

Incident Commander




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




IC

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



Incident Commander

Philadelphia, PA




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IC

Incident Commander

Unit 0.A Introduction




2

IC

Purpose of the Course


Provide training to agency personnel to develop the skills necessary to perform as an Incident Commander on an Incident Management Team.



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Incident Commander IC

- ▶ Unit 0 – Incident Commander
- ▶ Unit 1 – Mobilization
- ▶ Unit 2 – Incident Management
- ▶ Unit 3 – Administration
- ▶ Unit 4 – Demobilization & Job Aid

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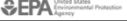
Unit 0 – Incident Commander IC

- ▶ Lesson A – Introduction
- ▶ Lesson A1 – Important EPA Policies
- ▶ Lesson B – ICS Overview Review
(Command and General Staff)
- ▶ Lesson C – Managing the Organization
- ▶ Lesson D – Exercise
- ▶ Lesson E – IC Relationship to the NRF

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Unit 0.A - Introduction IC

- ▶ Introduce the course instructors
- ▶ Introduce the students
- ▶ Describe the course objectives and design
- ▶ Describe class logistics and administrative requirements

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Personal Introductions IC

- ▶ Name
- ▶ Home office and normal position
- ▶ Were you assigned to large EPA incident using ICS?
 - If so, what was your position?

 7


Class Logistics IC

- ▶ Reminder about phones
- ▶ Start and stop times
- ▶ Lunch and other breaks
- ▶ Administrative processes
 - Sign in sheets
 - Training Forms
 - Other

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Course Objectives IC


- ▶ Define and describe the role of the Incident Commander in complex incidents.
- ▶ Describe the role of the Incident Commander in leading an Incident Management Team.
- ▶ Identify the incident management team's role in using appropriate interpersonal communication skills and management principles necessary for effective and efficient incident management.

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Course Design IC


- ▶ 24 hours including final exam
- ▶ Attendance is mandatory
- ▶ Combination of lecture, discussion, and exercises

- ▶ Students should have completed:
 - ICS-100
 - ICS-200
 - ICS-300
 - ICS-400
 - ICS-700

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Evaluation and Testing IC

- ▶ 70% or higher on closed book test
- ▶ Certificate of completion for the EPA-Incident Commander course

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EPA Training, Qualification, and Certification Order IC

- ▶ In October 2017, EPA Order #2073 was signed to ensure EPA personnel are appropriately trained, qualified and certified to serve in a Key Leadership Position (KLP)
 - <https://response.epa.gov/sites/963/files/Training%20Certification%20and%20Qualification%20Standards%20Order.pdf>
- ▶ EPA IMT and National IMAT positions will be filled only by personnel who are trained and meet *Core Competencies & Professional Experience* for the position (see Appendix 1 of Order #2073)
 - To ensure interoperability of EPA's NIMS personnel in an multi-agency ICS structure

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Training Requirements (in order) IC

- ▶ Independent Study (IS) 100, 200, 700, and 800; offered online at: <https://training.fema.gov/emiweb/is/icsresource/trainingmaterials.htm>
- ▶ ICS 300 & 400 level (see trainex.org for offerings)
- ▶ This KLP training course

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Qualification Maintenance IC

- ▶ Document participation in exercises (e.g. Regional IMT), events or actual incidents while serving in your KLP
- ▶ Ensure you meet *Core Competencies & Professional Experience* identified for your KLP in Appendix 1 of Order #2073

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Example Professional Experience (LNO) IC

- ▶ 3 years of applicable professional experience in outreach, writing, speaking, and response plans
- ▶ 3 years of applicable professional experience with the National Contingency Plan (NCP), National Response Framework (NRF), Area Contingency Plans, & other plans
- ▶ Experience with stakeholders, other agencies
- ▶ Previous relationship with participating agencies, or interagency coordination experience
- ▶ Working knowledge of EPA policies, including Environmental Justice (EJ)

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Certification Process IC

- ▶ Fill out “Nomination for Qualification and Certification of NIMS Duties” form
 - Found at: <https://response.epa.gov/NIMSIntegrationTeam>
 - Fully complete and get required signatures from your supervisor and HQ/regional NIMS Coordinator
 - Have NIMS Coordinator or Data Manager enter the certification into the *Field Readiness* module, found at emp.epa.gov
- ▶ Must re-certify every 5 years

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Questions
End Unit 0.A

 17

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Incident Commander

Unit 0.A1 – Important EPA Policies



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IC

Unit 0.A1 - Important EPA Policies

Lesson Objective


- ▶ Confirm understanding of important EPA polices relating to the IC


2

IC


Some Important EPA Policies

- ▶ Order 2071 – National Approach to Response
- ▶ Order 2070 – IMTs and IMAT
- ▶ Order 2073 – Training, Qualifications and Certification
- ▶ Order 2010 – Crisis Communication Plan
- ▶ PIAT
- ▶ Data Playbook


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Order 2071 - NAR

- ▶ Agency-wide approach to response
- ▶ Applies to all personnel and incident management teams
- ▶ Identifies roles and responsibilities of Agency personnel



Classification No.: 2071
Approval date: 10/27/2016


National Approach to Response


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Order 2071 - NAR

- ▶ Incorporates NIMS as Agency Policy ...


...standardized organizational structures and procedures designed to improve interoperability among jurisdictions and disciplines


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Order 2071 - NAR




Level of Coordination	Organizational Structure	Organizational Position	Roles & Responsibilities
National Coordination	Policy Coordinating Committee	Administrator, DA, RAA, AAs	Provides Strategic Direction/Management Objectives
	NICY	HQ Senior Management	Provides Cross-program Support
	HQ Emergency Operations Center	National Incident Coordinator (NIC)	Communicates with the RIC and REOC
Regional Coordination	RICT	Regional Senior Management	Provides Strategic Direction/Management Objectives & Cross-program Support
	Regional Emergency Operations Center (REOC)	Regional Incident Coordinator (RIC)	Communicates with the IC and Supports Field Ops
Tactical Coordination	Incident Management Team	Incident Commander	Operational Decision Making


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Order 2070 – IMTs and IMAT IC

- ▶ Establishes and defines IMTs and IMAT
- ▶ 11 KLPs
- ▶ Describes roles and responsibilities



Classification No.: 2070
Approval date: 10/27/2016

EPA's Incident Management Teams and National Incident Management Assistance Team


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Order 2073 – Training, Qualifications and Certification IC

- ▶ Defines core competencies and pre-requisites for KLPs
- ▶ Defines training requirements for KLPs
- ▶ Establishes qualification and certification standards
- ▶ Defines qualification maintenance requirements




Classification No.: 2073
Approval date: 10/27/2016

EPA Incident Command System Training, Qualifications and Certification Standards


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Order 2010 – Crisis Communication Plan IC

- ▶ Establishes process for Communicating Environmental information to the public
- ▶ Establishes roles and responsibilities to integrate public affairs and emergency management activities in a response



Classification No.: 2010
Approval date:


Crisis Communication Plan


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Order 2010 - CCP IC

EPA Will


- ▶ Work with response partners to develop information
- ▶ Develop a strategy for product distribution
- ▶ Develop an incident-specific “review, approve, & release” process

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Order 2010 - CCP IC

The Plan ...


- ▶ Identifies a “Leadership Cadre” which includes the IC and many senior-level managers to ensure coordination of communication between the field, region, national and HQ-level incident management structures
- ▶ Describes a PIAT to help the PIO

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Order 2010 - CCP IC

The AA-OPA ...


- ▶ Has ultimate decision-making authority for public information
- ▶ Establishes an incident-specific “review, approve and release” process
- ▶ Designates spokespeople for media inquiries.
- ▶ Approves communication products (press release, talking points, etc.)

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Order 2010 - CCP IC


The Plan

- ▶ Creates a new position (Senior Liaison for Crisis and Public Affairs Coordination) to oversee the “review, approve, and release” process.

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Order 2010 - CCP IC

- ▶ The IC and Field PIO should refer to EPA’s Incident Management Handbook for a full explanation of their responsibilities under ICS.

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Data Playbook IC

- ▶ Documents data management personnel functions and tasks required to support response actions
- ▶ Incorporates communication requirements of the NCP (e.g., keep the public well informed)
- ▶ Creates Data Support Coordinator position to create and manage incident-specific plans and procedures relating to data

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Data Playbook IC

- ▶ Data Support Coordinator serves as the primary point of contact for all data management issues and needs for the response.

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Unit 0.A1 Summary IC
At The Conclusion Of This Unit, Are You Now Able To?:

Confirm your understanding of important EPA polices relating to the IC ?

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Questions
 End Unit 0.A1 – Important EPA Policies

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IC

Incident Commander

*Unit 0.B - ICS Overview Review
(COMMAND AND GENERAL STAFF)*

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Lesson Objective

- ▶ Confirm understanding of Command and General Staff functions.

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graph TD
    IC[Incident Commander] --- PIO[Public Information Officer]
    IC --- SO[Safety Officer]
    IC --- LO[Liaison Officer]
    LO --- OS[Operations Section]
    LO --- PS[Planning Section]
    LO --- LS[Logistics Section]
    LO --- FAS[Finance/Admin. Section]

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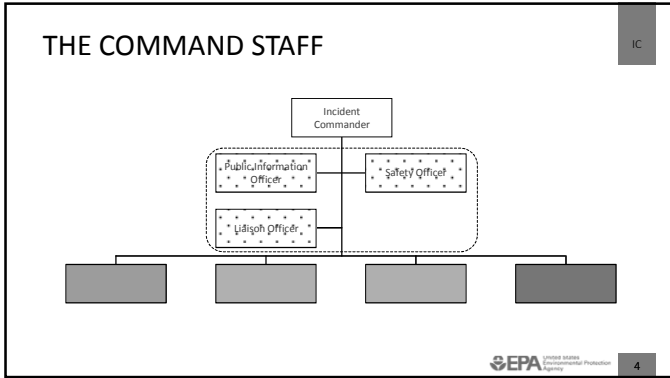
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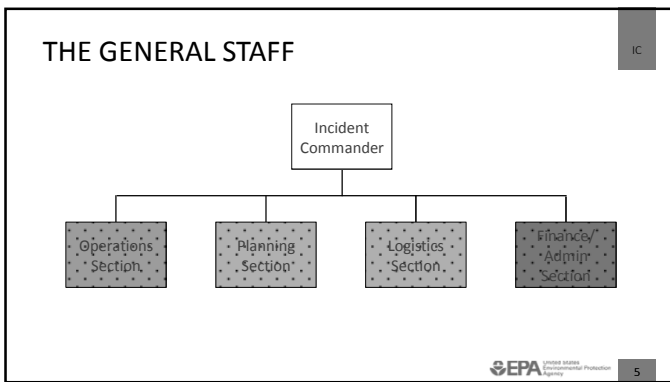
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ICS DESIGN REQUIREMENTS

- ▶ Subordinates must be delegated the authority to manage their assigned functions in accordance with Action Plan Objectives
- ▶ Every incident, small or large, simple or complex, must have some form of an Action Plan whether oral or written

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INCIDENT COMMANDER RESPONSIBILITIES

- ▶ Ensure incident safety
- ▶ Have clear authority and know agency policy
- ▶ Establish an Incident Command Post
- ▶ Obtain a briefing from prior Incident Commander and/or assess the situation

EPA logo and page number 6.


INCIDENT COMMANDER RESPONSIBILITIES IC


- ▶ Establish immediate priorities
- ▶ Determine incident objectives and strategies to be followed
- ▶ Establish the level of organization needed, and monitor the operations and effectiveness of that organization

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INCIDENT COMMANDER RESPONSIBILITIES IC


- ▶ Manage Planning Meetings as required
- ▶ Approve and implement the Incident Action Plan
- ▶ Coordinate activity of the Command and General Staff
- ▶ Approve requests for additional resources or for the release of resources



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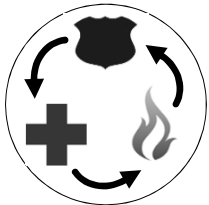
INCIDENT COMMANDER RESPONSIBILITIES IC

- ▶ Approve the use of trainees, volunteers, and auxiliary personnel
- ▶ Authorize release of information to the news media
- ▶ Order demobilization of the incident when appropriate
- ▶ Ensure incident after-action reports are complete

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GUIDELINES FOR GENERAL STAFF IC

- ▶ Only one person will be designated to lead each general staff position
- ▶ General staff positions may be filled by qualified persons from any agency or jurisdiction



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GUIDELINES FOR GENERAL STAFF IC
(Continued)

- ▶ Each member of the general staff reports directly to the Incident Commander
- ▶ Deputy positions may be established for each of the general staff positions
- ▶ Deputies may come from any agency

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Agency 11

GUIDELINES FOR GENERAL STAFF IC
(Continued)

- ▶ General staff members may exchange information with any person within the organization
- ▶ Direction takes place through the chain-of-command
- ▶ General staff positions should not be combined

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CLEAR SEPARATION OF SECTIONS IC

REASONS NOT TO COMBINE ORGANIZATION UNITS:

- ▶ CAN CAUSE STAFFING CONFUSION LATER IF SECTIONS SEPARATE
- ▶ CREATES A NON-STANDARD ORGANIZATION

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OPERATIONS SECTION CHIEF MAJOR RESPONSIBILITIES IC

- ▶ Manage tactical operations
- ▶ Assure safe tactical operations
- ▶ Ensure interaction is taking place with other agencies
- ▶ Assist in the development of the operations portion of the Incident Action Plan

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OPERATIONS SECTION CHIEF MAJOR RESPONSIBILITIES IC
(Continued)

- ▶ Supervise the execution of the operations portion of the Incident Action Plan
- ▶ Maintain close contact with subordinate positions
- ▶ Request additional resources to support tactical operation

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OPERATIONS SECTION CHIEF MAJOR RESPONSIBILITIES (Continued) IC

- ▶ Approve release of resources from active assignments (not release from the incident)
- ▶ Make or approve expedient changes to the operations portion of the Incident Action Plan
- ▶ Maintain close communication with the Incident Commander

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PLANNING SECTION CHIEF MAJOR RESPONSIBILITIES IC

- ▶ Collect and manage all incident-relevant operational data
- ▶ Provide input to the Incident Commander and Operations Section Chief for use in preparing the Incident Action Plan

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PLANNING SECTION CHIEF RESPONSIBILITIES IC


- ▶ Supervise preparation of the Incident Action Plan
- ▶ Conduct and facilitate planning meetings
- ▶ Reassign personnel already on-site to ICS organizational positions as appropriate

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PLANNING SECTION CHIEF RESPONSIBILITIES IC

(Continued)

- ▶ Establish information requirements and reporting schedule for units, e.g., resources, situation units
- ▶ Determine need for specialized resources to support the incident
- ▶ Assemble and disassemble task forces and strike teams not assigned to operations





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PLANNING SECTION CHIEF RESPONSIBILITIES IC

(Continued)

- ▶ Establish specialized data collection systems as necessary, e.g., weather
- ▶ Assemble information on alternative strategies and contingency plans
- ▶ Provide periodic predictions on incident potential
- ▶ Report any significant changes in incident status





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PLANNING SECTION CHIEF RESPONSIBILITIES IC

(Continued)


- ▶ Compile and display incident status information
- ▶ Oversee preparation of the demobilization plan
- ▶ Incorporate traffic, medical, communications plans, and other supporting material into the Incident Action Plan



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LOGISTICS SECTION PROVIDES IC

- ▶ Facilities
- ▶ Transportation
- ▶ Communications
- ▶ Supplies
- ▶ Equipment maintenance and fueling
- ▶ Food Services - for incident personnel
- ▶ Medical Services - for incident personnel
- ▶ All off-incident resources

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RESPONSIBILITIES OF LOGISTICS SECTION CHIEF IC


- ▶ Manage all incident logistics
- ▶ Provide logistics input to the Incident Action Plan
- ▶ Brief Logistics Branch Directors and Unit Leaders as needed


 23

RESPONSIBILITIES OF LOGISTICS SECTION CHIEF IC

(Continued)


- ▶ Identify anticipated and known incident service and support requirements
- ▶ Request additional resources as needed
- ▶ Develop as required, the communications, medical, and traffic plans
- ▶ Oversee demobilization of the Logistics Section



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RESPONSIBILITIES OF THE FINANCE / ADMINISTRATION SECTION CHIEF IC


- ▶ Manage all financial aspects of an incident
- ▶ Provide financial and cost analysis information as requested
- ▶ Ensure compensation and claims functions are being addressed relative to the incident
 - Maintains files of claims
 - Compensation reports



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RESPONSIBILITIES OF THE FINANCE / ADMINISTRATION SECTION CHIEF IC
(Continued)

- ▶ Gather pertinent information from briefings with responsible agencies
- ▶ Develop an operating plan for the Finance/Admin Section; fill section supply and support needs



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RESPONSIBILITIES OF THE FINANCE / ADMINISTRATION SECTION CHIEF IC
(Continued)


- ▶ Meet with assisting and cooperating agency representatives as needed
- ▶ Maintain daily contact with agency(s) administrative headquarters on finance matters
- ▶ Track personnel time and cost
 - Ensure that all personnel time records are accurately completed and transmitted to home agencies, per policy
 - Manage cost-tracking systems

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RESPONSIBILITIES OF THE FINANCE / ADMINISTRATION SECTION CHIEF
(Continued)

- ▶ Provide financial input for demobilization planning
- ▶ Ensure that all obligation documents initiated at the incident are properly prepared and completed
- ▶ Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up
- ▶ Complete final incident financial package


IC

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GUIDELINES FOR COMMAND STAFF

- ▶ Only one person will be designated for each position
- ▶ Command staff positions should not be combined
- ▶ Command staff positions may be filled by persons from other agencies or jurisdictions


IC

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GUIDELINES FOR COMMAND STAFF
(Continued)

- ▶ Each of the positions may have one or more assistants as necessary
- ▶ Assistants are recommended and encouraged for larger incidents


IC

 30

GUIDELINES FOR COMMAND STAFF IC



(Continued)


- ▶ Command staff members report directly to the Incident Commander
- ▶ Command staff members may interact with any position within the ICS for purposes of information exchange

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REASONS TO DESIGNATE A PUBLIC INFORMATION OFFICER IC


- ▶ Is it high visibility Incident?
- ▶ Are the media taking the Incident Commander's time?
- ▶ Will they get their information anyway?
- ▶ Are there multiple agencies involved?





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RESPONSIBILITIES OF THE PUBLIC INFORMATION OFFICER IC


- ▶ Determine from the Incident Commander any limits on information release
- ▶ Develop information for use in media briefing
- ▶ Obtain Incident Commander's approval of media news releases



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RESPONSIBILITIES OF THE PUBLIC INFORMATION OFFICER
(Continued)

- ▶ Conduct periodic media briefings
- ▶ Arrange for tours and other interviews or briefings that may be required
- ▶ Monitor and forward media information that may be useful to Incident Planning

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RESPONSIBILITIES OF THE PUBLIC INFORMATION OFFICER
(Continued)


- ▶ Maintain current information summaries and/or displays on the incident
- ▶ Make information about the incident available to incident personnel
- ▶ Participate in the planning meeting

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SAFETY OFFICER



- ▶ Monitor for hazardous situations
- ▶ Develop safety procedures and safety plan
- ▶ Exercise emergency authority to stop and prevent unsafe acts



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RESPONSIBILITIES OF THE SAFETY OFFICER IC



- ▶ Participate in planning meetings
- ▶ Identify and mitigate hazardous situations
- ▶ Assign assistants qualified to evaluate special hazards
- ▶ Review the Incident Action Plan for safety implications

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RESPONSIBILITIES OF THE SAFETY OFFICER IC
(Continued)



- ▶ Initiate preliminary investigation of accidents within the incident area
- ▶ Review and approve the medical plan
- ▶ Ensure safety messages and briefings are made

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RESPONSIBILITIES OF THE SAFETY OFFICER IC
(Continued)


- ▶ Monitor incident operations to identify current or potential Inter-organizational problems
- ▶ Provide current resource status including limitations and capability of agency resources
- ▶ Provide agency specific demobilization information and requirements

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REASON TO ESTABLISH A LIAISON OFFICER IC


- ▶ Several assisting and cooperating agencies are sending agency representatives
- ▶ Incident Commander no longer has time for individual coordination



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RESPONSIBILITIES OF THE LIAISON OFFICER IC


- ▶ Act as a point of contact for agency representatives and other entities, e.g.,
 - Congressional personnel
 - Investigating organizations
- ▶ Maintain a list of assisting and cooperating agencies and agency representatives
- ▶ Assist in setting up and coordinating interagency contacts



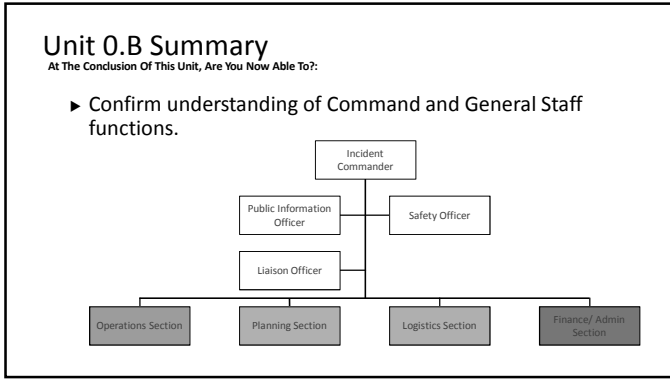
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ASSISTING AND COOPERATING AGENCIES IC

- ▶ ASSISTING AGENCY - Provides tactical or service resources
- ▶ COOPERATING AGENCY - Provides support other than tactical or service resources, e.g., Red Cross, utility, etc.



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IC

Questions


End Unit 0.B - ICS Overview Review
 (COMMAND AND GENERAL STAFF)

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IC

Incident Commander


Unit 0.C - Managing The Organization


1

IC

Lesson Objectives


- ▶ Describe dynamics that occur between the Incident Commander and the members of the Command and General Staff.
- ▶ Describe the common management and communication perils and pitfalls that can occur between the IC and Command and General Staff members.


2

IC

Incident Commander

- ▶ Responsible for overall incident management - not tactical management
- ▶ Establishes level of organization needed
- ▶ Continuously monitors the effectiveness of organization
- ▶ Focus on performance of the Command function in ICS


3

Incident Commander

(Continued)

- ▶ Ensure effective communication
 - Internal: throughout IMT
 - External: to/from senior officials & media
 - Project leadership image
- ▶ Recognize when Deputy needed to maintain organizational productivity

IC

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4

Deputy IC

- ▶ Must be fully qualified as IC
- ▶ May be more than one DPIC
- ▶ May come with the IMT as IC
- ▶ Must decide how duties will be split and make it known to IMT

- ▶ May be assigned special projects:
 - Special plans
 - Human Resources
 - Special projects
 - Data management


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Safety Officer

- ▶ Subject matter expert and eyes and ears in the field
- ▶ Discussions of strategy and tactics should include the Safety Officer
- ▶ Must know how to incorporate contractor safety activities




IC

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Safety Officer - Perils and Pitfalls IC


- ▶ Failure to fully integrate with Operations Section Chief and the planning process
- ▶ Failure to consider all disciplines on the incident
- ▶ Inadequate number of ASOs

 7

Liaison Officer IC


- ▶ Maintains coordination and communication between the IMT, other agencies, and stakeholders




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Liaison Officer - Perils and Pitfalls IC

- ▶ Don't try to maintain tactical coordination through the Liaison Officer
- ▶ Don't forget the LNO when dealing with problems with other agencies
- ▶ Don't underestimate the value of the IC's personal contact when needed
- ▶ Ensure coordination between the LNO and PIO in dealing with stakeholders

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Public Information Officer IC



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Public Information Officer IC

- ▶ Public Information Officer provides effective instructions to the public and reduces the workload for other staff
- ▶ PIO can be a valuable asset in maintaining responder morale and understanding of incident activities
- ▶ May be the first team member to identify trends in media and the outside perception of your incident

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Public Information Officer - Perils & Pitfalls IC


- ▶ Poor coordination of instructions to the public
- ▶ IC should approve press releases
- ▶ Some regions may have PIO work directly for the RA or DRA
- ▶ Don't overlook the importance of public information in monitoring perceptions of media and public

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Public Information Officer - Perils & Pitfalls IC


(Continued)

- ▶ Public Information Officer must be experienced in emergency situations
- ▶ Don't forget internal information
- ▶ Understaffing

 13


Public Information Officer IC


- ▶ COMMAND MESSAGES
 - The EPA's primary mission is protecting human health and the environment.
 - We have hundreds of the best experts and scientists on the ground ensuring the water, air and land are protected and that household hazardous wastes and debris are properly cleaned up and disposed.
 - We are working closely and in step with all our federal, state and local partners to make sure we do the job right.

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Operations Section Chief IC

- ▶ Relieves IC from having to personally supervise tactical resources
- ▶ Can help in the development of strategy




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Operations Section Chief IC


(Continued)

- ▶ "Reality Check"
- ▶ Operations monitors to ensure resources are following restrictions on tactical activities
- ▶ May have direct access to critical resources (START and ERRS)

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Operations - Perils & Pitfalls IC

- ▶ Too much or not enough oversight
- ▶ Single discipline focus, may need deputies
- ▶ Lack of communication between Operations, Plans, and Logistics
- ▶ Tactical information is not getting to Plans in time to create a good IAP

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Planning Section Chief IC


- ▶ Is responsible for the collection, evaluation, dissemination and use of information about the development of the incident and status of resources.
- ▶ Provides a narrative description of incident events.

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Planning Section Chief IC


(Continued)

- ▶ Information is needed to:
 - Understand the current situation;
 - Predict probable course of incident events;
 - Prepare alternative strategies and control operations for the incident; and
 - Submit required incident status report.

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Planning Section Chief - Perils & Pitfalls IC


- ▶ Formal planning process is not followed or lags behind
- ▶ IAP has mistakes or is not usable by Operations
- ▶ No contingency or long range plan

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Planning Section Chief - Perils & Pitfalls IC


(Continued)

- ▶ IMT can't track resources because the Resource Unit is not effective
- ▶ Maps and intelligence are not meeting the incident or agency requirements
- ▶ Operations and Plans aren't talking about incident potential and progress

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Logistics Section Chief IC

- ▶ Is responsible for the providing facilities, services, and material in support of the incident response.
- ▶ Participates in:
 - Developing and implementing the Incident Action Plan (IAP)
 - Activates and supervises branches and units within the section.



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Logistics Section Chief - Perils & Pitfalls IC

- ▶ Tactical resources procured directly by Operations
- ▶ Slow response from some logistics functions
- ▶ Operational activities get ahead of Logistics

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Logistics Section Chief - Perils & Pitfalls IC
(Continued)


- ▶ End runs and lack of advanced planning for critical resources
- ▶ Lack of communication between Logistics, Plans, and Operations
- ▶ Problems between Logistics and the Emergency Operations Center or resource ordering system


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Finance Section Chief IC

Responsible for all financial and cost analysis aspects of the incident and supervising members of your section.


- ▶ Manages financial risk, cost tracking, Comp and Claims, and cost-benefit analysis
- ▶ Handles other administrative issues



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Finance Section Chief - Perils & Pitfalls IC

- ▶ Unwise or unnecessary expenditures
- ▶ Contracts are unclear causing problems and costs later
- ▶ Managing on-scene finances and contracts from the regional office
- ▶ Failure to complete compensation/claims reports
- ▶ Underutilized function

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General Team Dynamics IC



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General Team Dynamics IC

- ▶ Watch the communication flow as your IMT moves through the planning process
- ▶ Good communication must be evident between ALL IMT members, not just a small group
- ▶ Command and General Staff members are not "Doers." Make sure they are watching the big picture.

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Technical Specialists IC

- ▶ Personnel with special skills who can be used anywhere within the ICS organization at the request of the IC.
 - Attorney or Legal Counsel
 - Explosives Specialist
 - Chemical and/or Radiation Decontamination Specialist
 - GIS Specialist
 - Decontamination Specialist
 - Data Coordinator
 - Endangered Species Act Specialist
 - Health Physicist
 - Historic/Cultural Resource Specialist


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Technical Specialists IC

(Continued)

- ▶ Personnel with special skills who can be used anywhere within the ICS organization at the request of the IC.
 - Radiological Specialist
 - Risk Assessor
 - Toxicologist
 - Veterinarian


*IC may want to supervise these personally



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Technical Specialist IC

- ▶ May function within the Planning Section, but can be assigned anywhere within the ICS Organization
 - Legal Counsel assigned to IC to advise on legal matters (Access, Statute of Limitations, etc.)
 - GIS Specialist to EU or OPS
 - Data Support Coordinator

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Managing Technical Specialist IC


- ▶ Often performing same duties at incident as in everyday job - may have limited field experience
- ▶ Establish clear lines of communication
- ▶ Define roles & limitations

 32

Unit 0.C Summary IC

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


- ▶ Describe dynamics that occur between the Incident Commander and the members of the Command and General Staff.
- ▶ Describe the common management and communication perils and pitfalls that can occur between the IC and Command and General Staff members.

 33

IC

Questions


End Unit 0.C - Managing The Organization


34

IC

Incident Commander


Unit 0.D – Exercise (Organizational Troubleshooting)


1

IC

Lesson Objective


- ▶ IC will recognize problems in IMT performance, identify possible reasons for the problems and develop potential solutions.


2

IC

Instructions


- ▶ Answer the following questions for each scenario
 - What are the possible reasons for the problem?
 - What are possible solutions?


3

Scenario 1 IC

Your incident is located in a high traffic area, and requires an extensive outer perimeter staffed by law enforcement officers. There have been several near misses with traffic in the area. However, you notice that all traffic employees have been wearing appropriate high visibility clothing and using traffic control devices.

- ▶ What are the possible reasons for the problem?
- ▶ What are possible solutions?

 4

School Book Solutions – Scenario 1

Your incident is located in a high traffic area, and requires an extensive outer perimeter staffed by law enforcement officers. There have been several near misses with traffic in the area. However, you notice that all traffic employees have been wearing appropriate high visibility clothing and using traffic control devices.

- ▶ What are the possible reasons for the problem?
 - Failure to include the Safety Officer in discussions about tactics. It may be necessary to change tactics if both equipment usage and clothing are appropriate and incidents continue.
 - Safety Officer who is focused entirely on tactics in other aspects of the incident.
 - Safety Officer is uncertain of his/her authority, or lacks the tactical expertise to make suggestions.
 - Operations and Command are failing to ask for assistance.

School Book Solutions – Scenario 1

Your incident is located in a high traffic area, and requires an extensive outer perimeter staffed by law enforcement officers. There have been several near misses with traffic in the area. However, you notice that all traffic employees have been wearing appropriate high visibility clothing and using traffic control devices.

- ▶ What are possible solutions?
 - Incorporating a separate tactics meeting and making sure the Safety Officer attends, or making sure the Safety Officer concurs with tactical assignments in the Planning Meeting. The IC should make sure corrective action occurs, but should try to avoid making the necessary tactical correction directly.

Scenario 2

IC

A critical process has been halted in mid-job because an assisting agency's technician has refused to follow direction from your Group Supervisor. Safety is not an issue in this situation, nor does the issue seem to be a personality conflict between the Technician and your Group Supervisor.

- ▶ What are the possible reasons for the problem?
- ▶ What are possible solutions?



School Book Solutions – Scenario 2

A critical process has been halted in mid-job because an assisting agency's technician has refused to follow direction from your Group Supervisor. Safety is not an issue in this situation, nor does the issue seem to be a personality conflict between the Technician and your Group Supervisor.

- ▶ What are the possible reasons for the problem?
 - There may be more than one reason for this problem; both are related to interagency liaison issues.
 - ✓ The direction required an action for which the Technician was not trained or equipped, or that represented a violation of the cooperating agency's policies or procedures.
 - ✓ Failure to check with cooperating and assisting agencies on capabilities and restrictions.
 - ✓ Lack of coordination between Operations, Planning, and the Liaison Officer on how cooperating and assisting agency resources will be used.
 - An underlying issue that may need to be resolved is the agency's mutual aid agreements regarding the use of interagency resources, and the authority of the Incident Commander to direct resources from cooperating and assisting agencies.

School Book Solutions – Scenario 2


A critical process has been halted in mid-job because an assisting agency's technician has refused to follow direction from your Group Supervisor. Safety is not an issue in this situation, nor does the issue seem to be a personality conflict between the Technician and your Group Supervisor.

- ▶ What are possible solutions?
 - Assigning another resource, or adjusting the tactical assignment.
 - ✓ This action should be followed up by a call to the resource's home agency to discuss the situation and clarify restrictions on resource use.
 - In the future, planning needs to take place far enough ahead so that issues related to cooperating and assisting agencies can be identified and resolved prior to tactical deployment.

Scenario 3 IC

An ERRS employee with a backhoe has attempted to check in at the ICP. The ordering manager has no knowledge of this resource, and the driver does not have a request number. The Operations Chief knows nothing about it either. The driver claims he was called by his boss and has driven twelve hours to get to the incident.

- ▶ What are the possible reasons for the problem?
- ▶ What are possible solutions?

 10

School Book Solutions – Scenario 3

An ERRS employee with a backhoe has attempted to check in at the ICP. The ordering manager has no knowledge of this resource, and the driver does not have a request number. The Operations Chief knows nothing about it either. The driver claims he was called by his boss and has driven twelve hours to get to the incident.

- ▶ What are the possible reasons for the problem?
 - This could be a resource that was directly ordered by an On Scene Coordinator in the field who did not go through the OPS Chief and Logistics. Therefore no order number was assigned to the resource when ordered.

School Book Solutions – Scenario 3


An ERRS employee with a backhoe has attempted to check in at the ICP. The ordering manager has no knowledge of this resource, and the driver does not have a request number. The Operations Chief knows nothing about it either. The driver claims he was called by his boss and has driven twelve hours to get to the incident.

- ▶ What are possible solutions?
 - Reinforcing the resource ordering process among:
 - ✓ ICS team
 - ✓ Emergency Operations Center
 - ✓ ERRS CO
 - ✓ EERS Project Manager.
- ▶ If no one can find out who placed the order, and the contractor has no further information, you should not use the resource until it is cleared up with the C.O. and Project Manager.
- ▶ This type of issue could be easily handled if the ERRS CO was located at the ICP with the IMT.

Scenario 4 IC

Your food vendor is making lunches for the incident. Logistics is delivering them to the field. Lunches are delivered late, some were delivered to the wrong location, and some EPA Operations personnel did not receive a lunch at all. There are no restaurants open.

- ▶ What are the possible reasons for the problem?
- ▶ What are possible solutions?

 13

School Book Solutions – Scenario 4

Your food vendor is making lunches for the incident. Logistics is delivering them to the field. Lunches are delivered late, some were delivered to the wrong location, and some EPA Operations personnel did not receive a lunch at all. There are no restaurants open.

- ▶ What are the possible reasons for the problem?
 - Lack of communications between Operations (who should have established the time and feeding locations), Planning (who should have had an accurate head count), and Logistics (who would have done the ordering and arranged for the delivery of food).
 - If this kind of error happens frequently, it may indicate a deeper problem. Support and concern for the safety and comfort of the line personnel should be uppermost in everyone's mind. An organization that fails to keep this as its primary focus will soon pay the price in poor performance, poor morale, and increased accidents and injuries.

School Book Solutions – Scenario 4

Your food vendor is making lunches for the incident. Logistics is delivering them to the field. Lunches are delivered late, some were delivered to the wrong location, and some EPA Operations personnel did not receive a lunch at all. There are no restaurants open.

- ▶ What are possible solutions?
 - Complete discussion of logistical needs at the Planning Meeting.
 - As the Incident Commander, you must reinforce the need to provide all possible support to the line personnel.

Scenario 5

IC

A shower vendor has been released and is leaving your incident. He claims that his shower unit sustained damage when someone backed into it with an EPA vehicle. There is no paper work for an accident and you can't find a pre-use inspection. Neither Logistics nor Finance has any record of the condition of the shower unit prior to assignment. The contract is in the regional office, there is no one on site that has authority to deal with the issue.

- ▶ What are the possible reasons for the problem?
- ▶ What are possible solutions?



School book Solutions – Scenario 5

A shower vendor has been released and is leaving your incident. He claims that his shower unit sustained damage when someone backed into it with an EPA vehicle. There is no paper work for an accident and you can't find a pre-use inspection. Neither Logistics nor Finance has any record of the condition of the shower unit prior to assignment. The contract is in the regional office, there is no one on site that has authority to deal with the issue.

- ▶ What are the possible reasons for the problem?
 - Poor resource procurement and check-in procedures.

School Book Solutions – Scenario 5

A shower vendor has been released and is leaving your incident. He claims that his shower unit sustained damage when someone backed into it with an EPA vehicle. There is no paper work for an accident and you can't find a pre-use inspection. Neither Logistics nor Finance has any record of the condition of the shower unit prior to assignment. The contract is in the regional office, there is no one on site that has authority to deal with the issue.

- ▶ What are possible solutions?
 - Logistics, Finance, and Operations should work together to ensure that equipment is inspected.
 - A CO with authority over the contract should be located at the ICP working for the Procurement Unit in Finance.
 - Consider whether or not your team has adequate fiscal accounting procedures in place overall. This is an area of incident management that may be complicated by the CO not being a member of the IMT.

Scenario 6

IC

An employee working on your incident was seriously injured while she was in the field as a CIC team member. She received emergency first aid, and was transported by a personal vehicle to the hospital. You and the rest of the Command and General Staff only learn of this incident after you are asked about it at a press briefing. You didn't even know they were out there. The CIC group doesn't work for you. It is part of the Regional Information group who works directly for the RA, but the Regional PIO is assigning personnel to work in your operational area.

- ▶ What are the possible reasons for the problem?
- ▶ What are possible solutions?



School Book Solutions – Scenario 6

An employee working on your incident was seriously injured while she was in the field as a CIC team member. She received emergency first aid, and was transported by a personal vehicle to the hospital. You and the rest of the Command and General Staff only learn of this incident after you are asked about it at a press briefing. You didn't even know they were out there. The CIC group doesn't work for you. It is part of the Regional Information group who works directly for the RA, but the Regional PIO is assigning personnel to work in your operational area.

- ▶ What are the possible reasons for the problem?
 - Poor communication and coordination among all functions.
 - An indicator that the Medical Unit has not been properly staffed, or the Medical Plan is not being communicated to all field going personnel and supervisors.
 - The CIC group has not been totally incorporated into the organization because they do not work for the IMT.


School Book Solutions – Scenario 6

An employee working on your incident was seriously injured while she was in the field as a CIC team member. She received emergency first aid, and was transported by a personal vehicle to the hospital. You and the rest of the Command and General Staff only learn of this incident after you are asked about it at a press briefing. You didn't even know they were out there. The CIC group doesn't work for you. It is part of the Regional Information group who works directly for the RA, but the Regional PIO is assigning personnel to work in your operational area.


- ▶ What are possible solutions?
 - CIC should work for the IC.
 - Insure the CIC group is fully integrated into the plan so everyone knows where they are working.
 - Review of the communications and briefing responsibilities with your Command and General Staff, and ensure that they do the same with their organizations.
 - Reinforce the medical plan procedures with Safety, Logistics, and Operations to ensure effective communication in the event of similar incidents.

Unit 0.D Summary
 At The Conclusion Of This Unit, Are You Now Able To?:

- ▶ IC will recognize problems in IMT performance, identify possible reasons for the problems, and develop potential solutions.

 22

Questions
 End Unit 0.D – Exercise (Organizational Troubleshooting)

 23

IC

Incident Commander

Unit 0.E – IC Relationship to the NRF (RELATIONSHIP BETWEEN THE IC, THE RIC, COORDINATION AND SUPPORT ACTIVITIES)

UNITED STATES
Environmental Protection
Agency

1

IC

Lesson Objectives:

Upon completion of this lesson, participants will:

- ▶ Understand the differences between Command, Agency oversight, support, and coordination of a large incident managed under the Incident Command System
- ▶ Understand the titles and oversight roles of Agency Executive, Regional Incident Coordinator and other Agency officials

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Agency

2

IC

Lesson Objectives:

(Continued)

Upon completion of this lesson, participants will:

- ▶ Describe coordination and support roles and functions important to the IC.
- ▶ Describe the roles of the Emergency Operations Center (EOC) and Joint Field Office.

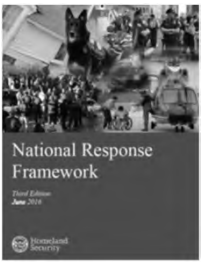
U.S. EPA ICS for Executives

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3

Four Elements of Large Incident Management IC

- ▶ Command
- ▶ Agency Oversight
- ▶ Support
- ▶ Coordination



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Command IC

- ▶ On-scene management, command, supervision and tactical activities on the incident
- ▶ Establish Incident Objectives
- ▶ May require Unified Command
- ▶ Multiple incidents may require Area Command

EPA UNITED STATES ENVIRONMENTAL PROTECTION AGENCY 5

Oversight IC


- ▶ Typical oversight responsibilities of Senior Agency Officials
 - Assign qualified personnel to the Incident
 - Clarify authority
 - Establish Management Objectives
 - Brief the IC and IMT
 - Assign Area Command, if needed

EPA UNITED STATES ENVIRONMENTAL PROTECTION AGENCY 6

Oversight IC


(Continued)


- ▶ Typical oversight responsibilities of Senior Agency Officials
 - Monitor IMT performance
 - Assign agency personnel to support and coordination activities
 - Does not include direct supervision or command at the incident level

 7

Support IC


Emergency Operations Centers “NIMS Definition”:
 "The physical location at which the coordination of information and resources to **support** incident management (on-scene operations) activities normally takes place."
 Does not include command or supervision of the incident or the IC



 8


Emergency Operations Centers (EOC) IC

- ▶ EOCs may have other names
 - Regional Response Center RRC
 - Dispatch Center
 - Expanded Dispatch
 - Emergency Coordination Center ECC
 (NIMS and NRF uses "EOC")

 9

More Information about EOCs IC


- ▶ "An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.
- ▶ EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or by some combination thereof."

 10

MACS IC

Multi-Agency Coordination System (MACS)


- ▶ An activity or formal system to coordinate resources and support between agencies or jurisdictions.
- ▶ Can be established at a jurisdictional EOC or at a separate facility.
- ▶ Interaction with agencies and jurisdictions, not with incidents.

 11

MAC Groups IC


MAC Group

- ▶ Typically consists of Agency Administrators or their designees who are authorized to commit agency resources and funds.
- ▶ Supports incident management through coordinating their collective resources, sharing incident information, and implementing coordinated strategic policies.
- ▶ Agency Representatives involved in a MAC Group must be fully authorized to represent their respective agencies.

 12


Coordination IC

- ▶ Includes all other activities not included in the other three main activities of incident management:
 - Activities described in the NRF
 - Activities required by agency policy
 - Off-site information requirements
 - Management of resources to be made available to the incident
- ▶ Does not include direct supervision or command of the incident or IC.

 13


Joint Field Office (JFO) IC

- ▶ Described in the National Response Framework
- ▶ Used when feasible. Incorporates all other support activities under one center under the Principal Federal Official.
- ▶ Temporary field facility
- ▶ Typically organized in accordance with ICS

 14



Joint Field Office (JFO) IC
(Continued)

- ▶ Allows for coordination amongst federal agencies operating under their independent authorities
- ▶ Allows for face-to-face coordination
- ▶ Used when feasible.
- ▶ Incorporates federal support activities under one center under the PFO

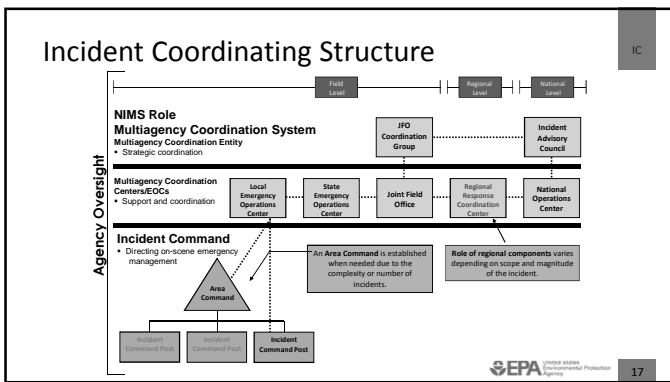
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Principal Federal Official

- ▶ Federal coordination position described in the National Response Framework
- ▶ Provides overall coordination of federal incident response activities
- ▶ Primary interface between the Feds and the states, tribes, and local response agencies





16






*Agency Administrator/Executive
Regional Incident Coordinator*



18

The ICS uses the term "Agency Administrator/Executive" as a generic title of the person in any agency who is responsible for that agency's response to an emergency.



EPA uses Regional Incident Coordinator (RIC)

EPA UNITED STATES ENVIRONMENTAL PROTECTION AGENCY

IC

19

Who in EPA is Equivalent to Agency Administrator?

Complexity of Incident	Agency Administrator
Small Incident, normal response	Removal Manager
Large incident of regional significance	Removal Manager
Very large nationally significant incident	Regional Incident Coordinator

EPA UNITED STATES ENVIRONMENTAL PROTECTION AGENCY

IC

20

EPA ORDER 2071 NAR Figure

Level of Coordination	Organizational Structure	Organizational Position	Roles & Responsibilities
National Coordination	Policy Coordinating Committee	Administration, DA, RAs, AAs	Provides Strategic Direction/Management Objectives
		HQ Senior Management	Provides Cross-program Support
		National Incident Coordinator (NIC)	Communicates with the RIC and REOC
Regional Coordination	Regional Incident Coordinator (RIC)	Regional Senior Management	Provides Strategic Direction/Management Objectives & Cross-program Support
		Regional Incident Coordinator (RIC)	Communicates with the IC and supports Field Ops
Tactical Coordination	Incident Management Team	Incident Commander	Operational Decision Making


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IC

21

IC


The December 2008 NIMS describes the role of elected and appointed officials, and other agency administrators/executives

 22

IC

Excerpt from 12/08 NIMS


- ▶ Elected and appointed officials should provide input on policy, direction, and authority to the IC/UC. Proper coordination between elected and appointed officials and the IC/UC can be crucial to the successful management of an incident. Elected and appointed officials should clearly communicate views to the IC/UC. As time and agency policy dictate, the following considerations should be clearly communicated, documented, and provided to the IC/UC:
 - Safety considerations.
 - Environmental issues.
 - Legal and policy limitations.
- ▶ Issues relating to critical infrastructure services or restoration.
 - Economic, political, and social concerns.
 - Cost considerations.
- ▶ In some circumstances, if information is not delineated in policies or laws, it should be defined through a formal delegation of authority or letter of expectation.

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IC

Role of the Incident Commander


- ▶ Establishes tactical objectives and immediate priorities
- ▶ Ensures incident safety and the development of an Incident Specific Health and Safety Plan (HASP)
- ▶ Establishes the level of organization needed, and monitors the operation and effectiveness of that organization

 24

Role of the Incident Commander IC

(Continued)

- ▶ Coordinates with Regional Incident Coordinator on management objectives and policy guidance
- ▶ Ensures effective communication to regional management and Command and General Staff through the use of a SITREP, Incident Action Plan (IAP), conference calls, etc.
- ▶ Utilizes National Response System assets and resources, as needed
- ▶ Coordinates with local/state/private representatives

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IC


Regional Management

Roles and Responsibilities

 26

Regional Administrator/Deputy Regional Administrator IC


- ▶ In consultation with Headquarters, establishes the strategic direction and management objectives for the response
- ▶ Designates Regional Incident Coordinator (RIC)
- ▶ Resolves regional resource, cross-program, and policy issues
- ▶ Serves as the Agency regional spokesperson with public and elected officials
- ▶ Ensures the effectiveness of the response to meet Agency objectives

 27

Division Directors IC

Superfund Program Managers

- ▶ May serve as the Regional Incident Coordinator (RIC)
- ▶ May serve as the Senior Official at the JFO
- ▶ Coordinate and organize the activities of the RICT
- ▶ Assist the RA in development of strategic/management objectives
- ▶ Work with Removal Managers to select the Incident Commander


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Division Directors IC

(Continued)


Regional Division Directors (Air, Water, etc.)

- ▶ Serve on the Regional Incident Coordination Team (RICT)
- ▶ May serve as the Senior Federal Official (SFO) at the JFO
- ▶ Assist the RA in development of strategic/management objectives
- ▶ Assist the RIC in resolution of issues for their program area

 29


Regional Incident Coordinator (RIC) IC

- ▶ Primary point of contact with Incident or Area Commander
- ▶ Provides strategic/management objectives and oversight to IMT or Area Command
- ▶ Provides clarification of regional policy issues
- ▶ Ensures effective and timely communication flow between field activities and upper level management

 30


Regional Incident Coordination Team (RICT) IC

- ▶ Provides cross-program resources and technical support for the response deployed through the REOC
- ▶ Provides regional forum for resolution of management objectives and policy issues
- ▶ Coordinates information in response to requests from Headquarters, elected officials and the public
- ▶ Provides a conduit to the NICT
- ▶ Chaired by RA/DRA or DD

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Unit 0.E Summary IC
At The Conclusion Of This Unit, Are You Now Able To?:


- ▶ Understand the differences between Command, Agency oversight, support, and coordination of a large incident managed under the Incident Command System
- ▶ Understand the titles and oversight roles of Agency Executive, Regional Incident Coordinator and other agency officials
- ▶ Describe coordination and support roles and functions important to the IC.
- ▶ Describe the roles of the Emergency Operations Center (EOC) and Joint Field Office.

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IC

Questions

End Unit 0.E – IC Relationship to the NRF (RELATIONSHIP BETWEEN THE IC, THE RIC, COORINATION, AND SUPPORT ACTIVITIES)

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IC

Unit 1 – Mobilization

Unit 1.A – Incident Commander Responsibilities in IMT Administration and Readiness
Unit 1.B – Communication, Information and Intelligence Processing
Unit 1.C – IC Job Aid, Kits, and Guides

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Environmental Protection Agency

1

IC

Mobilization

Unit 1.A – Incident Commander Responsibilities in IMT Administration and Readiness

UNIT STATES
Environmental Protection Agency

2

IC

Objectives


- ▶ Identify documents that outline the duties and responsibilities of an IC.
- ▶ Describe the duties of the EPA IC found in the EPA Job Aid and Incident Management Handbook.
- ▶ Identify orientation procedures for new team members.
- ▶ Describe methods to measure the success of a team's operation.

UNIT STATES
Environmental Protection Agency

3

IC Duties and Responsibilities IC

- ▶ U.S. EPA Incident Management Handbook
- ▶ U.S. EPA IC Job Aid or other agency Job Aids
- ▶ Located on NIMS Integration Team response.epa.gov site
- ▶ Incident Commander Position Task Book
- ▶ Field Operations Guides



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Agency 4

Key IC Roles and Responsibilities IC

- ▶ Review Common Responsibilities outlined in the EPA IMH;
- ▶ Assess the situation and/or obtain a briefing from the prior IC and RIC;
- ▶ Determine and document incident objectives and strategies established with Agency management (RIC) and in concert with Unified Command (ICS 202);

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Agency 5


Key IC Roles and Responsibilities IC
(Continued)

- ▶ Ensure adequate resources to address EPA policies and important response aspects such as environmental justice, tribal issues, information release to the public, and data management;
- ▶ Establish the immediate priorities;

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Environmental Protection
Agency 6


Key IC Roles & Responsibilities IC
 (Continued)

- ▶ Establish an Incident Command Post (ICP);
- ▶ Establish an appropriate organizational structure to meet incident objectives;
- ▶ Ensure planning meetings are scheduled as required;
- ▶ Approve and authorize the implementation of the IAP;

 7


Key IC Roles & Responsibilities IC
 (Continued)

- ▶ Ensure that adequate safety measures are in place, including a Health and Safety Plan (HASP);
- ▶ Coordinate activity for all Command and General Staff;
- ▶ Coordinate with key people and officials;
- ▶ Approve requests for additional resources or for the release of resources;

 8


Key IC Roles & Responsibilities IC
 (Continued)

- ▶ Maintain clear and effective communications and information sharing with the RIC
- ▶ Authorize release of information to the news media in accordance with incident-specific plans considering EPA's Crisis Communication Plan;
- ▶ Ensure Incident Status Summary (ICS 209 and/or Situation Report) is completed and forwarded to appropriate higher authority;

 9

Key IC Roles & Responsibilities IC
 (Continued)


- ▶ Order the demobilization of the incident when appropriate;
- ▶ Monitor the operation and effectiveness of the ICS organization; and
- ▶ Maintain Unit/Activity Log (ICS 214)

 10

Exercise IC


Break into two groups

- ▶ Group 1 work on Orientation Procedures for new IMT members
- ▶ Group 2 work on indicators of a successful IMT assignment

 11


Discuss Group 1 IC

- ▶ Orientation Procedures for new IMT members?

 12


Class Solutions: Seven Orientation Procedures for New Team Members IC

1. Welcome
2. Team make-up
3. Written operating procedures
4. Pre-incident communications
5. Continuing personnel development
6. Professionalism
7. Create an atmosphere free of discrimination, sexual harassment, and other forms of inappropriate behavior

 13


Discuss Group 2 IC

- ▶ Indicators of a successful IMT assignment?

 14


Class Solutions - Indicators of a Successful IMT Assignment IC

- ▶ Transition period prepares team to perform
- ▶ Effective and efficient incident management occurs
- ▶ Closeout leaves the Agency wanting the team back

 15

Orientation Procedures for New Team Members IC

- ▶ Welcome
- ▶ Team make up
- ▶ Written operating procedures
- ▶ Pre-incident communications/networking

 16

Orientation Procedures for New Team Members IC
(Continued)

- ▶ Continuing personal development
- ▶ Professionalism
- ▶ Create an atmosphere free of discrimination and other forms of inappropriate behavior


Handout Orientation New IMT Members

 17

Indicators to Measure the Success of a Team's Operation IC

- ▶ Transition period prepares team to perform
- ▶ Effective and efficient incident management occurs
- ▶ Closeout provides indications that interactions with state and local agencies went well


Handout Indicators of a Successful IMT

 18

IC

Handout

"Expectations for IMT Members"




IC

IMT Standard Operating Procedures

- ▶ Safety
- ▶ Planning
- ▶ Briefings
- ▶ Meetings
- ▶ Expectations

Handout Standard Operating Guidelines




20

IC

Class Discussion

- ▶ How do the different Regions handle IMT configuration and management?
- ▶ How do you identify who will be on the team in the event of an assignment?
 - Examples
 - ✓ Do team members know each other?
 - ✓ Plug and Play team make up?
 - ✓ Is there a rotation among members?




21

Class Discussion IC

(Continued)


- Examples
 - ✓ Is there a mail list for potential team members?
 - ✓ Are there meetings or exercises with team members?
 - ✓ What are your on-call procedures?
 - ✓ How do you identify who will be on the team in the event of an assignment?

 22

Unit 1.A Summary IC

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


- ▶ Identify documents that outline the duties and responsibilities of an IC.
- ▶ Describe the duties of the EPA IC found in the EPA Job Aid and Incident Management Handbook.
- ▶ Identify orientation procedures for new team members.
- ▶ Describe methods to measure the success of a team's operation.

 23

IC

Questions

End Unit 1.A – Incident Commander Responsibilities in IMT Administration and Readiness

 24

IC

Mobilization

Unit 1.B – Communication, Information, and Intelligence Processing




1

IC

Objectives

- ▶ Identify the IC's primary communication responsibility.
- ▶ Identify target audiences for communication exchange.
- ▶ Define information and intelligence and describe the important distinction between the two terms.




2

IC

Objectives

(Continued)


- ▶ Identify five sources to obtain intelligence.
- ▶ Describe two ways to enhance internal communication.
- ▶ Describe seven protocols in dealing with the news media.
- ▶ Describe the importance of using all available knowledge to evaluate incident resource needs during mobilization.



3

Importance of Communication IC

- ▶ It is the IC's responsibility to ensure accurate and timely communication flow occurs at all levels of the incident.

 4


Communication Target Audiences IC

- ▶ Command, General Staff, and other responders
- ▶ News media
- ▶ Affected public
- ▶ Operations staff
- ▶ Agency Administrator/ Regional Incident Coordinator and Headquarters
- ▶ Individuals assigned to incident
- ▶ Assisting Agency Representatives

 5


Information IC

- ▶ **What is the definition of Information?**
 - Knowledge of a particular event or situation.
- ▶ The working definition for this course:
 - Information is primarily intended for external use.

 6


Intelligence IC

- ▶ **What is the definition of intelligence?**
 - "The capacity to acquire and apply knowledge"
- ▶ In the working definition for this course:
 - Intelligence is primarily intended for internal use

 7


Sources of Intelligence IC

- ▶ Home and host agency coordination centers
- ▶ Outgoing IC and IMT
- ▶ Agency Executive / Regional Incident Coordinator
- ▶ Internet, NOAA, National Weather Service sites
- ▶ Existing intelligence documentation (SITREP, ICS-209, Incident Status Summary and ICS-215, Operational Planning Worksheet)
- ▶ Incident Situation Unit (Field Observers)

 8


Why Is It Necessary to Distinguish Between Information and Intelligence in the Context of Emergency Management? IC

- ▶ Some information is external (PIO)
- ▶ Most intelligence is internal
- ▶ Intelligence is information you need to manage the incident
- ▶ Some information is useless to both the public and the IMT

 9


What Commonalities Exist Between Information and Intelligence?

- ▶ Both involve knowledge of facts, probabilities, and possibilities
- ▶ Both come from many of the same sources
- ▶ Both kinds of knowledge need to be processed before they are in a useful form

 10


What Differences Exist Between Information and Intelligence?

- ▶ **Information** knowledge is processed for public consumption. It is used to motivate or guide public actions and reactions to the incident and agencies involved.
- ▶ **Intelligence** knowledge is processed for internal consumption to guide and assist the incident action planning process. Generally the level of detail is more specific.
- ▶ **Intelligence** is used to keep agency decisionmakers informed.

 11


Situational Intelligence

- ▶ Type of Incident
- ▶ Current resource commitments
- ▶ Current and expected incident situation status
- ▶ Duration of the incident
 - Where does EPA typically consolidate situational intelligence?

 12

Situation Reports IC


- ▶ Agency Specific SITREPS
 - Can be extremely demanding on the IMT
 - Can complicate planning cycle
 - Can require extra people in the Situation Unit
 - May be enhanced by using Field Observers
 - May place demands on Operations supervisors to provide up to date intelligence

 13

Situation Reports IC


(Continued)

- ▶ Agency Specific SITREPS
 - May need to be approved and/or modified by the agency
 - May end up at the President's Office
 - SITREP Preparation Guidance

 14

ICS Form 209 IC


- ▶ EPA does not utilize 209 but other Agencies may use
- ▶ Contains similar information as Agency SITREP but is more condensed
- ▶ Posted on a Web site and may be viewed by other agencies and the public
- ▶ A good way to show what an Agency is doing on an incident (showcase your operation)

 15

IC

Handout 1.B-02

Sample ICS 209





16

IC

Field Observers

- ▶ Position is not well understood by many responders
- ▶ Works for the Situation Unit, not Operations
- ▶ Works closely with Operations Overhead
- ▶ Gathers any type of intelligence, including intelligence for the SITREP
- ▶ Can relieve some of the reporting workload of Operations
- ▶ Sometimes many FOBS are required




17

IC

Handout


Katrina Field Observer Guide



18

Internal Communication
(Between responders or around the ICP)

- ▶ What methods might enhance internal communication?
 - Information boards
 - Meetings



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External Communication

- ▶ The general public has a right to know and be informed on a regular basis
- ▶ Agency Administrators may request that news releases be approved and/or be released by them

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20

Protocols In Dealing With the News Media

- ▶ Treat as an ally
- ▶ Make sure you are understood
- ▶ News conferences can help in getting your message out




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21

Protocols In Dealing With the News Media IC


(Continued)

- ▶ Schedule news conferences at times that coincide with their deadlines
- ▶ Written news release is a help to the news gatherer
- ▶ Attempt to answer questions before they are asked (be proactive)
- ▶ Identify a primary contact for news media

 22


News, Information, and Intelligence

- ▶ The news media does not have an information distribution responsibility. They will print or broadcast what they think is newsworthy.
- ▶ Intelligence has information value, but should be carefully considered before sharing with the public. Some intelligence could be cause for panic or be misinterpreted by the public.




News, Information, and Intelligence IC

- ▶ National Response Framework
 - Public information may be coordinated through a:
 - ✓ "Joint Field Office"
 - ✓ Joint Operations Center
 - ✓ Joint Information Center
 - ✓ Other Federal agency on-site coordination centers

 24


Joint Information Center (JIC): IC


- ▶ Public Affairs Officers and PIOs from all agencies work together to coordinate:
 - Critical Emergency Information
 - Crisis Communications
 - Public Affairs Support
- ▶ Only approved incident information is released through the JIC

 25

News Release Preparation IC


- ▶ The IC may want to consider preparing news releases in advance of a significant issue or event.



 26


Examples of Communication Issues the IC Should Spend Time On? IC

- ▶ Evacuations
- ▶ Major injuries and fatalities
- ▶ VIP visits
- ▶ Acknowledgment of superior performance
- ▶ Community Meetings
- ▶ Other?

 27


Community Meetings IC

- ▶ Establish information centers in affected communities early
- ▶ Either IC or Deputy IC needs to attend
- ▶ Have a written published agenda
- ▶ Be thoroughly briefed and prepared
- ▶ Use local expertise to help tell the story
- ▶ Establish field information officers in affected communities
- ▶ Always focus on the public's needs

 28


Importance of Using All Available Knowledge to Evaluate Incident Resource Needs During Mobilization IC

- ▶ Timely acquisition and commitment of resources is a vital component of mobilization
- ▶ IC's should develop an informal knowledge gathering system

 29


Importance of Using All Available Knowledge to Evaluate Incident Resource Needs During Mobilization IC
(Continued)

- ▶ Upon arrival at incident, team members should gather additional intelligence
- ▶ Personally verify information and intelligence as the incident progresses

 30

Summary IC


- ▶ ICs have specific communication responsibilities and should identify target audiences early on
- ▶ Information is incident related knowledge primarily used **externally** for public consumption

 31

Summary IC

(Continued)


- ▶ Intelligence is incident related knowledge primarily used **internally** by the incident command organization
- ▶ ICs need to ensure internal and external communication occurs and that information and intelligence is shared with the appropriate audiences
- ▶ ICs need to develop an informal knowledge gathering system using information and intelligence gathered during mobilization to make decisions concerning appropriate resource acquisition and utilization

 32

Unit 1.B Summary IC

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


- ▶ Identify the IC's primary communication responsibility.
- ▶ Identify target audiences for communication exchange.
- ▶ Define information and intelligence and describe the important distinction between the two terms.
- ▶ Identify five sources to obtain intelligence.
- ▶ Describe two ways to enhance internal communication.
- ▶ Describe seven protocols in dealing with the news media.
- ▶ Describe the importance of using all available knowledge to evaluate incident resource needs during mobilization.

 33

IC

Questions


End Unit 1.B – Communication, Information, and Intelligence Processing



IC

Mobilization

Unit 1.C – IC Job Aid, Kit, and Guides




1

IC

Objective

- ▶ Identify components of the Incident Commander Job aid.
- ▶ Identify the components of a typical EPA Incident Commander Kit.




2

IC

U.S. EPA - Incident Commander Job Aid

- ▶ Job Aid Revised January 2017



3

Table of Contents IC

- ▶ Overview Page 4-7
- ▶ The IC and the ICS Planning Process Page 8-17
- ▶ Effective and Efficient ICS Organization Page 18
- ▶ Well Informed and Satisfied Stakeholders and Staff Page 19
- ▶ Information Exchange Matrix Page 20



 4


Table of Contents Appendices IC

- ▶ A: Example Incident Objectives and Strategies Page 23
- ▶ B: Delegation of Assignments Page 26
- ▶ C: The Unified Command Page 27
- ▶ D: The National Incident Management Assistance Team (N-IMAT) Page 32

 5

Overview IC

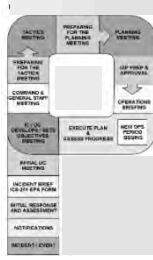
- ▶ Primary Goals of the IC
- ▶ Key Roles and Responsibilities of the IC (IMH)
- ▶ Role of the IC in the bigger picture (NAR)
- ▶ Advice on when to obtain a DPIC
- ▶ Advice on when to assign a Technical Specialist

 6

IC and ICS Planning Process

IC

- ▶ Role of the IC at various points in the planning process
- ▶ Hints on necessity of other plans
- ▶ Reminder on EPA assets
- ▶ IAP preparation and approval



Effective and Efficient ICS Organization

IC

- ▶ Guidance on achieving effectiveness and efficiency in the organization.
- ▶ Guidance for evaluating the IMT


Well Informed and Satisfied Stakeholders and Staff

IC

- ▶ Press Conference preparation
- ▶ Note: Keep the CCP in mind

Information Exchange Matrix


- ▶ Provides guidance on interacting with various other ICS positions
- ▶ What the IC provides and what the IC should expect from the other ICS positions.



10

Appendices


- ▶ A: Example Incident Objectives and Strategies
- ▶ B: Delegation of Assignments
- ▶ C: The Unified Command
- ▶ D: The National Incident Management Team (N-IMAT)



11

Incident Commander Kit


- ▶ What do we mean by a "kit"?
- ▶ Why have a kit?



12

Kit Assembly

- ▶ Assemble prior to assignment
- ▶ Information and materials to operate for 48 hours until supplies can be purchased
- ▶ Easily transportable



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IC 13

Group Discussion

- ▶ Discuss as a class all the things you can think of that should be in an EPA IMT Incident Commander kit.
- ▶ Include all guides and Agency paper work you will need.

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IC 14

Unit 1.C Summary

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

- ▶ Identify components of the Incident Commander Job aid.
- ▶ Identify the components of a typical EPA Incident Commander Kit.


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IC 15

IC

Questions

End Unit 1.C – IC Job Aid, Kit, and Guides



16

IC

Incident Management

- Unit 2.A – RIC and Incident Commander Responsibilities
- Unit 2.B – Transfer of Command
- Unit 2.C - Objectives, Strategy, and Tactics
- Unit 2.D – ICS Command Structures
- Unit 2.E - Planning and Meetings
- Unit 2.F – Staffing
- Unit 2.G – Special Situations

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1

IC

Incident Management

Unit 2.A –Regional Incident Coordinator (RIC) and Incident Commander (IC) Responsibilities

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2

IC

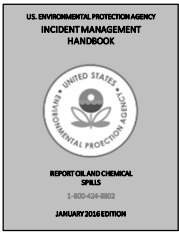
Lesson Objectives

- ▶ Describe the main areas of responsibility between the RIC and IC
- ▶ Describe Delegation of Authority or Letter of Expectation
- ▶ Describe when clarification of authority is required
- ▶ Describe how to prepare and conduct IMT briefings from Agency management

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Responsibilities of the Regional Incident Coordinator IC



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EPA Regional Incident Coordinator (RIC) IC

- ▶ Primary point of contact with Incident or Area Commander
- ▶ Provides strategic/management objectives to IMT or Area Command
- ▶ Provides clarification of regional policy issues
- ▶ Ensures effective and timely communication flow between field activities and upper level management

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5

“Agency Administrator” Not the same role as the EPA RIC IC

- ▶ Determine incident complexity
- ▶ Assign qualified personnel
- ▶ Clarify authority
- ▶ Establish management objectives and briefs the IC, Area Commander, or IMT
- ▶ Complete an Incident Strategic Analysis
- ▶ Monitor performance
- ▶ Ensure coordination and support functions are staffed

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6

EPA Order 2071

IC

7

Lines of Authority

IC

- ▶ OSCs have Delegation of Authority from the EPA Agency Administrator (This is not the same as the “Agency Administrator” position under NIMS ICS)
- ▶ An OSC is normally designated as the Incident Commander
- ▶ The IC is accountable to Regional management and/or the RIC
- ▶ IMT members have an established chain of command which is in the Incident Action Plan for any given operational period

8

IMT Delegation of Authority or Letter of Expectation

IC


- ▶ A means to document Agency direction for the IMT with respect to Agency policy and incident management objectives
- ▶ Passes certain operating authorities to the IMT
- ▶ Should be in writing

9

Additional Delegation or Clarification may be required when:

- ▶ An IMT or IC from another Region or Agency is assigned
- ▶ N-IMAT is assigned
- ▶ The situation exceeds the normal authority of the IC


In this situation, before an IMT assumes management, a signed Delegation of Authority from the lead agency to the IC is encouraged



10

Delegation of Authority can cover:

- ▶ Legal and policy restraints
- ▶ Boundaries of authority
- ▶ Political and social concerns
- ▶ Environmental issues
- ▶ Cost considerations



11


IMT Briefing by Agency Management



12


When

- ▶ A brief from the RIC (Agency Administrator) would be expected when the IMT first assumes responsibility for the incident management
- ▶ A briefing would also be expected when a new IMT transitions into the incident

 13


IC must recognize:

- ▶ Importance of the briefing, to the success of the IMT
- ▶ IC's responsibility to see IMT gets the required information
- ▶ A good briefing should ensure that critical information needed by the IMT is included

 14

Briefing should cover:

- ▶ The general situation including hazardous materials/contaminants involved
- ▶ Jurisdictional authority and response partners
- ▶ Management objectives
- ▶ Goals, priorities, and expectations


 15

Briefing should cover:

(Continued)

- ▶ Policies, regulations or other constraints
- ▶ Status of communications systems
- ▶ Policy on interacting with the media
- ▶ Schedules for required briefings and meetings


IC

 16

Key Briefing Elements

- ▶ Incident status/information
- ▶ Health and Safety Plan
- ▶ Status of Strategic Analysis
- ▶ Local participation in organization
- ▶ Unified command organization
- ▶ Assigned Technical Specialist

IC


 17

Key Briefing Elements

(Continued)

- ▶ Resources available or limited
- ▶ Priorities
- ▶ News media procedures
- ▶ Political considerations
- ▶ Agreements in effect


IC

 18

Key Briefing Elements IC

(Continued)

- ▶ Operations and planning information
- ▶ Logistics information
- ▶ Finance/administration information
- ▶ Agencies already on incident
- ▶ Schedule of transfer to incoming IMT/IC

 19

Handout: Essential Elements from an Agency Administrator's Briefing IC

Essential Elements from an Agency Administrator's Briefing

The essential elements from a briefing (IC) are the key information needed to understand the incident and to coordinate the response. This information is needed to understand the incident and to coordinate the response. This information is needed to understand the incident and to coordinate the response.


1. Incident description (What happened? When? Where? How? Why?)

2. Agency's current response (What are you doing? What resources are you using? What are your priorities?)

3. Agency's resources (What resources do you have? What are your capabilities? What are your limitations?)

4. Agency's needs (What do you need? What are your requests? What are your concerns?)


5. Agency's status (What is your current status? What are your plans? What are your goals?)

 20

Transition and Transfer of the Incident to another IC IC


- ▶ Make it clear who is in charge of the incident – there can only be 1 IC!
- ▶ Brief Regional management/RIC
- ▶ Document the transition!
- ▶ Develop a written transition plan
- ▶ Ensure the incoming IC/IMT has situational awareness!

Note: Transition Plans will be discussed in Unit 2.B

 21


The Transition Briefing is used to:

- ▶ Convey Management Objectives to the AC/IC
- ▶ Provide critical agency and local information required by the IMT to do their jobs
- ▶ Provide incoming IC with information needed to establish Incident Objectives

 22


IMTs and Area Commanders expect a transition briefing

They are taught and have practiced how to glean critical information from the briefing.

 23


Exercise

You are assigned as the IC to a response and will receive a brief from the RIC. Using the "Essential Elements" and the N-IMAT Letter of Expectation as guides, prepare a Delegation of Authority that you would like to receive for your IMT that not only addresses operations of the IMT but also addresses interaction with the N-IMAT.


 24

Unit 2.A Summary
 At The Conclusion Of This Unit, Are You Now Able To?:

- ▶ Describe the main areas of responsibility between the RIC and IC.
- ▶ Describe Delegation of Authority or Letter of Expectation.
- ▶ Describe when clarification of authority is required.
- ▶ Describe how to prepare and conduct IMT briefings from Agency management.

 25

Questions
 End Unit 2.A - Regional Incident Coordinator (RIC) and Incident Commander (IC) Responsibilities

 26

IC

Incident Management


Unit 2.B – Transfer of Command


1

IC

Lesson Objectives


- ▶ Describe the elements of an effective transfer of command
- ▶ Describe the purpose of a transition plan
- ▶ Describe incident briefing information the incoming IC should receive
- ▶ Identify documents that will assist an IC for an effective transfer of command


2

IC


When is the Transfer of Command Process Used?

- ▶ A new incident when an IC or IMT is being assigned to assume command from the initial responders
- ▶ An escalating incident when a more experienced IC or IMT is needed
- ▶ A de-escalating incident when the more qualified IMT is no longer needed
- ▶ When the IC or IMT needs to be rotated or released for some reason


3


Purpose of the Transfer of Command Process IC

- ▶ Ensures incoming personnel are adequately briefed and ready to take command
- ▶ Minimizes potential for loss of production or information during a change in personnel
- ▶ Provides control and safety of the tactical resources during the change
- ▶ Is essential for a smooth transition because it reduces confusion

 4


Ground Rules for Exchange of Personnel IC

- ▶ Existing personnel remain in charge until replacements are briefed and officially assume command of the incident
- ▶ Establish a specific time that the Transfer of Command will occur
- ▶ When feasible, overlap for at least one shift for a smooth transition

 5


Preparation for Transfer of Command IC

- ▶ Prepare a transition schedule
- ▶ Prepare the transition plan
- ▶ Notify affected agencies and stakeholders
- ▶ Prepare or update the RIC Briefing
- ▶ Prepare "play books" for individual functions
- ▶ Clarify issues about authority
- ▶ Coordinate with other Unified Commanders

 6

Transfer of Command Schedule

- ▶ IC assigns a coordinator from the C&G, usually the PSC or Deputy
- ▶ Starts about 5 days before the actual event
- ▶ Outlines responsibilities
- ▶ Ensures the outgoing team is prepared
- ▶ Ensures all necessary documents are ready
- ▶ Reviewed daily at the C&G meeting



7

Handout: Transfer of Command Schedule

ICATORIA TRANSFER OF COMMAND SCHEDULE

Transfer Day 01

IC confirms implementation of the plan. IC is required to establish the transfer of command and ensure the completion of the Transition Plan and Agency Administration's Briefing Schedule. This process will be the Transfer of Command Coordinator (TCC).

IC assigns a person responsible for coordination of the transfer, someone who will coordinate the Transfer of Command Process. The transfer is made from the IC to the TCC. The TCC will be the IC's representative at the TCC meeting.

IC gives a presentation from the TCC to confirm that the process will be the TCC representative at the TCC.

TCC coordinates the AA Meeting checks they received when they received from the IC and begin to update the information.

Transfer Day 02

TCC presents to the Transition Plan and update the TCC to update and modify.

Transfer Day 03

IC provides to the Transition Plan and update the TCC to update and modify.

At the end of the day, the TCC addresses the final part of the documents for the TCC and provides the TCC to the TCC.

Identify location for all the meetings on Transfer.


Transfer Day 04

IC for meeting, IC/TCC confirm the final report on both plans.

Final AA, the final Transition Plan is signed by the IC and Agency Administration for implementation.

Transfer Day 05


The TCC begins to prepare the Transfer Plan to present to each member of the TCC on the day when the TCC will be the IC's representative at the TCC.



8

Transfer of Command Elements


- ▶ Transition Plan
- ▶ AA/RIC briefing
- ▶ Playbooks
- ▶ Overlap/shadow phase
- ▶ Demonstrate the process
- ▶ Initial Strategy Meeting
- ▶ Official Transfer of Command




9

Transition Plan IC

- ▶ Required for complex incidents
- ▶ AA/RIC and all ICs approve transition plan
- ▶ Outlines process for IMTs to overlap and transition with their counterparts
- ▶ Provides a brief overview of the most important issues to ensure a safe and effective transfer of command occurs

 10

Handout: 2.b-03-EPA IC


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EMF TRANSITION PLAN
KATYNEARBY HURRICANE INCIDENT

Introduction
 The Environmental Response Following Hurricane Katrina and Rita is a long term process, which will require multiple EPA Incident Management Teams to meet obligations. EPA will be working in parallel command with the Louisiana Department of Environmental Quality (LDEQ). This Transition Plan outlines the Transfer of Command process scheduled for November 1, 2005 at 0900.

Approvals:


Incident Commander: _____ Date: _____
 EPA/IC: _____ Date: _____
 LDEQ/IC: _____ Date: _____
 EPA/IC: _____ Date: _____

By _____
 Title: _____

 11

Playbooks
(Transfer of Detailed Functional Information) IC

- ▶ Provides written source of information on the details of a particular function
- ▶ Optional
- ▶ Provides incoming personnel with in-depth information on process, contacts, procedures, etc.
- ▶ Can be very elaborate and long
- ▶ Valuable if the incoming personnel take advantage of them

 12

Handout: Operation Section Playbook IC

FOR EPA, NATIONAL INCIDENT
 Hurricane Katrina
 Hurricane Rita
 U.S. EPA / LDEQ
 Incident Management Team
Operations Section Playbook
 A summary of on-site established policies &
 practices including daily/outline requirements.
 VERSION: 10 / 31 / 2005

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AA/RIC Briefing Meeting for Management IC

- ▶ All Incoming and outgoing Command and General Staff attend as a team
- ▶ AA/RIC is responsible, but the outgoing IMT often manages the meeting
- ▶ Closed meeting-agency personnel only
- ▶ Usually 60-90 minutes (there is still an incident to manage)
- ▶ Outgoing PSC often facilitates

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Other Valuable Transition Documents IC

- ▶ ICS 201, Incident Briefing
- ▶ Key Plans
- ▶ Dispatch or ordering records
- ▶ SITREP

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Agency 15


Transition Considerations IC

- ▶ Is incident base a safe place?
- ▶ Is the off-site flow of data and information effectively managed?
- ▶ Do citizens know what is happening?
- ▶ Are Cooperating and Assisting Agencies well informed about the incident?

 16


Transition Considerations IC


- ▶ Reconnaissance of the incident
- ▶ Planning and resources unit personnel start gathering information
- ▶ Review status of trainees
 - Number/type
 - Use of trainees
 - Source of trainee

 17

Transition Considerations IC


- ▶ Review status of logistical support
 - Incident base and camps?
 - Transportation plan?
 - Fuel, supplies, and food?



 18


Trainees?


- ▶ Number of trainees
- ▶ Types of trainees
- ▶ Source agencies for trainees
- ▶ Need for a Training Specialist
- ▶ Use of trainees (strictly as trainees or fill holes in the organization?)

 19

Outgoing IC to Incoming IC Briefing (smaller incidents)


- ▶ ICS 201



 20

IC TO IC Briefing (When an Agency Administrator's Briefing is Not Required)


- ▶ Current situation
- ▶ Action taken
- ▶ Resources status
- ▶ Facilities
- ▶ Land ownership
- ▶ Environmental impacts

 21

Briefing Elements IC


(Continued)

- ▶ Agency constraints
- ▶ Political issues
- ▶ Assignment of initial attack incident commander or outgoing IC
- ▶ Follow up

 22


Other Transition Issues IC

- ▶ Risks
- ▶ Absorbing the previous personnel into the new organization
- ▶ Transition must be official
- ▶ Clear line of authority

 23

Unit 2.B Exercise IC

- ▶ Break into four groups
- ▶ Groups develop an IC to IC briefing outline
- ▶ One type of incident for each group
 - Oil Spill
 - WMD Biological Release
 - Derailment with chlorine release
 - Chemical plant fire

 24

Unit 2.B Summary
 At The Conclusion Of This Unit, Are You Now Able To?

- ▶ Describe the elements of an effective transfer of command.
- ▶ Describe the purpose of a transition plan.
- ▶ Describe incident briefing information the incoming IC should receive.
- ▶ Identify documents that will assist an IC for an effective transfer of command.

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Questions
 End Unit 2.B – Transfer of Command

EPA UNITED STATES ENVIRONMENTAL PROTECTION AGENCY 26

IC

Incident Management


Unit 2.C - Objectives, Strategies and Tactics


1

IC

Lesson Objectives


- ▶ Define management objectives
- ▶ Define incident objectives
- ▶ Describe how to develop reasonable, measurable, and achievable objectives
- ▶ Describe the distinction and relationship among management objectives, incident objectives, strategies and tactics
- ▶ Describe the strategic plan and how it is prepared


2

IC


Relationship Among Incident Objectives, Strategy, and Tactics




3

Definition of Objective


- ▶ Webster Dictionary definition: "being the aim or goal"
- ▶ Direction and emphasis of the effort



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Management Objectives


- ▶ Laws, regulations, land and resource management plans, agency policy, and other high level direction usually provided by some level of government
- ▶ Seldom change during an incident
- ▶ Provided by the Agency



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EPA Sources of Management Objectives

- ▶ CERCLA
- ▶ 40 CFR PART 300
- ▶ CWA
- ▶ ARAR
- ▶ FEMA MA & tasking
- ▶ OPA
- ▶ Stafford Act
- ▶ Other?



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Handout :
2.C 04 FEMA Mission Assignment List



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Management Objectives May Include:

- ▶ Provide for public and responder safety
- ▶ Protect ground water recharge areas
- ▶ Protect threatened & endangered species habitat
- ▶ Implement ESF #10 cleanup as requested by the State
- ▶ Protect cultural resources



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Management Objectives May Include:
 (Continued)


- ▶ Cooperate and coordinate with local officials and other agencies
- ▶ Collect and manage data (and release in accordance with Agency Plans)
- ▶ Maintain incident flexibility necessary to respond to unexpected developments or requests from the region

Refer to Katrina AA Guide in Unit 2.A

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Incident Objectives IC

- ▶ IC further refines the management objectives
- ▶ May include additional agency or regional policy
- ▶ Incident objectives often change
- ▶ IC displays on form ICS-202
- ▶ ICS-202 is included in IAP
- ▶ IC must review incident objectives prior to development of each IAP

 10


Create Reasonable, Measurable, and Achievable Incident Objectives IC

- ▶ What do you want done?
- ▶ Give enough detail to ensure understanding, but don't micro-manage.
- ▶ Can you measure the results?
- ▶ Can you tell when the objective is met?

 11


Create Reasonable, Measurable, and Achievable Incident Objectives
(Continued) IC

- ▶ Is the objective reasonable?
- ▶ Is time important?
- ▶ Does this objective conflict with others?
- ▶ Look to Management Objectives received from the RIC
- ▶ Look to Area Contingency Plans

 12

Incident Objectives should be "SMART" IC

- ▶ Specific
- ▶ Measurable
- ▶ Action Oriented
- ▶ Realistic
- ▶ Time Sensitive



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Common EPA Objectives Progression IC

- ▶ Define the magnitude of the problem
- ▶ Contain the problem
- ▶ Identify or establish treatment standards
- ▶ Identify treatment options
- ▶ Establish treatment priorities
- ▶ Mitigate problem through response actions

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Relationships Among Incident Objectives, Strategies, Tactics IC


- ▶ Incident objectives establish the framework for all incident operations
- ▶ Strategy and tactics translate objectives to the ground
- ▶ Incident objectives, strategy, or tactics may change frequently



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Strategy IC

- ▶ General method selected to accomplish management objectives
- ▶ Some agencies use the Incident Strategic Analysis, ISA, discussed in Unit 2A
- ▶ What would establish strategy in EPA incidents?



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"Strategic Plan" IC

- ▶ May not be a written plan, but is the IC's general direction
- ▶ Based on:
 - Agency Executive / RIC briefing
 - Delegation of Authority
 - Evaluation of the incident
 - IMT input

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Tactics IC


- ▶ Short-term, site-specific actions
- ▶ Determined by Operations Section Chief
- ▶ Documented in IAP
- ▶ Appropriate amount of detail




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Example IC

- ▶ **Objective:** Keep the oil from entering the river
- ▶ **Strategy:** Stop or divert the oil before it enters the storm drain
- ▶ **Tactic:** Deploy RP's sorbent pads 50 ft. below the spill site and use a backhoe to dig a cut off trench to catch any oil that goes beyond the pads or underground




 19

Exercise IC


- ▶ **BREAK INTO THREE GROUPS**
 - Group # 1: Use the Miller Catalyzer Exercise #1 and create SMART objectives
 - Group # 2: Use the Katrina Incident Objectives Exercise #2 and convert the objectives to SMART objectives
 - Group #3: Use the Conflict in Management Objectives Exercise #3. Instructions are included.

Record your findings on easel paper and prepare to report out to the large group

 20

Unit 2.C Summary IC
At The Conclusion Of This Unit, Are You Now Able To?:


- ▶ Define management objectives
- ▶ Define incident objectives
- ▶ Describe how to develop reasonable, measurable, and achievable objectives
- ▶ Describe the distinction and relationship among management objectives, incident objectives, strategies, and tactics
- ▶ Describe the strategic plan and how it is prepared

 21

IC

Questions


End Unit 2.C – Objectives, Strategy, and Tactics


22

IC

Incident Management

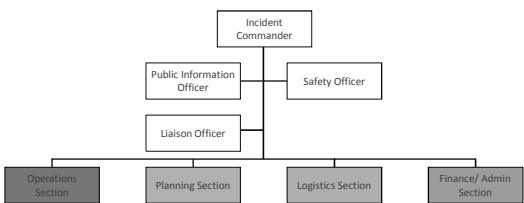
Unit 2.D – ICS Command Structures



1

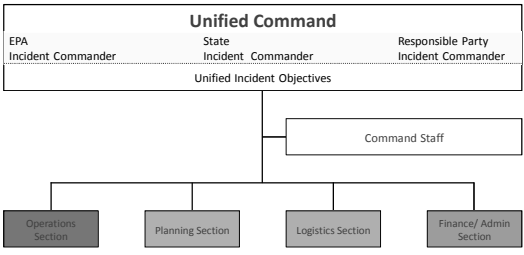

Objectives

- ▶ Describe the concept and purpose of Unified Command
- ▶ Describe the concept and purpose of Area Command



Unified Command


IC

3

Description of Unified Command



- ▶ The UC is a single integrated incident organization
- ▶ Used when there is more than one agency with incident jurisdiction
- ▶ Agencies work together through their designated Incident Commanders at a single ICP
- ▶ Allows for common objectives, strategies, and a single IAP to be developed
- ▶ No agency loses or abdicates authority, responsibility, or accountability



4

Unified Command Concepts


- ▶ Only one IC unless Unified Command
- ▶ Multitude of agencies does not automatically require Unified Command
- ▶ An agency can neither ignore its jurisdictional responsibilities nor can it assume jurisdiction where it has none

5

Elements to Consider in Applying Unified Command


- ▶ Policies, objectives, and strategies
- ▶ Organization
- ▶ Operations
- ▶ Resources


6

Guidelines for the Use of Unified Command IC


- ▶ Understand ICS Unified Command
- ▶ Co-locate essential functions
- ▶ Implement early
- ▶ Concur on an operations section chief and other staff members
- ▶ One spokesperson

 7

Guidelines for the Use of Unified Command IC


(Continued)

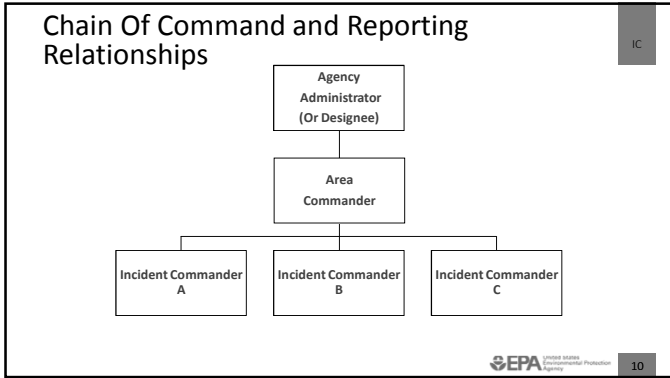
- ▶ Single dispatch center
- ▶ Cost issues must be settled at the beginning
- ▶ Incident commanders meet privately

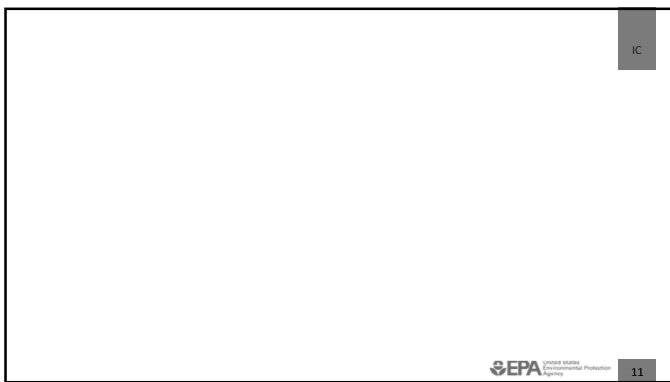
 8

Area Command IC

- ▶ Oversee multiple incidents
- ▶ Oversee the management of a large incident that has multiple incident management teams assigned to it
- ▶ May be Unified Area Command

 9






Purpose of Area Command (continued)

- ▶ Does not replace IC authority and responsibility
- ▶ Does provide an intermediate level of command
- ▶ ICs report to the Area Commander

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Purpose of Area Command IC

- ▶ Reduces the coordination requirements of the IC and Agency Executive or Regional Incident Coordinator:
 - Inter-incident coordination
 - Sets priorities
 - Policies, priorities, constraints, and guidance are clarified
 - Reduces workload

 13


Unit 2.D Summary IC
At The Conclusion Of This Unit, Are You Now Able To?:

- ▶ Describe the concept and purpose of Unified Command
- ▶ Describe the concept and purpose of Area Command

 14

IC

Questions
End Unit 2.D – ICS Command Structures

 15

IC

Incident Management


Unit 2.E - Planning and Meetings


1

IC

Lesson Objectives


- ▶ Describe the planning process and the IC's responsibility to develop an Incident Action Plan.
- ▶ Describe the IC's responsibility to prepare and approve contingency plans and long range plans.
- ▶ Describe the IC's responsibility to evaluate the incident situation and make necessary adjustments.
- ▶ Describe the IC's responsibility for conducting incident meetings and briefings.


2

IC

Importance of Incident Planning Process to the IC


- ▶ Keeps the entire organization focused on moving forward
- ▶ Routine ensures that current activities don't prevent the IMT from planning ahead
- ▶ Provides opportunities for input from all participating agencies and stakeholders
- ▶ Documents your decisions and actions


3

Key Role of the IC


- ▶ Ensure the Planning process is started immediately
- ▶ Ensure the planning cycle is established early and adhered to daily
- ▶ Ensure the PSC is leading the process and facilitating the meetings aggressively and effectively
- ▶ Watch for lack of engagement by any IMT member

IC 4




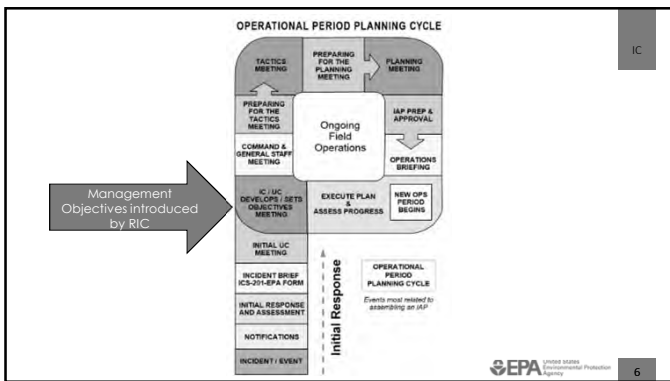
Types of Incident Planning

- ▶ Incident Action Plan (IAP)
- ▶ Contingency Plans
- ▶ Long Range Plans
- ▶ Other Plans




IC 5






Incident Action Plan IC

- ▶ The Incident Action Plan (IAP) process establishes the tactical operation
- ▶ Required for each Operational Period
- ▶ Reviewed during each Operational Period Briefing

 7


Length of Operational Period IC

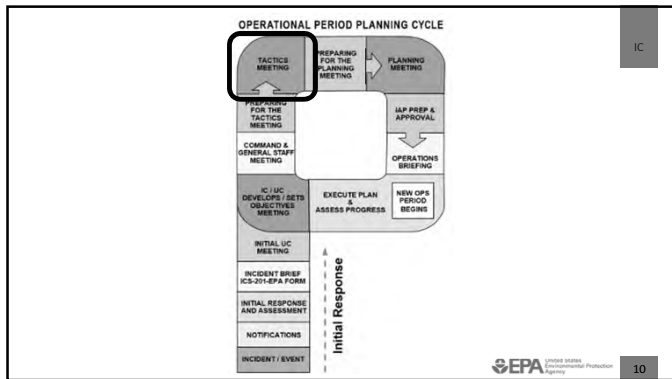
- ▶ Driven by operational requirements
- ▶ Determined by the IC
- ▶ May cover long periods
- ▶ May change whenever needed

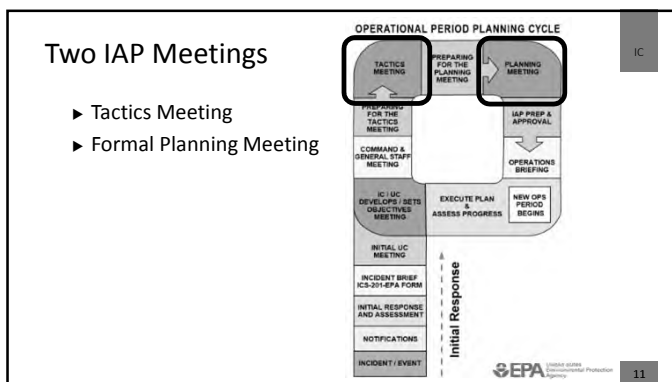
 8

Two IAP Meetings IC

- ▶ Tactics Meeting
- ▶ Formal Planning Meeting

 9





Tactics Meeting


- ▶ Purpose: Operations shares the "Draft" Tactical Plan with other IMT members who may have a role in the successful implementation of the plan
- ▶ Attendees are selected by the Operations Chief depending on the information to be discussed
- ▶ Key players must be present

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Tactics Meeting IC

(Continued)


- ▶ Normally conducted by Operations Chief rather than Planning Chief
- ▶ Closed, private meeting, usually no more than 15-20 minutes
- ▶ Outcome: IMT will be able to support the proposed tactical plan before it is presented to others at the planning meeting


 13

Katrina Tactics Meetings IC

Somewhat different than the model

- ▶ The 215 was completed in the meeting
- ▶ At one time, the ICS 204s were completed in tactics meeting (Reduced the time it took to complete the IAP later)



 14

Katrina Tactics Meetings IC

(Continued)

- ▶ Usually took at least 30 minutes
- ▶ Had a large group of people present
 - Branch Directors
 - State representatives
 - START representatives



 15

Prepare for the Planning Meeting

All IMT members accomplish the tasks required by their function to prepare for the Planning Meeting:

- ▶ 215
- ▶ 215A
- ▶ Resource confirmation,
- ▶ etc.

IC

16

Importance of Planning Meeting

- ▶ Provides the IMT with a process that:
 - Ensures incident objectives are being met
 - Documents incident safety analysis
 - Provides safe/efficient deployment of resources
 - Provides an opportunity for Agency Representatives to confirm their agency's participation
 - Provides a final cross check to ensure the proposed tactics can be supported by all

IC

17

Role of the IC in the Planning Meeting

- ▶ Ensure all issues are resolved between your IMT members PRIOR to the meeting
- ▶ Incident Commander confirms Incident Objectives are valid (actually done ahead of time)
- ▶ Ensure PSC is an effective facilitator
- ▶ You are more of an audience member than leader. Let the IMT perform.


IC

18

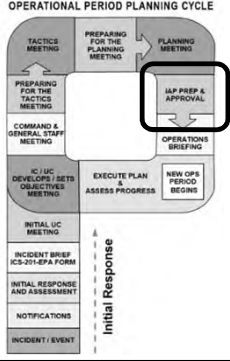
Planning Meeting Agenda


24-Hour Operational Period: Aug 16 (0700) – Aug 17 (0700)

▶ Intro/OPs Period/cell phones	PSC
▶ Org Chart	PSC
▶ Incident Objectives	PSC
▶ Situation/ Update	SITL
▶ Weather	PSC
▶ OPs Plan (215)	OPS
▶ Safety	SO
▶ Team Consensus (FSC/LSC/SO/LNO/PIO/UC)	Staff
▶ Schedule Highlights	PSC
• Ops Briefing @	
• Next C&GS Staff Meeting @	PSC
▶ Closing Remarks	UC

 19


Prepare and Approve the IAP



 20


IC Role in Preparation of the IAP

- ▶ Ensure Planning Section is adequately staffed
- ▶ Evaluate and adjust as necessary with work time associated in generating IAP
- ▶ Other IMT members must have their parts of the IAP done on time
- ▶ Are there enough copies being produced?
- ▶ Is the IAP getting to all the people who need it

 21

IC Role in Approving the IAP



- ▶ IC or Deputy must sign it
- ▶ Must be accurate
 - Can be FOIA (often is)
 - Becomes official record
- ▶ Must meet incident objectives
- ▶ Reflects reality



22

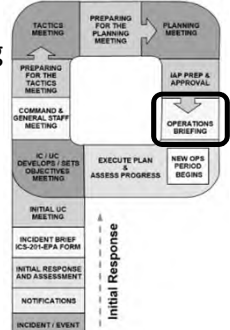

IC Role in Approving the IAP

- ▶ Ensure incident safety procedures are in place
- ▶ Ensure efficient deployment of workforce
- ▶ Amended IAP must be filed whenever there are significant changes during the operational period:
 - ▶ Tactics are modified
 - ▶ Resources change

23

Conduct Operational Period Briefing

24

Who Should Attend?



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IC Role in Operational Briefing

- ▶ Attend all briefings, if possible
- ▶ Allow the IMT to conduct the briefing
- ▶ Be prepared to give some meaningful closing remarks and answer questions (tidbits and interesting trivia are welcome)
- ▶ Take the opportunity to make yourself available to tactical resources while they are at the briefing

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IC Role in Operational Briefing
(Continued)

- ▶ Ensure all tactical resources are receiving a briefing
 - Remote sites and camps
 - All tactical resources, including contractors
- ▶ If remote briefings are being done, try to have C&G members or Deputies attend
- ▶ Recognize outstanding performance

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IC

*List of Meetings and Briefings
(Let's clear the air)*

 28


Sequence of Meetings/Activities PRIOR to the First Operational Period for an Incoming IMT IC

- ▶ Agency Executive / RIC Briefing
- ▶ Outgoing to Incoming IC to IC Briefing
- ▶ Strategy Meeting (short internal IMT meeting)
 - IC presents objectives and strategy to the IMT
 - IMT shares important information gathered up to that point
- ▶ Tactics meeting (if time allows, but not likely)
- ▶ Initial Planning Meeting
- ▶ Prepare the IAP
- ▶ Operational Period Briefing

 29

Sequence of Meetings/Activities AFTER the First IAP IC

- ▶ Operational Period Briefing
- ▶ Implement the IAP and monitor progress throughout shift
- ▶ Command and General Staff Meeting
- ▶ During the Day, IC reviews objectives and strategy, makes necessary adjustments and notifies IMT of any changes
- ▶ Tactics Meeting
- ▶ Prep for the planning meeting
- ▶ Planning Meeting (IC confirms objectives, approves plan)
- ▶ Prepare and sign the IAP
- ▶ Private C & G family meeting (usually at end of day)

 30

Daily Meeting Schedule

Date	Meeting Name	Purpose	Attendees	Location
8/11/18	Operations	Review CCF in morning with	IC, Staff	Meeting Room
8/11/18	Command & General Staff	IC in Person updates, for	Command & General Staff	Meeting Room
8/11/18	Planning	IC in Person updates, for	Command & General Staff	Meeting Room
8/11/18	Operations	Review CCF in morning with	IC, Staff	Meeting Room
8/11/18	Operations	Review CCF in morning with	IC, Staff	Meeting Room
8/11/18	Operations	Review CCF in morning with	IC, Staff	Meeting Room

IC

Command and General Staff Meeting



IC

Purpose of the C & G Meeting


- ▶ Provide information that others need
- ▶ Collect information that you need
- ▶ IC gives instructions and updates
- ▶ Discuss looming issues that need the attention of the IC or other IMT members
- ▶ Share updates from previous issues or assignments
- ▶ Daily reality check



IC


Purpose of the Family Meeting IC

- ▶ Private C & G meeting to air issues and feelings
- ▶ Anything said in this meeting is kept private unless everyone agrees
- ▶ A place to vent frustrations with each other or the situation to minimize potential to occur in front of others
- ▶ It's OK to discuss business too

 34


IC Responsibility to Prepare and Approve: IC


- ▶ Contingency Plans
- ▶ Emergency Plans
- ▶ Long Range Plans
- ▶ Special Plans

 35

Contingency Plans IC


- ▶ Incident related emergencies
 - Serious accident/injury
 - Fatality
 - Evacuation
 - Unexpected Hazards
 - Other?
- ▶ IC is responsible for the approval of the plan(s)



 36


Handout IC

- ▶ Katrina Incident Hurricane Evacuation Plan

 37

Contingency Trigger Points IC

- ▶ Geographic points
- ▶ Failure to meet incident objectives
- ▶ Accident occurs
- ▶ Loss of tactical resources
- ▶ Weather (see trigger points in the Hurricane Evacuation Plan)

 38

Handout : Incident Emergency Plan IC

- ▶ Sample Incident Emergency Plan

Sample Incident Emergency Plan (IEP)

Introduction

An emergency situation can be an often unexpected, chaotic event, different needs, high level of confusion, large resources, which require an effective and efficient response to deal with the incident quickly, and avoid further escalation. The emergency situation is that it is often an incident that is not planned for and is not predictable.

There are two main reasons to create an incident that is to help the response organization to deal with emergency response personnel. An Incident Management Team (IMT) will ensure the response to an emergency situation is coordinated and effective.

The main objective of this plan is to gain control of an emergency situation as quickly as possible by mobilizing resources and personnel, and to ensure that the incident is resolved as quickly as possible and to provide for the safety of all personnel and the environment.

Responsibilities

The Incident Commander (IC) is responsible for the overall management of the incident and the implementation of the IEP in the event of an emergency, and for the performance of the incident.


Control Procedures

The Incident Commander (IC) or Incident Manager (IM) is responsible for the overall management of the incident and the implementation of the IEP in the event of an emergency, and for the performance of the incident.

Incident management will be on the incident that is required to respond to the emergency situation, and to be controlled by the IC or IM in the event of an emergency.


When the incident is controlled by the Incident, a Incident Management Team (IMT) is to be established to deal with the incident. When the Incident Management Team (IMT) is established, a Incident Management Team (IMT) is to be established to deal with the incident.

Names of support or incident individuals, units or resources, or other identified individuals are not to be included in the plan. The Incident Management Team (IMT) is to be established to deal with the incident as quickly as possible and to provide for the safety of all personnel and the environment.

 39


Purpose of Incident Emergency Plan IC


- ▶ Prepares IMT ahead of time for emergencies
- ▶ Provides fast and effective response to people who incur serious injuries
- ▶ Allows IC and IMT to maintain control during an unexpected event

 40

Long Range Planning IC


- ▶ Beyond initial response
- ▶ Beyond the next operational period
- ▶ Plan may cover days, weeks, months
- ▶ May be prepared by Plans, Operations, or a Technical Specialist



 41

Long Range Plans Need to be Shared With Everyone With a Need to Know IC


- ▶ IMT
- ▶ Assisting and cooperating agencies
- ▶ Future involved agencies
- ▶ Public
- ▶ Elected officials

 42

Incident Evaluation and Adjustment IC


What is Situational Awareness?


- ▶ "The ability to see beyond the immediate activity and recognize issues that may affect the incident or be affected by decisions made while responding to the incident."

 43

Incident Evaluation & Adjustment IC
(Continued)


- ▶ Changing threat to life, environment and property
- ▶ Logistical challenges
- ▶ Other activity in the area
- ▶ Special situations



 44

Incident Evaluation and Adjustment IC
(Continued)

- ▶ External influences, e.g., Emergency Operations Centers, MAC Group decisions, Agency Executive staff, VIPs, JOC
- ▶ Military mobilization
- ▶ USACE

 45

IC Must Anticipate the Need for:

- ▶ Long range planning
- ▶ Ordering a resource(s) with expanded capabilities
- ▶ Utilizing identified alternatives
- ▶ Negotiating with Agency Executive to establish new management objectives

EPA

A key to IC Trouble shooting

- ▶ A good IC will understand the basic operations and key issues associated with each of the Sections and each of the key Units (e.g., Resources and Situation). This will enable the IC to troubleshoot or recognize when problems may be occurring before they get too big.

EPA


Daily Operational Debriefing

- ▶ Formal meetings between the Operations Chief and Branches and Divisions
- ▶ Branches and Divisions meet with SITL at end of operational period (fine details)
- ▶ Frequent discussion between Operations Chief and other operations personnel

EPA


Incident Meetings and Briefings to be Covered in Unit 4 - Demobilization IC

- ▶ Demobilization Planning Meetings
- ▶ Transition Out Meeting
- ▶ Team Debriefing
- ▶ Incident Closeout

 49


Unit 2.E Summary IC
At The Conclusion Of This Unit, Are You Now Able To?:

- ▶ Describe the planning process and the IC's responsibility to develop an Incident Action Plan.
- ▶ Describe the IC's responsibility to prepare and approve contingency plans and long range plans.
- ▶ Describe the IC's responsibility to evaluate the incident situation and make necessary adjustments.
- ▶ Describe the IC's responsibility for conducting incident meetings and briefings.

 50

IC

Questions
End Unit 2.E – Planning and Meetings

 51

IC

Incident Management


Unit 2.F – Staffing



1

IC

Lesson Objectives

- ▶ Describe the IC's role and responsibility in evaluating staffing needs.
- ▶ Determine incident staffing needs based on a given incident scenario.





2

IC


IC's Role and Responsibility in Evaluating Incident Staffing

- ▶ Proper, cost conscious staffing requires careful analysis to include:
 - Kinds and types of resources available for current and future situation(s)
 - Agency Executive/Regional Incident Coordinator's objectives and constraints


3


IC's Role and Responsibility in Evaluating Incident Staffing (Continued) IC

- ▶ Effective strategy development (complexity analysis and risk assessment)
- ▶ External information needs
- ▶ Multi-agency coordination needs
- ▶ Training opportunities


 4

EXERCISE 1 - Central City Train Derailment IC


- ▶ Determine staffing needs by position title that will be required to safely and effectively manage the incident to meet the objectives, constraints, and strategy of the situation
- ▶ Post your organization on a wall sized ICS 207

 5

Other Staffing Considerations IC




- ▶ Consider operational periods
- ▶ Use ICS span of control guidelines

 6

Special Situations (consider:) IC


- ▶ Functional capability of jurisdictionally responsible agencies
- ▶ Incidents requiring specialists you are unfamiliar with
- ▶ Special situations involving FEMA or WMD
- ▶ Careful consideration in the utilization of technical specialists to prevent developing a non-standard organization

 7

EXERCISE 2 IC


List on flip chart paper, the agencies (that could include specialists) on an incident that an IC may be unfamiliar with:

- ▶ Group 1 – Non-resource management federal agencies
- ▶ Group 2 – State agencies
- ▶ Group 3 – Local agencies
- ▶ Group 4 – Non-government organizations

 8

Special Situations (consider:) IC


- ▶ Flexibility may be required to use local, sometimes minimally, or unqualified individuals
- ▶ Careful consideration in the utilization of technical specialists to prevent developing a non-standard organization
- ▶ Analyze the risk to safety and make your decision involving your staff

 9

ICS Position Titles IC


Consider the use of all ICS position titles in your organization

- ▶ Commander
- ▶ Officer
- ▶ Chiefs
- ▶ Directors
- ▶ Supervisors
- ▶ Leaders
- ▶ Managers
- ▶ Single resources
- ▶ Specialists


 10

Definitions IC

- ▶ Assistant
- ▶ Assisting Agency
- ▶ Agency Representative
- ▶ Cooperating Agency
- ▶ Liaison Officer
- ▶ Technical Specialist




INCIDENT MANAGEMENT HANDBOOK
INCIDENT COMMANDER SYSTEMS ACT
REPORT ON AND CHEMICAL SPILLS
EPA-600-R-02-002
JANUARY 2004 EDITION

 11

Your Organization Must Remain Flexible IC


- ▶ Officers, section chiefs, directors, and supervisors continually assess and adjust their organizations and reassign personnel within their qualifications to remain cost efficient and effective
- ▶ You as the Incident Commander must ensure this occurs

 12

Scientific Support Coordinator IC

Position designed to provide specialized expertise to:


- ▶ Compile information pertinent to assessing hazards, potential effects of releases and to develop response strategies
- ▶ Serve as liaison to government agencies, universities, community representatives, and industry

 13

Scientific Support Coordinator
(Continued) IC

Position designed to provide specialized expertise to:



- ▶ Serve as principal liaison for scientific information and assists in reaching consensus on scientific issues - ensures differing opinions are communicated to the IC (OSC)
- ▶ Assist in responding to requests for assistance from federal and state agencies regarding scientific studies and environmental assessments


 14

Specialty Unit Leader Positions IC

▶ Some Unit Leader positions are necessary for the safety of the responders and need trained and qualified personnel assigned to them.


- Air Support Group Supervisor (or Helicopter Flight Manager)
- Medical Unit Leader
- Food Unit Leader
- These positions are available from other agencies, but the orders were not filled from other agencies

 15


Regional Assignments IC

- ▶ Regions may assign local personnel to do certain tasks or fill certain positions on the incident, but they don't work for the IC.
- ▶ What effects may result?


 16

Unit 2.F Summary IC
At The Conclusion Of This Unit, Are You Now Able To?:

- ▶ Describe the IC's role and responsibility in evaluating staffing needs.
- ▶ Determine incident staffing needs based on a given incident scenario.

 17


Questions
End Unit 2.F – Staffing

 18

IC

Incident Management

Unit 2.G – Special Situations




1

IC

Lesson Objectives

- ▶ Define a special situations and circumstances
- ▶ Identify how an ICS organization can manage special situations




2

IC

Special Situations

- ▶ Special situations are events or needs that are not planned for or expected
- ▶ What events would you consider “special situations”?
- ▶ Don't let special situations become separate operations

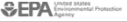


3

Considerations during an incident IC

- ▶ Injuries, serious exposures, or fatalities during any incident can quickly overtake the management of the incident.
- ▶ Intense media or pressure from the public or elected officials can also overly influence the management of the incident rather quickly
- ▶ An unforeseen incident complexity (e.g., highly toxic compounds or dysfunction amongst response partners) can derail or hinder safe and smooth operations.

Handout : IMT Lessons Learned

 4


Technical Specialists IC

- ▶ Personnel with a special skill that can be used anywhere in the ICS organization

From the IC Job Aid


Technical Specialist(s) may be assigned to help advise on specialized or highly technical aspects of a response.

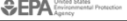
Assignment may be anywhere in the organization and communication may be throughout the organization.

 5

Technical Specialists IC

- ▶ In the following incidents who could be technical specialists?
 - Building collapse
 - Train wreck
 - Flood
 - Hurricane




 6

Deputies IC


From the IC Job Aid
Assigning a Deputy

An IC should recognize when a Deputy may be needed in order to maintain organizational productivity. A Deputy can be assigned to handle special plans, human resource issues, extended shifts, and special projects.

 7

EXERCISE IC


- ▶ Answer the questions for all four of the scenarios
- ▶ Be prepared to present them to the class

 8

Unit 2.G Summary IC

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


- ▶ Define a special situations and circumstances
- ▶ Identify how an ICS organization can manage special situations

 9

IC

Questions

End Unit 2.G – Special Situations




10

IC

Administration

Unit 3 – Personal Documentation




1

IC

Objectives

- ▶ Describe the critical issues that an Incident Commander records.
- ▶ Describe the importance and limitations of individual documentation.




2

IC

Incident Commander's Logs

Everything logged should have:

- ▶ Time
- ▶ Date
- ▶ Location
- ▶ Names of persons
- ▶ Log critical items that require formal documentation



3

Incident Commander's Logs (Three Ds)

- ▶ Decisions
- ▶ Discussions
- ▶ Disputes

On 9/5 at about 1530hrs, SA L. Wayne Messick and his wife Carl Messick came to the fire camp to observe the specific location being used on the Wenter fire.

Mr. Messick had the following comments and observations:

- 2) There is an explained island near his property in the Chignay Park area. Fire is burning in the explained island in the fire zone and has potential to escape the control line and burn his property.*
- 2) He does not want any more of his property burned and wants suppression resources to get out the island.*
- 3) He felt the original tactics on this fire led to the current condition of the fire.*
- 4) He opposes using helicopters as a means of controlling this fire. They were not effective and he still opposes them.*
- 5) He felt that one crew should work at night instead of during the day.*

Incident Commander's Notes (Three Is)

- ▶ Information/Intelligence
- ▶ Issues
- ▶ Ideas/Inspirations

Hazard Pay guidelines for non-suppression resources

CSMT #3

This guide applies to those resources who may not meet the Incident Management Qualification of "working" according to the "operations" but have done more than a minimum amount of "working" in the "operations" from Gary A. Wilson and the Fire Service Management Institute. It applies to Operations Section Chief, Incident Commander and Safety Officers.

Criteria for Hazard Pay (HP) for the fire line:
Simply "working" the fire line does not qualify the person for HP.

HP is appropriate for the following situations:

In an operation the team members in these positions must occasionally spend time within the fire environment where the situation requires the need to have escape routes and safety zones identified within the fire environment.

Examples are: to inspect work, give specific instruction which requires on-site visits, ensure compliance with the fire incident and mitigation of the fire, make on-site decisions, and conduct reviews and personal inspections of escape routes and safety zones.


When these situations require the person to actually go into the fire area away from safety zones and work within areas hazardous to operations, the member must be at HP and receive the applicable NCEI credit and HP.

Discontinuation:
When the fire is extinguished, and the safety requirements for the work situation, should document on the CSMT which allows HP under this situation.

For Work:
Incident Commander

Documentation Processes


- ▶ Unit Log, ICS-214
- ▶ Notebook
- ▶ Tablet
- ▶ Agency requirements
- ▶ Incident e-mail



IC

Issues and Opportunities IC


- ▶ Litigation
- ▶ Freedom of Information Act
- ▶ Official diaries and personal notes
- ▶ The use of a scribe
- ▶ Tape recorder

 7

After Action Reports IC

ICs can use the IMT notes and information to prepare After Action Reports


[Handout: After Action Report Hurricane](#)

 8

Unit 3 Summary IC

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


- ▶ Describe the critical issues that an Incident Commander records.
- ▶ Describe the importance and limitations of individual documentation.

 9

IC

Questions

End Unit 3 – Personal Documentation



10

IC

Incident Commander


Unit 4 – Demobilization


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IC

Lesson Objectives


- ▶ Describe the role of the IC in the demobilization process.
- ▶ Identify when the demobilization process begins.
- ▶ Identify components of a DMOB plan.
- ▶ Describe the closeout meeting.
- ▶ Describe the importance of internal team critique.



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IC

Role Of IC In Demobilization


- ▶ Don't sacrifice safety for speed
- ▶ Get resources home in a safe, orderly, cost effective manner




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Role of IC in Demobilization IC


- ▶ Integrate safety considerations
- ▶ Approve the DMOB plan (DMOB plan is required for major incidents)
- ▶ Require adequate rest before travel
- ▶ Ensure all IMT members participate in the preparation of the plan

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Role of IC in Demobilization IC
(Continued)


- ▶ All responders are briefed
- ▶ Coordinate with RIC/REOC
- ▶ All agency requirements are met
- ▶ Ensure DMOB is cost effective



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Demobilization Timing Process IC


- ▶ Starts with arrival of first resources
- ▶ Prepare the plan early in the incident
- ▶ Indicators when to start demobilization
 - No new resource orders
 - Containment of incident in sight
 - Unassigned resources
 - More resources than job requires

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Components of a Typical Demobilization Plan IC


- ▶ General Information
- ▶ Release priorities
- ▶ Responsibilities
- ▶ Release procedures
- ▶ Directory




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Supporting DMOB Documents IC


- ▶ Maps
- ▶ Demobilization schedule may be a separate document
- ▶ DMOB checkout sheet
 - Handout: Checkout Procedures ICS-221
 - Handout: Katrina Response Check list
- ▶ Unexpected/Early DMOB instructions
 - Handout: Unscheduled Release of Personnel


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Returning an Incident to Local Management (A Form of Transfer of Command) IC


- ▶ Used when an IMT is leaving but work will continue under a local IC
- ▶ Negotiate details with RIC and incoming IC
- ▶ Start phasing in local personnel early to become familiar with incident




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Return to Local Management
(Continued)

- ▶ Incident is stabilized, but not completed
 - Most resources have been released
 - Base/camp(s) reduced or shut down
 - IMT has prepared draft incident report and narrative

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Return to Local Management
(Continued)

- ▶ RIC closes out with departing IMT
- ▶ Finance Section Chief has resolved or identified remaining finance issues

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Return to Local Management
(Continued)

- ▶ Incoming personnel overlap with outgoing IMT
 - Allow adequate overlap
 - Plan ahead for at least one operational period
 - Don't rush it
 - Allow time for one-on-one contacts

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Return to Local Management IC
 (Continued)

- ▶ Outgoing IC provides incoming IC with:
 - Incident objectives
 - Complete description of current situation
 - Tour of incident facilities

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Items IC to Provide: IC


- ▶ Introduction to key players
- ▶ Outstanding resource requirements and orders
- ▶ Unresolved issues
- ▶ Complete briefing with appropriate maps

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Return to Local Management IC


- ▶ Use the team concept
 - Transfer the incident to local management as a team, not by individuals
 - Agency must be comfortable
 - Don't take shortcuts or leave jobs undone
 - Don't leave problems



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Team Debriefing (Internal Critique)


- ▶ Internal Critique
 - Hold team meeting prior to closeout with RIC
 - Frank and honest critique of team performance
 - Atmosphere of trust and confidentiality
 - May generate issues for Close out meeting



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Handout


Team Critique Outline



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Close Out Meeting


- ▶ Purpose
 - Agency and IMT meet to discuss incident and agency support issues
 - Discuss successes and problems, including recommendations
 - Focus on improving the process, not personal attacks
 - Include commendations, if warranted
 - Establish follow up on recommendations



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Close Out Meeting IC


- ▶ Participation should include:
 - Incident Commander
 - Command staff and General staff
 - Other IMT members as needed
 - RIC
 - EOC (RRC) Manager
 - Other agency staff as requested

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Components of Closeout Meeting IC


- ▶ Each IMT member gives a short summary of their section activities
 - Professional
 - Positive
 - Constructive
 - Deal only with major points



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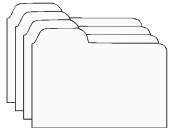
Team Member Summaries Should Include: IC

- ▶ Commendations
- ▶ Incident actions
- ▶ Significant events
- ▶ Key decisions made
- ▶ Effective outcomes
- ▶ Problems with recommendations for future action

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IC Documentation

- ▶ IC ensures the incident is properly documented and an organized final incident documentation package is completed
- ▶ Must be done to agency standards

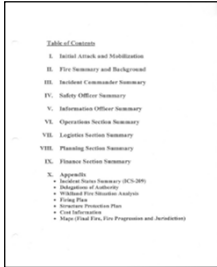


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Final Incident Documentation Package

- ▶ Final Documentation includes everything that IC and RIC require (e.g., sampling results, IAPs, special plans, playbooks, etc.) to thoroughly document the event.



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Unit 4 Summary

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

- ▶ Describe the role of the IC in the demobilization process.
- ▶ Identify when the demobilization process begins.
- ▶ Identify components of a DMOB plan.
- ▶ Describe the closeout meeting.
- ▶ Describe the importance of internal team critique.


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IC

Questions

End Unit 4 – Personal Documentation



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