intelligence gathered

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Threat Analysis OPS

(Continued)


- ▶ Develop contingency plans as time permits
- ▶ Consider delegating contingency planning (REOC?)
- ▶ Determine “trigger” event
 - Wind shift? Rain?
 - Tank ruptures / fails
 - If the incident reaches “this point”
 - Determined deployment of resources
 - Intel both tactical and law enforcement

 28

Threat Analysis OPS


(Continued)

- ▶ Available / required resources
 - Consider reassignment of available resources
 - Plan for additional resources
 - Use a 215 to break into manageable pieces
 - Consider use of Emergency Response Branch or Strike Teams

 29

C. Develop the Contingency Plan OPS

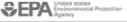
- ▶ Suggested Format:
 - Problem Statement (background and rationale)
 - Objective(s)
 - Pre-event actions (planning, internal / external coordination)
 - Trigger / Action points
 - Process / mechanism for modifying the plan
 - Appendices
 - ✓ Data Management Plan
 - ✓ Drawings, figures, maps
 - ✓ Potential emergency options
 - ✓ Process to consult Senior decision makers
 - ✓ Others- situationally dependent

 30

Steps in Developing the Contingency Plan

OPS

- ▶ Seek stakeholder input when developing contingency plans
 - Special Teams
 - State, local, tribal government
 - Federal, state, local, tribal environmental agencies
 - Federal, state, local, tribal law enforcement
 - Federal, state, tribal natural resource trustees
- ▶ Event / Problem Statement
 - Defines scenario
 - Description of situation / what may be expected
- ▶ Objectives of the Plan
 - What / How / Why / When you intend to accomplish




31

Steps in Developing the Contingency Plan (Continued)

OPS

- ▶ Pre-event actions
 - List steps that must be taken during the preparation phase
 - Develop resource needs based on likely and unlikely scenarios
- ▶ Tactics
 - Identify and list all tactical activities
 - Clearly define chain of command and authority to modify assignments/activity
 - Define process/authority to modify tactics
- ▶ Appendices
 - Data Management Plan
 - Maps with exclusion zones, routing, etc.
 - Consider sensitivity in regard to terminology

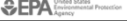
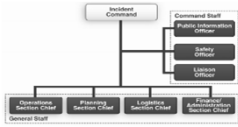


32

Steps in Developing the Contingency Plan (Continued)

OPS

- ▶ Obtain Incident Command approval regarding form and content
 - Plan can become politically sensitive and controversial
 - Include other Incident Management Team members in development and dissemination
- ▶ Advise the Incident Management Team
- ▶ Advise / coordinate with external stakeholders



33

Steps in Developing the Contingency Plan

OPS

(Continued)

- ▶ Command Staff
 - Public Information Officer (PIO)
 - ✓ Increasing threat condition may attract media attention; ensure PIO is aware of pending action
 - Safety Officer (SO)
 - ✓ Ensure SO has addressed any unique safety concerns/issues
- ▶ Operations Section
 - Infrastructure issues such as electric and water
 - Potential law enforcement issues including work force protection
- ▶ Planning Section
 - Resource status, situation status, demobilization
- ▶ Finance/Administration Section
 - Cost, compensation, potential claims



34

Steps in Developing the Contingency Plan

OPS

(Continued)

- ▶ Outside Agency coordination with tactical operations is essential
- ▶ Obtaining cooperation may be challenging
 - Unfamiliarity with ICS
 - They don't feel "in charge"
 - "Too busy" for a POTENTIAL threat
- ▶ Obtaining cooperation may be rewarding
 - Validate what they do as important
 - Ensure they understand their part of the plan
 - Maintain contact and relationships for future needs
 - Provide input



35

D. Implement the Contingency Plan

OPS


- ▶ Most important part of the contingency planning process
- ▶ If the plan is developed, but not implemented...
- ▶ Ensure follow-through



36

Monitor / Evaluate the Contingency Plan OPS

- ▶ Monitoring is performed while the contingency plan is being implemented, with the intent of improving design and functioning while in action
- ▶ Evaluation studies the process and outcome of the action with the intent of informing and improving the design decisions



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Monitor / Evaluate the Contingency Plan OPS
(Continued)

- ▶ Monitoring and evaluation can be an effective way to:
 - Provide constant feedback
 - Identify potential problems
 - Monitor efficiency
 - Evaluate the extent to which the action is able to achieve its objective(s)

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Monitor / Evaluate the Contingency Plan OPS
(Continued)


- ▶ Monitoring and evaluation can be an effective way to (continued):
 - Provide guidelines
 - Improve action approach
 - Incorporate view of stakeholders
 - Show need for mid-course corrections



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Unit Summary
At The Conclusion Of This Unit, Are You Now Able To?:

- ▶ Describe the purpose of Contingency Planning
- ▶ Describe Contingency Planning and Coordination
- ▶ Identify the Contingency Planning Process

 40

Questions?

 41

OPS

Unit 2 Topic 5

Demobilization

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AGENCY
1

OPS

Unit Enabling Objectives

- ▶ Describe the demobilization process
- ▶ Describe the components of the demobilization plan
- ▶ Identify the responsibilities of the Operations Section Chief in planning and implementing demobilization
- ▶ Identify practical considerations associated with demobilization

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AGENCY
2

OPS

Demobilization


- ▶ Demobilization begins at the same time as mobilization
- ▶ Facilitates a safe, accountable, and efficient release process
- ▶ Occurs in the Planning Section

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3

Demobilization (Continued)

Personnel

Equipment



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4

Demobilization (Continued)

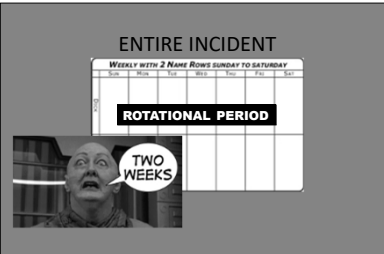
ENTIRE INCIDENT

Weekly with 2 Night Rows Sunday to Saturday

Day	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Hours							

ROTATIONAL PERIOD

TWO WEEKS

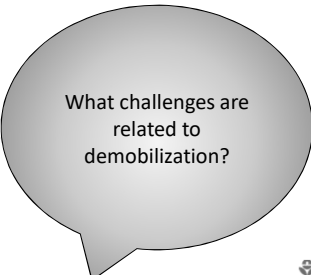


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5

Demobilization (Continued)

What challenges are related to demobilization?



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6

OPS


Questions?

 7

OPS

Demobilization Plan: Who Does What?


```
graph TD; IC[Incident Commander] --- OS[Operations Section]; IC --- PS[Planning Section]; IC --- LS[Logistics Section]; IC --- FAS[Finance / Admin Section]; OS --- OS_desc[Identifies operational resources that are, or will be, excess to the incident]; PS --- PS_desc[Develops and implements the demobilization plan]; LS --- LS_desc[Implements transportation plan]; FAS --- FAS_desc[Processes claims, time records, and incident costs, and assists in release priorities]; IC --- IC_desc[Approves resource orders and demobilization];
```

 8

OPS


Demobilization Plan Sections

A central circle labeled "Demobilization Plan Sections" is surrounded by five other circles: "Demobilization Process" (top), "Directories" (left), "Responsibilities" (right), "Release Procedures" (bottom-left), and "Release Priorities" (bottom-right).

 9

Operations Section Chief's Responsibilities in Demobilization Planning OPS


- ▶ Consider demobilization early in the incident
- ▶ Coordinate suggested list of resources to be released and initiate recommendation for release of resources
- ▶ Coordinate with the Demobilization Unit / Planning Section Chief during development and implementation of Demobilization Plan



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Operations Section Chief's Responsibilities in Demobilization Planning (Continued) OPS

- ▶ Brief staff on demobilization responsibilities
- ▶ Ensure that all units are demobilized in a timely and complete manner



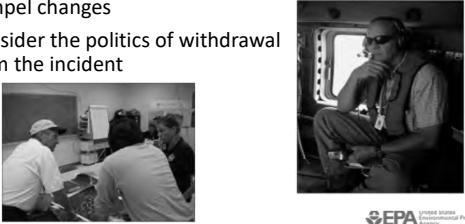
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Questions? OPS

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Practical Considerations During Demobilization OPS


- ▶ Be flexible when planning for demobilization - working in a rapidly changing, high risk environment that will compel changes
- ▶ Consider the politics of withdrawal from the incident



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Practical Considerations During Demobilization OPS
(Continued)


- ▶ Coordinate demobilization with affected parties



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Practical Considerations During Demobilization OPS
(Continued)



- ▶ There will likely be competing interests regarding when it is appropriate to demobilize personnel and / or equipment
- ▶ Priorities should not be considered demands



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Practical Considerations During Demobilization (Continued) OPS



- ▶ If appropriate, demobilize the most expensive resources first
- ▶ Some resources will be easier to demobilize than others



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Practical Considerations During Demobilization (Continued) OPS



- ▶ Obtain input from Liaison Officer and Agency Representatives when demobilizing personnel and equipment
- ▶ Be prepared for some consternation when demobilizing some personnel
- ▶ Be prepared to leave behind staff to assist community with close-out matters



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Practical Considerations During Demobilization (Continued) OPS


- ▶ Consider the condition of personnel
- ▶ Consider follow-up contact with personnel to ensure they returned home safely



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Unit Summary
At The Conclusion Of This Unit, Are You Now Able To?:

- ▶ Describe the demobilization process
- ▶ Describe the components of the demobilization plan
- ▶ Identify the responsibilities of the Operations Section Chief in planning and implementing demobilization
- ▶ Identify practical considerations associated with demobilization

 19


Questions?

 20

OPS

Unit 3 Topic 1


Supervision & Communication


1

OPS

Unit Enabling Objectives

- ▶ Discuss Various Supervision Styles
- ▶ Review the Factors That Go Into Making A 'Good' OPS / Supervisor / Communicator
- ▶ Review Best Management Practices and the OPS Role Throughout the Operational Period
- ▶ Discuss 'Things To Remember' (That Are Easy to Forget)


2


OPS

What Exactly is Supervision?

The action, process, or occupation of supervising; especially: a critical watching and directing (as of activities or a course of action)

supervise [soo-per-vahyz] Show IPA/'su pər,vəz/ Show Spelled


Part of Speech: *verb*
 Definition: manage people, project
 Synonyms: **administer**, be in charge, be in driver's seat, be in the saddle, be on duty, be responsible for, **boss**, call the play, call the shots, chaperon, **conduct**, **control**, crack the whip, **deal with**, **direct**, **handle**, **inspect**, keep an eye on, look after, **overlook**, **oversee**, preside over, quarterback, ride herd on, **run**, run the show, run things, sit on top of, superintend, **survey**, take care of


3

Supervision Styles

OPS

I. **Authoritarian supervision** is based on the belief that members require continuous attention because they are often undependable or immature- basically, because people will attempt to work as little as possible unless someone monitors them carefully. Because members cannot be trusted to fulfill their task, the supervisor must check on them frequently.



The supervisor is ultimately responsible for members' performance. Consequently, close observation is an essential part of the supervisor's responsibilities.


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Supervision Styles

OPS

(Continued)

II. **Laissez Faire supervision** is based on the desire to allow those being supervised the freedom to use their talents and skills in accomplishing job responsibilities. This philosophy of practice is often articulated as, "Hire good people and then get out of their way."




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Supervision Styles

OPS

(Continued)


III. **Companionable supervision** is based principally on a friendship-like relationship. Above all else, supervisors seek to be liked and to create harmonious relationships among members; they concentrate on being buddies with the staff they supervise and avoid confronting members about poor job performance or mistakes in judgement as long as possible.



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Supervision Styles

(Continued)



IV. Synergistic supervision is a cooperative effort between the supervisor and members that allows the effect of the joint effort to be greater than the sum of their individual contributions. Supervision in this approach has a dual focus: accomplishment of the organization's goal and support of the staff in the accomplishment of their personal and professional development goals.

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7

Supervision Styles

(Continued)

- ▶ Not one style works every time, all the time
- ▶ Adapt your overall style to the situation at hand
- ▶ Could be / should be a combination of styles
 - The great leaders / supervisors / managers work with what they have and adapt accordingly

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8


Supervision in the Field

- ▶ How does that supervisory mentality translate to the field?
 - Potentially rapidly changing tasks
 - Unknown crew (experience, expertise)
 - Health and safety stakes are higher
 - The supervisor's level of supervision

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9

“Get Out There!!!”



- ▶ To be effective and have situational awareness, you have to get into the field
- ▶ Be aware of how much “street cred” you have amongst your troops

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OPS

10

Do what your staff does, walk in their shoes, get dirty!!



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OPS

11

“Get Out There!!”

(Continued)

- ▶ Get a Deputy OPS Chief ASAP
- ▶ Work out a compromise with your IC and Deputy OPS Chief as to “field time”
- ▶ Visit all of your geographic areas and Div / Branch / Team leads so that you can compare and contrast the differences within the response (Example: Katrina, BP)
- ▶ Talk to other OSCs who have been in your position

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OPS

12

“Get Out There”!!! OPS

(Continued)


- ▶ Get airborne - There is no better way to get a perspective of the event



 13


What makes a ‘good’ Operations Section Chief / Supervisor? OPS

- ▶ **Communication Skills: Upwards, Downwards, and Sideways**
- ▶ GET OUT INTO THE FIELD and meet with your PEOPLE!!!
- ▶ One to one or in group settings – be clear and concise, listen to their concerns/opinions
- ▶ Request feedback. This should be a team effort. Just know when you need to say “NO”
- ▶ Clarify, reiterate

 14

What makes a ‘good’ Operations Section Chief / Supervisor? OPS
(Continued)

- ▶ Empower your staff to come up with solutions, to contribute, to make a positive difference in the outcome of the event
- ▶ Constantly re-evaluate the decisions / actions of the team.
 - Keep what is working and throw out what isn't
 - Let them know what you think is and isn't working
- ▶ Praise your staff in group settings when their decisions / deeds prove fruitful
- ▶ Instill a level of comfort and confidence so that staff feel that there is an open and inclusive environment for everyone

 15

What makes a 'good' Operations Section Chief / Supervisor?

(Continued)

OPS

- ▶ Assign people to positions based on their expertise, their abilities and if possible, what they feel enthused to do. Some people just aren't a fit for certain positions
- ▶ MOTIVATE, MOTIVATE, MOTIVATE. You are their cheerleader!!
- ▶ Make them laugh!!! They will want to attend the meeting just to get a chance to laugh. Great stress relief.
- ▶ Exercise EMPATHY and try to put yourself in their position. Try to glean intel on your staff that helps you deal with them in the event. Everybody is different and reacts differently.

Self Evaluation – It's a must!! (or Love Yourself before You Can Love Others)

OPS

- ▶ Take some time at the beginning and end of each day to conduct a self-evaluation of your performance both personal and professional
- ▶ Are you meeting the IC/UC expectations and those of your staff?
- ▶ Have you provided clear direction and have you followed up?



Self Evaluation

(Continued)

OPS

- ▶ Is the Operations Section functioning as a team? If not, what's up??
- ▶ Are you keeping good situational awareness or have you been buried in the ICP or by all these commitments to the ICS mantra? ICS works for you, NOT you for IT!
- ▶ Are you keeping good relationships with your staff in the field? Are people coming and going without you ever even getting to meet them?
- ▶ Are you effectively utilizing your technical folks?

Self Evaluation

OPS

(Continued)

- ▶ Are you looking after the well-being (safety, food, rest, R and R) of your staff so that you are running on all cylinders?
- ▶ Are you taking care of YOURSELF? And even as important, are you taking care of your family commitments., i.e., getting back to catch your kids games, sending flowers to your spouse, taking care of personal business, medical issues etc. FAMILY FIRST or everything else collapses!!



19

Best Practices for Meetings / Briefings

OPS

- ▶ Different strategies for meetings at the ICP versus the field environment
- ▶ INTRODUCTIONS!!!
- ▶ Minimize disruptions and questions
- ▶ Bring in VIPs from time to time
- ▶ Make each meeting a good mix of instructional, educational, planning and humor



20

Best Practices for Meetings / Briefings

OPS

(Continued)

- ▶ If in a field environment, the gloves are off. The leader must be obvious. Use an elevated platform if you have to
- ▶ Post maps, diagrams, motivational statements
- ▶ Recognize where the team is failing and where they are winning the game



21

Operations Briefing Video



Operational Period Briefing


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OPS

22

Operations Briefing Checklist

- ▶ Introductions of departing staff and incoming staff. Recognize departing staff accomplishments and the “value” of incoming staff. Know something about incoming staff before they get there
- ▶ Other staff including technical specialist introductions, i.e., ATSDR, CDC, state programs, etc.
- ▶ Times/schedules for briefings – keep it fluid!!
- ▶ The current situation



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OPS

23

Operations Briefing Checklist

(Continued)

- ▶ Safety and security issues
- ▶ Expected outputs – where we are succeeding and where we are coming up short
- ▶ Reporting times and locations of meetings
- ▶ Sensitive/critical information
- ▶ Expectations for next shift
- ▶ Motivate, motivate, motivate
- ▶ Overall strategy and priorities
- ▶ Short and if possible, long term predictions
- ▶ Command “issues” and who is in the chain of command

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OPS

24

Planning Meeting: Situation Update

OPS



- ▶ Presented by previous operational period Operations Section Chief and/or Situation Unit Leader
- ▶ If the situation changes, it's ok to pencil it in
- ▶ The OSC and/or the SUL should use whatever tools available to get across the message., i.e., maps, diagrams, television

25

OPS Role During the Planning Meeting

OPS

- ▶ Give overall division / group assignments (via 215). They are the ones with boots on the ground so they know what to do. We provide overall objective and they fill in the blanks.
- ▶ Ask that any specific personal / personnel related questions be asked in another setting
- ▶ Allow for questions at the end of the meeting
- ▶ Refer branch / division sub-briefings to another location but be prepared to hang around to answer specific Division / Group inquiries
- ▶ Finish with positive, motivating comments every time!!

26

“Things to remember”

OPS



Treat your staff the way YOU want to be treated because YOU very well may be working for them at the next incident (or rotation)

27

“Things to remember”

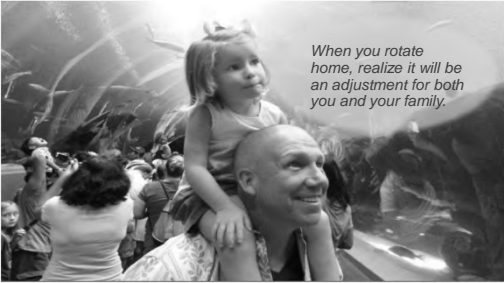


Keep focused on what is really important. The event will some day come to an end.

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OPS 28

“Things to remember”



When you rotate home, realize it will be an adjustment for both you and your family.

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OPS 29

Take care of their health

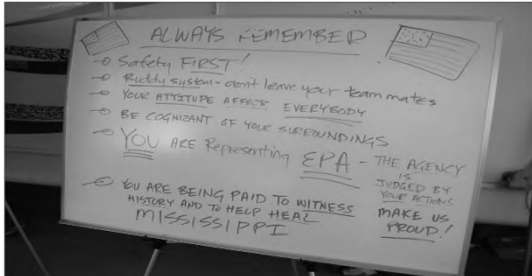


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OPS 30

Motivate them any way you can!!

OPS



Be their cheerleader!

OPS




...and they will be yours!

OPS



“Things to remember”

▶ Take care of yourself. As a supervisor, you are setting an example for your staff.



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OPS 34

“Things to remember”

▶ Bring in something that they can care for and brings to you



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OPS 35



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OPS 36

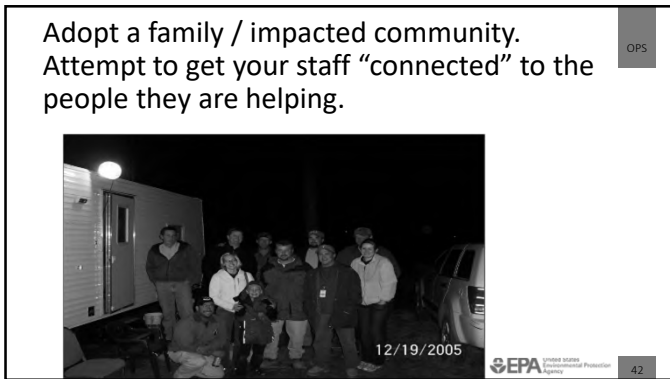













Keep them laughing



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Make everyone feel like part of the "team".
Eliminate cliques as much as possible.



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Keep your finger on the pulse of your troops.
Be able to sense when things are out of whack



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Move quickly to normalize your staff's environment- get them excited!

OPS



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Let others take your job for a meeting, a day, and you take theirs

OPS



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Identify and get them any training they need, even if you are in the middle of the event

OPS



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If your staff have real issues with something, **FIX IT FAST!**



OPS

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49

Give them “alone time”



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Help take them “out” of the event if just for a moment



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51

Keep them well fed



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Tap the hidden talents your staff have for the team!

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Reach out to the community and they will reach back




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54

If given the opportunity, introduce the staff to incoming VIPs




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55

Cycle all of your people into the front lines, even those normally assigned to a function in the rear.



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Try to make sure that each person is empowered now to have real pride later

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Take time off and relax; the event will be there in the morning.



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Immortalize it all in images, and look back on it one day with pride



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Unit Summary
At The Conclusion Of This Unit, Are You Now Able To?:

- ▶ Discuss Various Supervision Styles?
- ▶ Review the Factors That Go Into Making A 'Good' OPS/Supervisor/Communicator
- ▶ Review Best Management Practices and the OPS Role Throughout the Operational Period
- ▶ Discuss 'Things To Remember' (That Are Easy to Forget)

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Questions?

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Unit 3 Topic 2


Managing and Adjusting the Operations Section

 1

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Unit Enabling Objectives


- ▶ Introduce the Operations Section Planning Considerations
- ▶ Identify major organizational elements of the Operations Section
- ▶ Illustrate Management of the Operations Section
- ▶ Introduce Incident Facilities

 2

OPS

Operations Section Chief

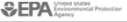
- ▶ An Operations Section Chief should be designated for each operational period
- ▶ Deputy Operations Section Chief positions may be established
 - Tactical Operations
 - Planning and Coordination
 - Strategic Operations
 - Field Operations (BP Mobile)

 3

Planning Considerations

OPS


- ▶ Incident operations can be organized and executed in many ways
 - Specific method selected will depend on the type of incident, the agencies involved, and the objectives and strategies of the incident management effort
- ▶ The following planning considerations will assist with organizing tactical operations:
 - Request sufficient tactical resources (personnel and equipment) to address all operational periods
 - Carefully manage resources to support the incident and maintain an accurate and up-to-date picture of resource utilization
 - Utilize and staff incident operational locations and support facilities, where appropriate
 - **Demobilization planning begins upon activation** of the first personnel and continues until the ICS organization ceases operation

 4

Manageable Span of Control

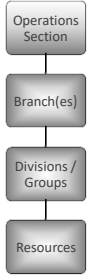
OPS

- ▶ Span of control is key to effective and efficient incident management
- ▶ The recommended span of control for the Operations Section Chief is 1:5
- ▶ The type of incident, nature of the task, hazards and safety factors, geography and resources all have an influence on span-of-control considerations.

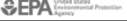
 5

Major Organizational Elements Used to Maintain Span of Control

OPS



```
graph TD; A[Operations Section] --- B[Branch(es)]; B --- C[Divisions / Groups]; C --- D[Resources]
```

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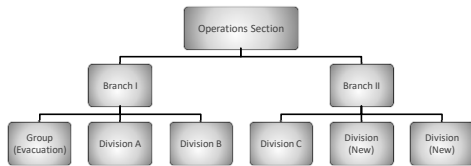
I. Branches

OPS

- ▶ The person in charge of each Branch is designated as a Director
- ▶ Deputies may also be used at the Branch level
- ▶ Branches can be geographic, functional, or multi-jurisdictional
- ▶ Branches can be divided into Groups or Divisions – or can be a combination of both

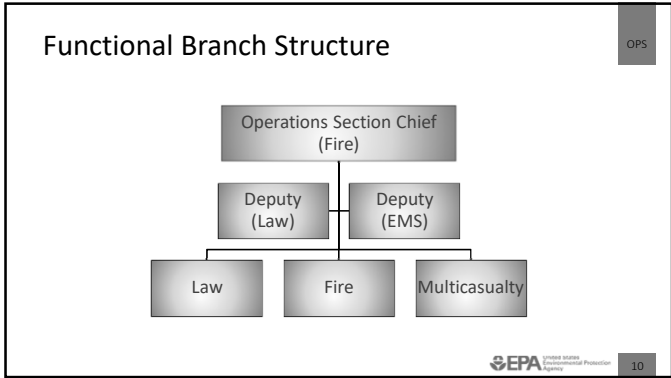
Geographic Branch Structure

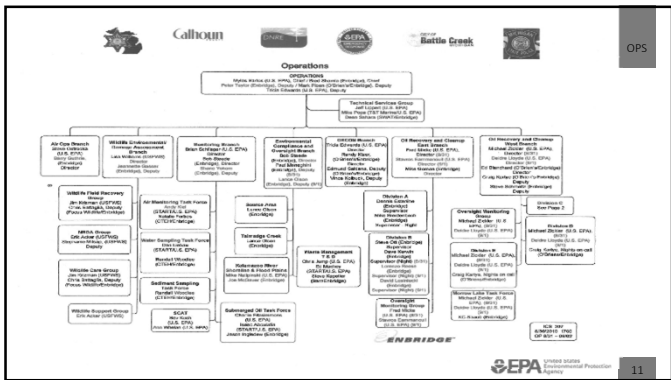
OPS

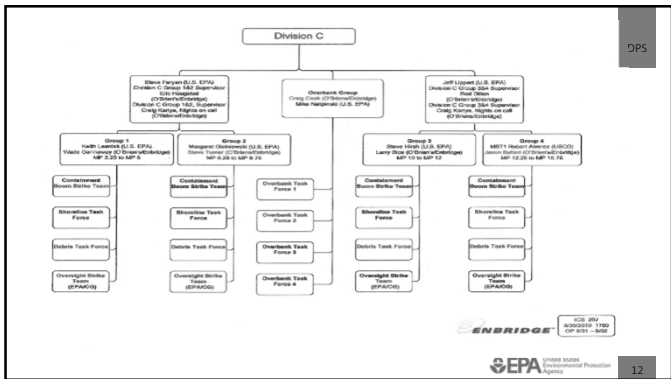


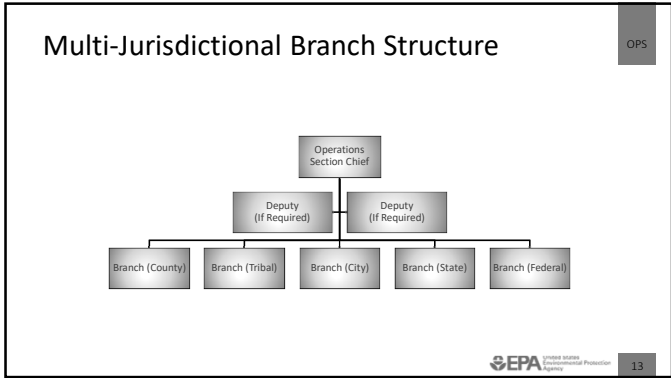


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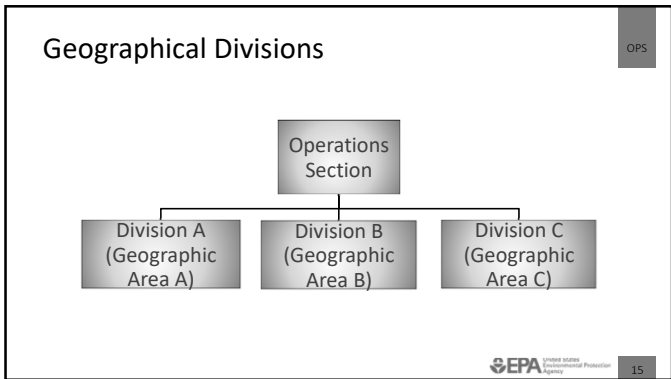


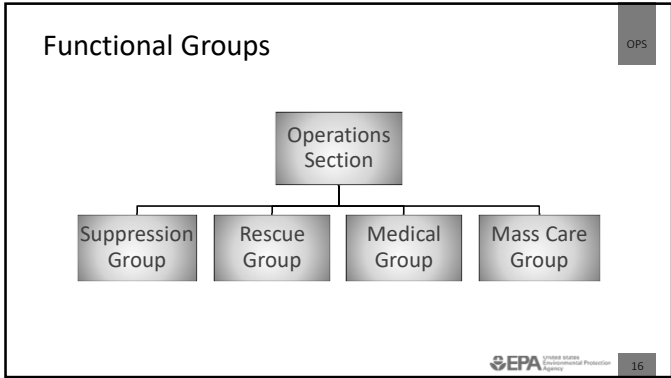


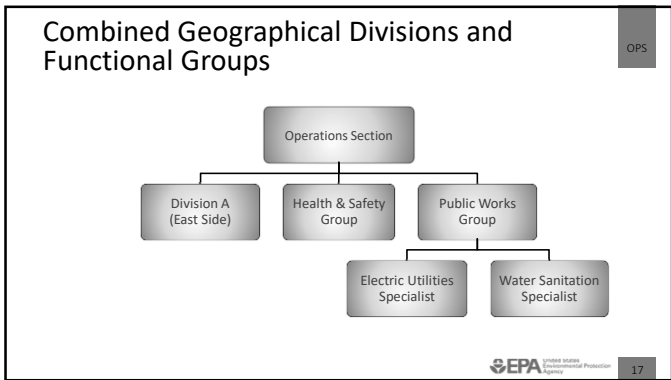




- ### II. Divisions and Groups
- ▶ The person in charge of each Division or Group is designated a Supervisor
 - ▶ Divisions separate physical or geographical areas of operation within the incident area
 - ▶ Groups separate functional areas of operation for the incident
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III. Resources

► Resources may be organized and managed in three different ways, depending on the requirements of the incident:

- Single Resources
- Task Forces
- Strike Teams

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Single Resources

OPS

May be individuals, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified supervisor that can be used at an incident.

```
graph TD; OS[Operations Section] --> TF[Task Force]; OS --> ST[Strike Team]; OS --> SR[Single Resource];
```

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Task Forces

OPS

- ▶ Are a combination of mixed resources with common communications operating under the direct supervision of a Leader

```
graph TD; OS[Operations Section] --> TF[Task Force]; OS --> ST[Strike Team]; OS --> SR[Single Resource];
```

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Strike Teams

OPS

- ▶ Are a set number of resources of the same kind and type with common communications operating under the direct supervision of a Strike Team Leader

```
graph TD; OS[Operations Section] --> TF[Task Force]; OS --> ST[Strike Team]; OS --> SR[Single Resource];
```

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Managing OPS

The Operations Section

 22


Operations Section:
Expanding and Contracting OPS

- ▶ Be flexible - adapt the approach and structure to the size and complexity of the incident
- ▶ Coordinate and communicate with others – maintain a constant flow of information
- ▶ Coordinate with IC/UC in advance of change
- ▶ Notify incident and subordinate personnel of change
- ▶ Monitor any changes
- ▶ Contingency plan

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What May Cause Adjustments? OPS

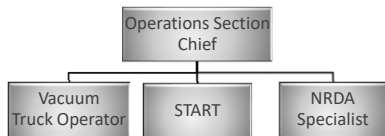
- ▶ Lifesaving and Safety
- ▶ Present tactical activities are ineffective
- ▶ Resource availability/capability
- ▶ Significant events
 - Intense media and public scrutiny
 - Political, legislative, and agency ramifications
- ▶ Cost

 24

An Operations Section Chief

OPS

- ▶ May work initially with only a few single resources or staff members



The Operations Section

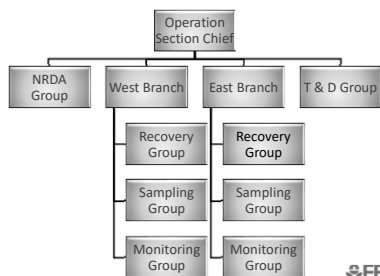
OPS

- ▶ Usually develops from the bottom up. The organization will expand to include needed levels of supervision as more and more resources are deployed.



Another way to add supervision levels is to create Branches within the Operations Section

OPS



Span of Control

It is important to maintain an effective span of control. Maintaining span of control can be done easily by grouping resources into Divisions or Groups.

```

    graph TD
      OS[Operations Section] --> HSG[Health & Safety Group]
      OS --> PWG[Public Works Group]
      HSG --> SRTF[Search & Rescue Task Force]
      HSG --> MCTF[Mass Care Task Force]
      PWG --> DTF[Debris Task Force]
      PWG --> SATF[Structural Assessment Task Force]
    
```

EPA logo and page number 28.

Air Operations Branch

- ▶ May be designated when the complexity of air operations requires
 - Additional support and effort
 - Mixing tactical and logistical utilization of helicopters and other aircraft

```

    graph TD
      ASOC[Operations Section Chief] --> AOBDA[Air Operations Branch Director]
      AOBDA --> ASGS[Air Support Group Supervisor]
      AOBDA --> ATGS[Air Tactical Group Supervisor]
      ASGS --> HBM[Helibase Manager]
      ASGS --> FWBM[Fixed-Wing Base Manager]
      ASGS --> HPM[Heliport Helipad Manager]
      ATGS --> HC[Helicopter Coordinator]
      ATGS --> FWCO[Fixed-Wing Coordinator]
      HC --> HEL[Helicopters]
      FWCO --> FWA[Fixed-Wing Aircraft]
    
```

EPA logo and page number 29.

Incident Locations and Facilities

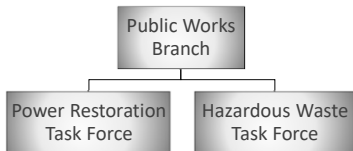
- ▶ Incident Base is the location at which primary support (Logistics) activities are conducted
 - A single Incident Base is established to house equipment and personnel support operations
- ▶ Staging Areas
 - Established by the Operations Section Chief for the temporary location for available resources
 - Can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment
 - May include temporary feeding, fueling, and sanitation services
- ▶ Camps are located as satellites to the Incident Base, where they can best support incident operations
 - Provide support, such as food, sleeping areas and sanitation, and minor maintenance and servicing of equipment

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Operations Section

OPS

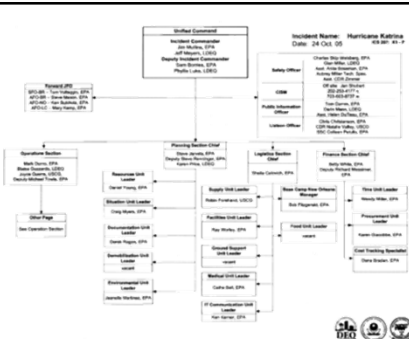
- ▶ At some point, the Operations Section and the rest of the ICS organization will contract. The decision to contract will be based on the achievement of tactical objectives.



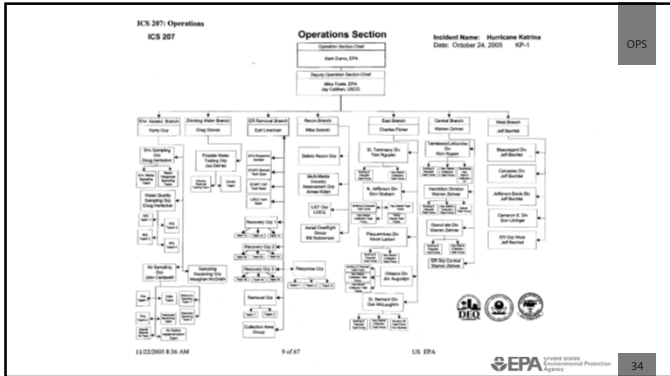
Examples

OPS

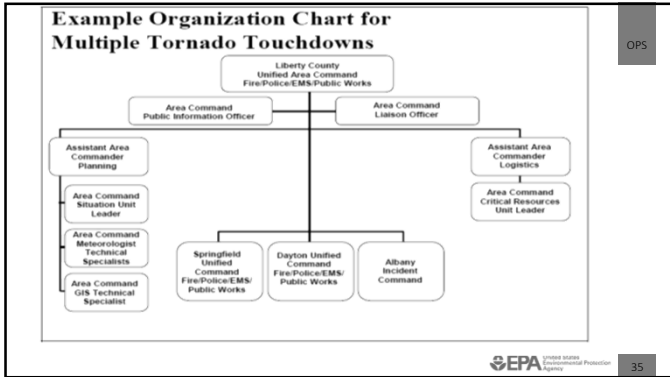
Organizational Charts



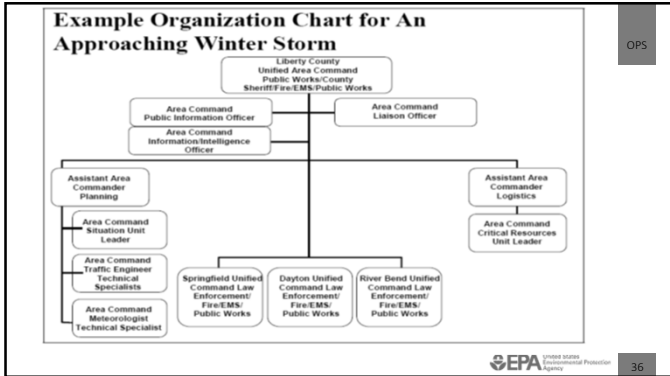
Unit 3 Topic 2 - Managing and Adjusting the Operations Section



OPS




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OPS

Unit Summary

- ▶ Planning will assist with organizing tactical operations
- ▶ There are several supervisory levels that can be added to help manage span of control
- ▶ There are any number of ways to organize field responses, Branches and Groups may be used to organize resources and maintain span of control
- ▶ Incident activities may be accomplished from a variety of operational locations and support facilities

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Questions?

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OPS

Unit 4 Topic 1

Coordination

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Unit Enabling Objectives

- ▶ Introduce coordination challenges
- ▶ Introduce communications and coordination with the Command and General Staffs
- ▶ Introduce communications and coordination within the Operations Section
- ▶ Illustrate the benefits of external interaction with others
- ▶ Illustrate that significant events may affect coordination

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Coordination Challenges


- ▶ Different policies and procedures
- ▶ Lack of a common response organizational structure
- ▶ Lack of coordinated incident planning

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Coordination Challenges OPS
 (Continued)


- ▶ Lack of interagency communications
- ▶ Differences in terminology
- ▶ Lack of resource information



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Coordination Challenges OPS
 (Continued)


- ▶ Unfamiliarity with other organizations
- ▶ Little previous interagency training
- ▶ Complex and confusing legal authorities



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Coordination Challenges OPS
 (Continued)


- ▶ Lack of procedures for including private and nongovernmental organizations (NGOs)
- ▶ Increasing incident complexity
- ▶ Increasing litigation



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Coordination Challenges
(Continued)

- ▶ Increasing response costs
- ▶ High property losses
- ▶ Life, health, and safety issues





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Coordination Challenges
(Continued)

- ▶ Deteriorating public view of government
- ▶ Intense media and public scrutiny
- ▶ Political, legislative, and budgetary ramifications

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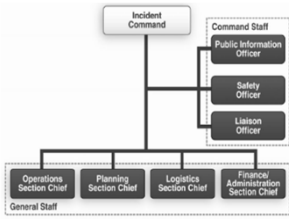
Questions?

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Communication and Coordination with Command and General Staff

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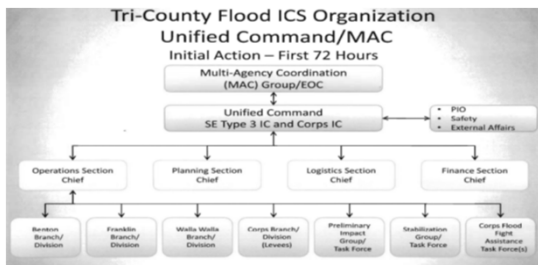


- ▶ Receive and transmit current and accurate information
- ▶ Communicate changes to the IAP or relevant plan
- ▶ Inform appropriate team members of significant changes in operations
- ▶ Interact with Unit Leaders

10

Command and General Staff Coordination

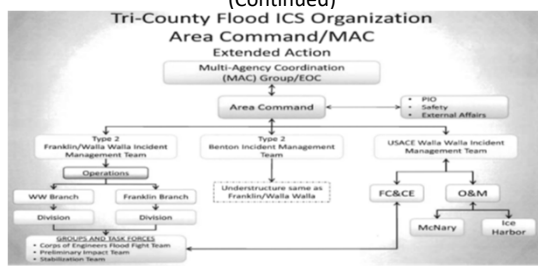
OPS



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Command and General Staff Coordination

OPS



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Questions?

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**Operations Section
Communication and Coordination**


- ▶ Maintain close communication with IC/UC
- ▶ Maintain close contact with subordinate positions
- ▶ Supervise the execution of the operations portion of the IAP




 14

Operations Section Communication and Coordination
(Continued)

- ▶ Make or approve expedient changes to the operations portions of the IAP
- ▶ Request additional resources to support tactical operations
- ▶ Approve release of resources from active assignments (not release from the incident)



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OPS


Questions?


 16

OPS

External Interaction with Others

- ▶ Leverage knowledge, networks, and resources
- ▶ Identify critical infrastructure and essential services
- ▶ Understand local values






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External Interaction with Others
(Continued)

- ▶ Information sharing and feedback
- ▶ Demonstrate, develop, and sustain trust
- ▶ Establish and maintain media and press relationships



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Questions?


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Unit Summary

- ▶ Both internal and external coordination and cooperation challenges affect ICS
- ▶ External interaction with others will enhance organizing and conducting tactical operations
- ▶ Significant events may affect coordination and cooperation


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