

 **ICS INSTITUTE**
Incident Command System

March 20-24, 2017 | Pittsburgh, PA



OPERATIONS SECTION CHIEF

ICS INSTITUTE 0

 **EPA 430**

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



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 **Unit 0 Introduction**

- ◆ Operations Section Chief (OPS)
 - General Staff Member
 - Key Leadership Position
 - “The OPS is responsible for operations directly applicable to the primary mission” – EPA IMH 2007
 - “It’s all about Ops”



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EPA **Purpose of the Course**

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



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EPA **Course Objective**

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

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EPA **Course Prerequisites**

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

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EPA **Course Materials**

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

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EPA **Course Materials**

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



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EPA **Course Certificate**

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



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EPA **Final Exercise**

- ◆ Final Exercise
 - On Friday, March 24th , all participants will participate in a capstone final exercise
 - You and some of your fellow-students will be assigned to perform your KLP function on one of 8 Incident Management Teams
 - It will be scenario-based and last about 7 hours
 - Coaches will be provided
 - More details will be provided as the week progresses

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EPA **Facility Information**

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

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EPA **End Unit O Introduction**

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



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Unit 0 Exercise 15min.

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

Unit 1 Topic 1

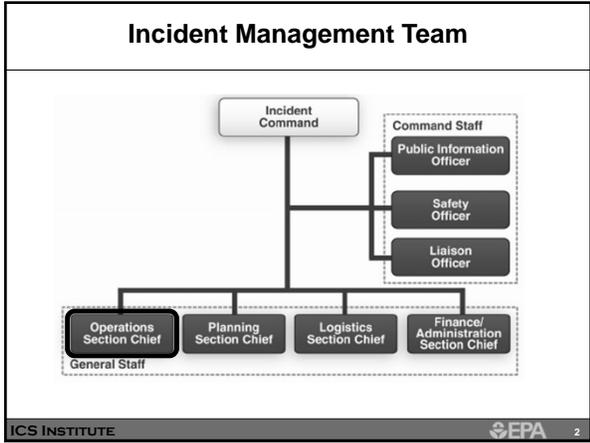
**Role Of The
Operations Section
Chief**

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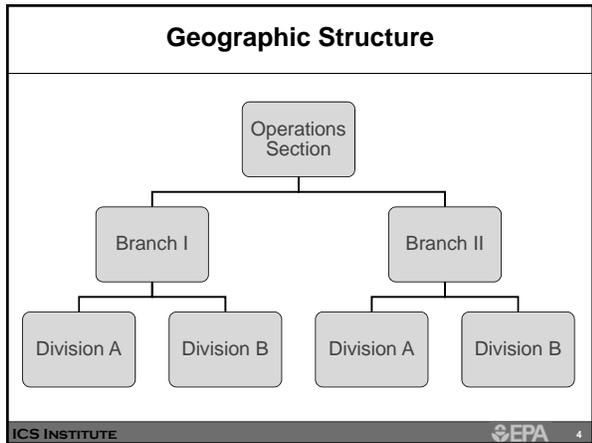
Unit Objectives

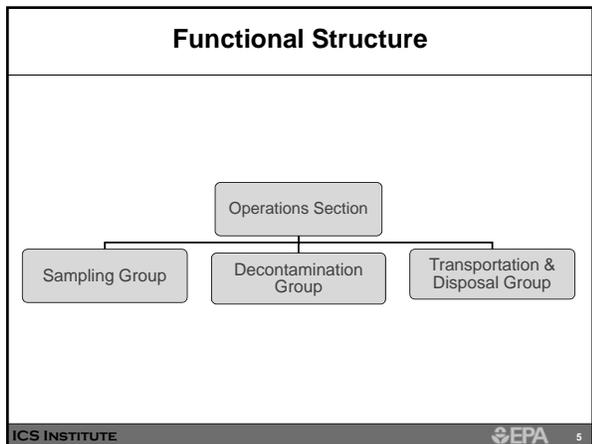
- ◆ Identify the major organizational elements of Incident Command and the Operations Section
- ◆ Describe the major responsibilities of an Operations Section Chief

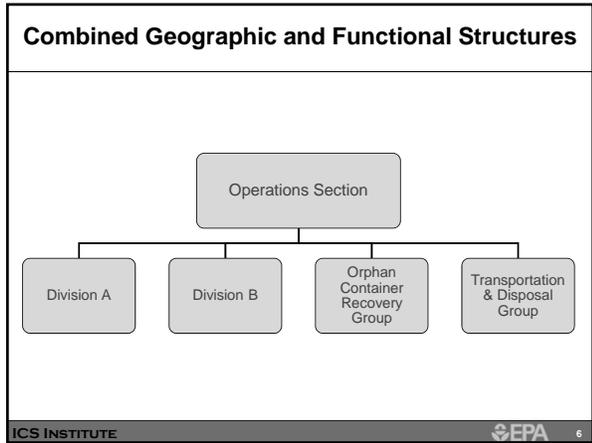
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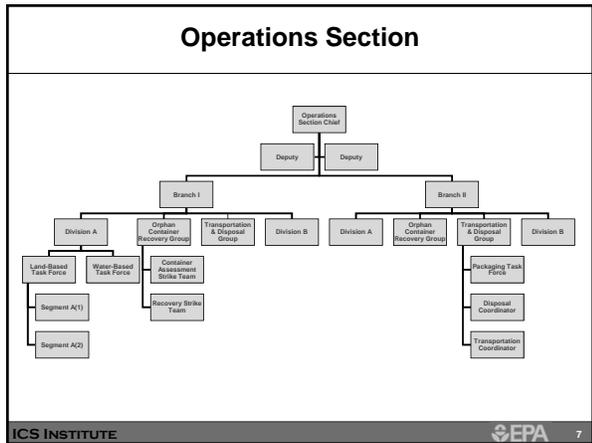


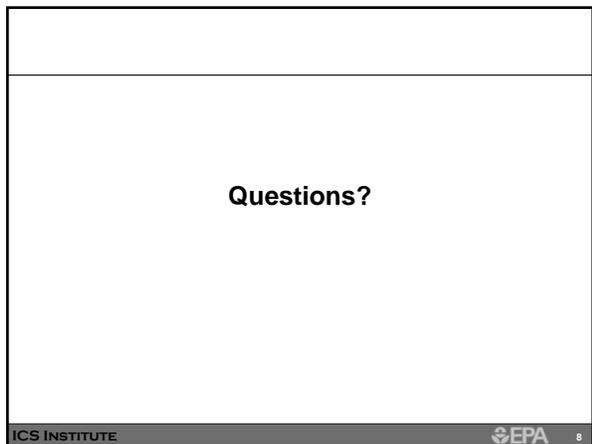












Operations Section Chief

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



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Major Responsibilities

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



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Major Responsibilities (continued)

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

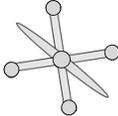


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Major Responsibilities (continued)

2. Influence, guide, and direct assigned personnel to accomplish objectives and desired outcomes

- Ensure the safety, welfare, and accountability of assigned personnel
- Establish work assignments and performance expectations, monitor performance, and provide feedback
- Coordinate interdependent activities



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Major Responsibilities (continued)

3. Use suitable communication techniques to share relevant information with appropriate personnel on a timely basis

- Ensure all relevant information is exchanged during briefings and debriefings
- Ensure documentation is complete and disposition is appropriate
- Gather, produce, and distribute information as required by established guidelines and ensure understanding by recipient



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Major Responsibilities (continued)

3. Use suitable communication techniques to share relevant information with appropriate personnel on a timely basis (continued)

- Communicate and ensure understanding of work expectations within the chain-of-command and across functional areas
- Develop and implement plans and gain concurrence of affected agencies and/or the public



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**Major Responsibilities
(continued)**

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

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

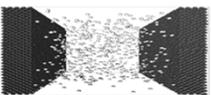


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**Major Responsibilities
(continued)**

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

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



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In Review

- ◆ Identified the major organizational elements of Incident Command and the Operations Section
- ◆ Described the major responsibilities of an Operations Section Chief

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Questions?
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EPA-430

**Introduction to IMH,
Job Aid, and
EPA Form 213RR**

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Operations Section Chief

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



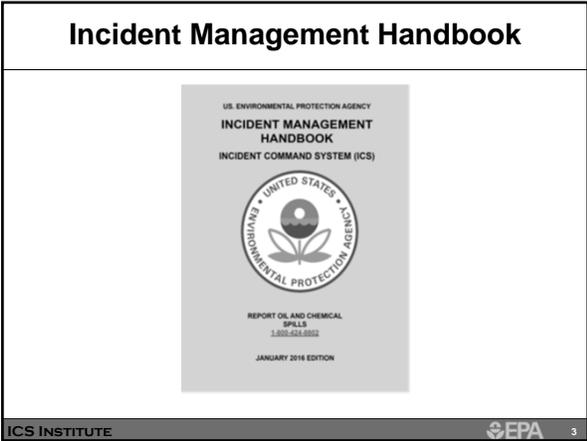


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Objectives

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

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**Incident Management Handbook:
Overview**

- ◆ A guidance document for emergency response personnel
- ◆ Used in concert with Incident Action Plans, and incident-specific briefings/meetings
- ◆ Does not affect existing On-Scene Coordinator authorities or their discretion in determining how to implement those authorities

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**Incident Management Handbook:
Table of Contents**

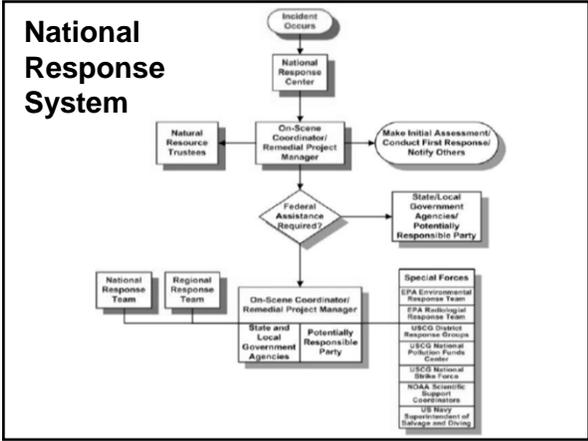
- ◆ Part I – Introduction and Background
 - Common Responsibilities
- ◆ Part II – ICS Process, Tools, and Position Responsibilities
 - Planning Cycle
- ◆ Part III – Modular Response Organization
 - (Managing simple to complex incidents)
- ◆ Part IV – Additional Organizational - Considerations
- ◆ Part V - References

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Incident Management Handbook

Part I – Introduction and Background

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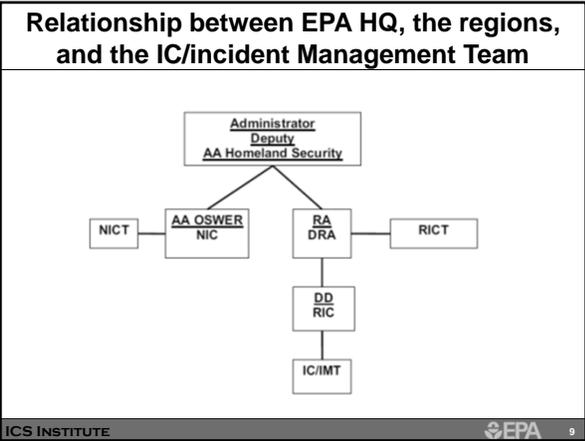
EPA Model for National Incident Coordination and Information Exchange

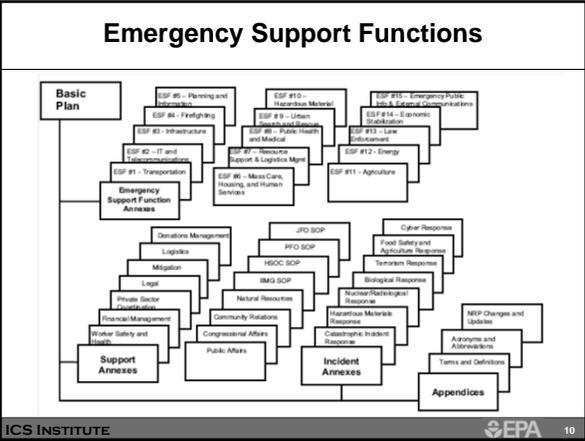
Level of Coordination	Organizational Structure	Organizational Position	Role & Responsibilities
National Coordination	Policy Coordinating Executive Committee	Administrator, DA, RAA, AAs	Provides Strategic Direction/Management Objectives
	HQ Emergency Operations Center (EOC)	National Incident Coordinator (NIC)	Communicates with the RIC and REOC
	NICT	HQ Senior Management	Provides cross-program support
Regional Coordination	RIC/EFO	Regional Senior Management/Senior Federal Official	Provides Strategic Direction/Management Objectives & cross-program support
	Regional Emergency Operations Center (REOC)	Regional Incident Coordinator (RIC)	Communicates with IC and supports field operations
Tactical Coordination	Incident Command System	Incident or Area Commander	Operational Decision Making

Incident Information

Policy and Guidance

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IMH Chapter 3: Common Responsibilities

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

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

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Common Responsibilities (cont)

2. Upon arrival at the incident, check in at the designated check-in location. Check-in may be found at any of the following locations:

- Incident Command Post (ICP);
- Base or Camps;
- Staging Areas;
- Area Command Post; and
- Regional Emergency Operations Center (REOC).

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

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Common Responsibilities (cont)

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

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Common Responsibilities (cont)

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

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Incident Management Handbook:

Part II – ICS Process, Tools, and Position Responsibilities:

The Operations Section Chief and The Planning Cycle

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The Operational Period Planning Cycle

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Incident Management Handbook:

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

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Incident Management Framework

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

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What Are Major/Complex Incidents?

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

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What Are Major/Complex Incidents?

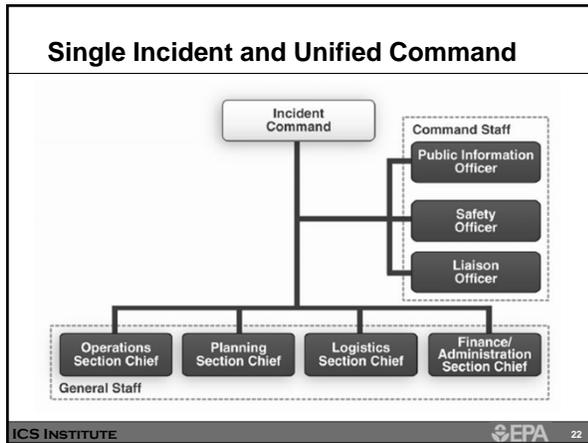
- ◆ Involve more than one agency or political jurisdiction
- ◆ Involve complex management and communication issues
- ◆ Require experienced, highly qualified personnel
- ◆ Require numerous tactical and support resources
- ◆ Involve multiple victims with injuries, fatalities, or illnesses

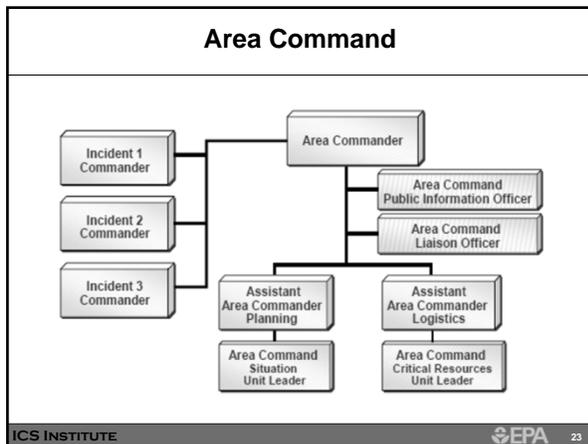
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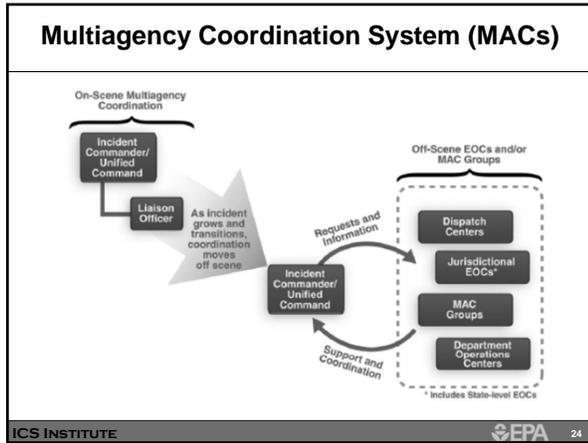
Incident Command

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

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Incident Management Handbook:

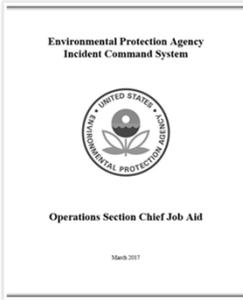
Part IV – Additional Organizational Considerations

- ### Other Potential Organizational Functions
- ◆ Intelligence: Chapter 15
 - ◆ Natural Disasters: Chapter 16
 - ◆ Inland Oil Spills: Chapter 17
 - ◆ Radiological/Nuclear Incidents: Chapter 18
 - ◆ Biological Incidents: Chapter 19
 - ◆ Chemical Warfare Agents: Chapter 20
 - ◆ Animal Emergency Response: Chapter 21

Questions?

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Operations Section Chief Job Aid



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Operations Section Chief Job Aid: Overview

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

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



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NIMS INTEGRATION TEAM

WASHINGTON, DC - HQ



Site Contact
Roberta Runge
 National NIMS Coordinator
rungs_r@epa.gov
 1200 Pennsylvania Avenue, NW 12th Floor
 Washington, DC 20460
response.epa.gov/nims/IntegrationTeam
 Latitude: 38.8947550
 Longitude: -77.0255580

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The NIMS Integration Team would like to thank Chris Fazio (R15) for his many years of dedication, direction and guidance. Many thanks and best wishes for a great retirement!

RESOURCES

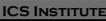
Notices
None for this site

Images
None for this site

Documents
[2016 version of Order - FINAL...](#)
[2016 version of Order - FINAL...](#)
[2016 EPA IIM also available a...](#)
[Lessons Learned...](#)
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Access to EPA Incident Management Handbook and Position-Specific Job Aids (cont)



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Categories

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- ENM Tool Box
- EPA Plan
- FSC Tool Box
- IIM
- LSC Tool Box
- ORDER
- Ordering Tool Box
- Presentation
- Spreadsheet
- Training

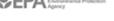
File Name	Description	Category	Uploaded	Size	Download
IMTs and IMAT Order.pdf	2016 version of Order - FINAL	ORDER	12/13/2016	184 KB	Download
Training Certification and Qualification Standards Order.pdf	2016 version of Order - FINAL	ORDER	12/13/2016	240 KB	Download
2016 EPA IIM.pdf	2016 EPA IIM also available as a searchable application at https://epa.gov/epaadmin/nims/Content/central/epa/EM/Incident%20Management%20Handbook_IIM.pdf	IIM	3/16/2016	11463 KB	Download
Sandy NIMS ICS Lessons Learned.docx	Lessons Learned	document	6/27/2013	16 KB	Download
FY13 EMI Course Catalog.pdf	Current FEMA training courses	document	3/12/2013	10264 KB	Download
300-400 Instructors as of 2016.xlsx	EPA personnel qualified to instruct 300/400	Spreadsheet	3/15/2016	14 KB	Download
EPA NIMS ICS Certification Process.ppt	Training, Qualification and Certification	Presentation	8/18/2010	97 KB	Download



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- document
- ENM Tool Box
- EPA Plan
- FSC Tool Box
- IIM
- LSC Tool Box
- ORDER
- Ordering Tool Box
- Presentation
- Spreadsheet
- Training

File Name	Description	Category	Uploaded	Size	Download
JOB_AID_Liaison Officer_Dec 14 '09.doc	LNO Job Aid	Job Aid	2/7/2010	226 KB	Download
job_aid_psc_jul 09.doc	PSC Job Aid	Job Aid	7/30/2009	948 KB	Download
JOB_AID_Resource Unit Leader_Apr 2010.doc	RESL Job Aid	Job Aid	9/6/2011	964 KB	Download
JOB_AID_SITUATION UNIT LEADER_Dec 3 '13.doc	SITL Job Aid	Job Aid	12/3/2013	699 KB	Download
job_aid_fsc_jul 09.doc	FSC Job Aid	Job Aid	7/30/2009	737 KB	Download
job_aid_ic_jul 09.doc	IC Job Aid	Job Aid	7/30/2009	538 KB	Download
JOB_AID_Public Information Officer_Apr '12.doc	PIO Job Aid	Job Aid	6/26/2012	216 KB	Download
job_aid_lsc_jul 09.doc	LSC Job Aid	Job Aid	7/30/2009	455 KB	Download
job_aid_ops_jul 09.doc	OPS Job Aid	Job Aid	7/30/2009	965 KB	Download
JOB_AID_Environmental Unit Leader_Oct 19 '11.doc	ENM Job Aid	Job Aid	10/18/2011	477 KB	Download
job_aid_en_jul 09.doc	SO Job Aid	Job Aid	7/30/2009	756 KB	Download



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Key ICS Forms

◆ The key ICS forms the Operations Section Chief is most involved with include:

- Incident Briefing Form, ICS-201
- Work Analysis Matrix, ICS-234
- Operational Planning Worksheet, ICS-215
- Situation Report (SitRep)
- Operational Risk Assessment Worksheets, ICS-215A
- Incident Action Plan
- Unit Log, ICS-214
- Resource Request, ICS-213 RR

◆ Let's focus on the ICS Form 213RR-EPA

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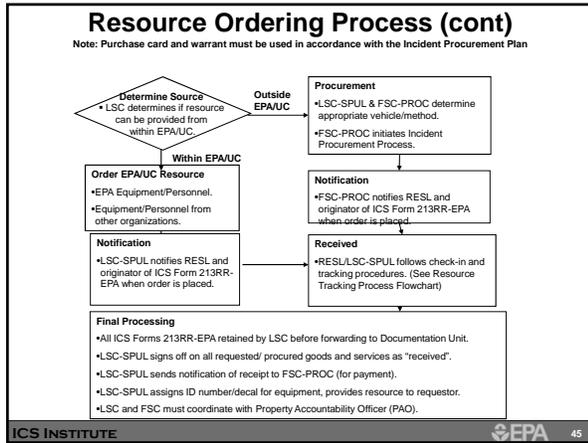
Questions?

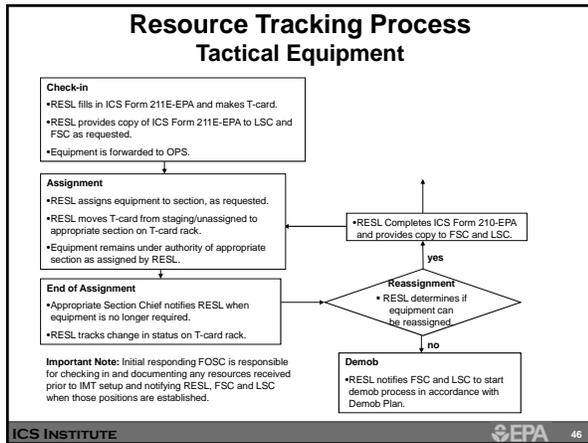
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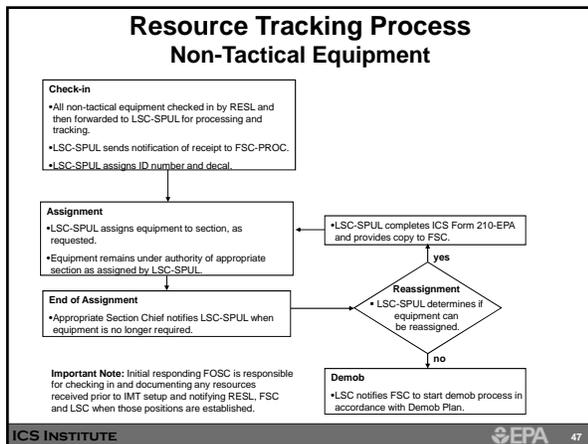
Resource Ordering Process:

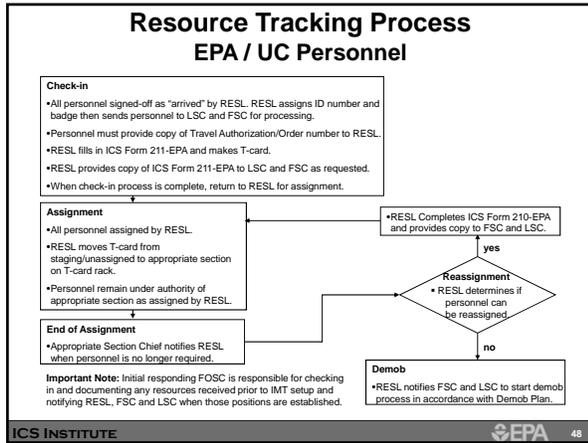
ICS Form 213RR-EPA

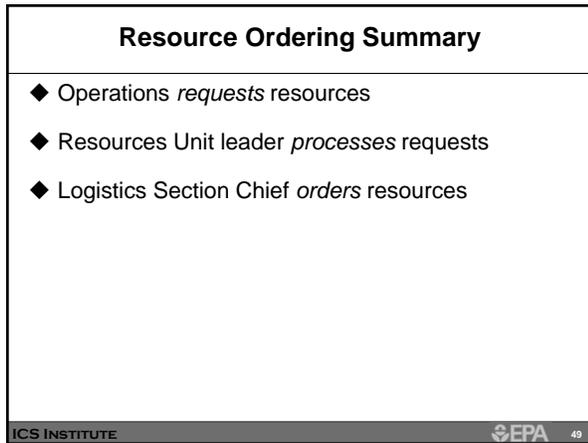
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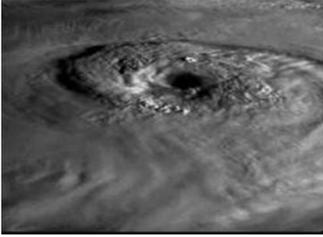


In Review	
<ul style="list-style-type: none">◆ The IMH is designed to serve as a reference guide for personnel working within an ICS in the field during an emergency response◆ The IMH is intended to be used in conjunction with other tools, including position-specific job aids◆ Effective and efficient resource management requires understanding and utilizing ICS Form 213RR-EPA	
ICS INSTITUTE	EPA 51

<p>Questions?</p>	
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Unit 2 Topic 1

Management Cycle



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Unit Objectives

- I. Identify the Incident Command System 14 Management Characteristics
- II. Describe the Management Cycle
- III. Describe the Emergency Management Cycle
- IV. Understand Operational Period Planning

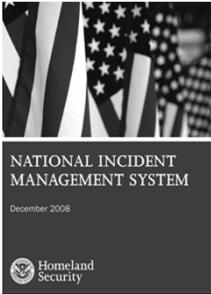
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I. Management Characteristics

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Management Characteristics

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



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Management Characteristics (continued)

- Unified Command
- Accountability
- Dispatch/Deployment
- Information and Intelligence Management

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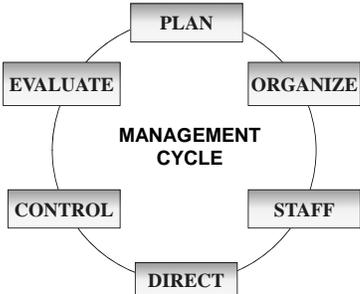
Questions?

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II. Management Cycle

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Management Cycle



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Importance of the Management Cycle

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



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Features of Elements of the Management Cycle

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

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Planning

- ◆ Planning bridges the gap from where we are to where we want to go.
- ◆ Importance of Planning:
 - Provides direction
 - Reduces the risks of uncertainty
 - Reduces overlapping and wasteful activities



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Planning (cont)

- ◆ Importance of Planning (continued):
 - Promotes innovative ideas
 - Facilitates decision-making
 - Establishes standards for controlling



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Features of Planning

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



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Planning Process

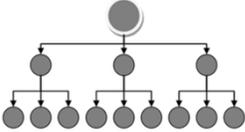
- ◆ Establishment of objectives
- ◆ Establish assumptions upon which alternatives are based
- ◆ Identify alternative courses of action
- ◆ Select an alternative
- ◆ Develop and implement alternative
- ◆ Monitor/evaluate



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Types of Plans

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



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Discussion Question

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

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

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Organizing

◆ Organizing is the process of defining and grouping activities and establishing authority relationships among them to attain organizational objectives

◆ Importance of organizing:

- Gain benefit of specialization
- Provides for optimum utilization of resources
- Helps in effective and efficient organizational activities



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Organizing (continued)

◆ Importance of organizing (continued):

- Provides channels for expansion and growth
- Achieves coordination among different departments
- Creates scope for new change

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Organizing Process

- Division of work
- Departmentalization
- Linking departments
- Assigning duties
- Defining hierarchal structure



ICS INSTITUTE  18

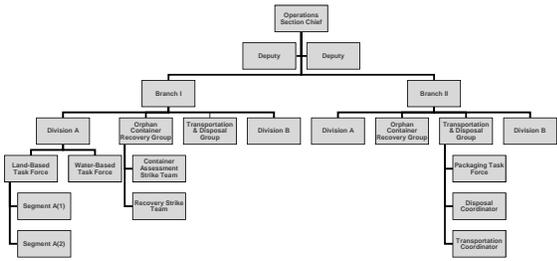
Organizational Structure

- ◆ Line Structure
- ◆ Line and Staff Structure
- ◆ Functional Structure
- ◆ Division Structure



ICS INSTITUTE  19

Operations Section



ICS INSTITUTE  20

Discussion Question

How have you approached accomplishing emergency response tasks?

Would your approach be different when accomplishing removal actions?

ICS INSTITUTE  21

Staffing

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



ICS INSTITUTE  22

Staffing Process

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



ICS INSTITUTE  23

EPA Incident Command System Training, Qualifications, and Certification Standards

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

EPA ORDER

Order Number: 761-2015
Approved Date: 08/17/2015

EPA Incident Command System Training, Qualifications, and Certification Standards

Purpose of the Order: This order is established by EPA to ensure the personnel who are assigned incident roles, or positions, specified in 40 CFR are appropriately trained, qualified and certified to perform the duties of those positions.

Scope and Applicability: In support of Agency responsibilities for nationally significant incidents, this order will ensure EPA incident response is consistent with the National Incident Management System (NIMS). One of the requirements of the NIMS is to provide and maintain personnel for the performance of positions in a wide variety of settings. This document provides the minimum qualifications for these positions.

Background: In February 2005, the Department of Homeland Security (DHS) National Incident Management System (NIMS) Incident Response and Management Plan was published. This document outlines the NIMS Incident Response and Management Plan. The NIMS Incident Response and Management Plan is a key component of the NIMS Incident Response and Management Plan. EPA's response to this document is to ensure that EPA personnel are trained, qualified and certified to perform the duties of those positions. EPA's response to this document is to ensure that EPA personnel are trained, qualified and certified to perform the duties of those positions.

ICS INSTITUTE EPA 24

Key Leadership Positions

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

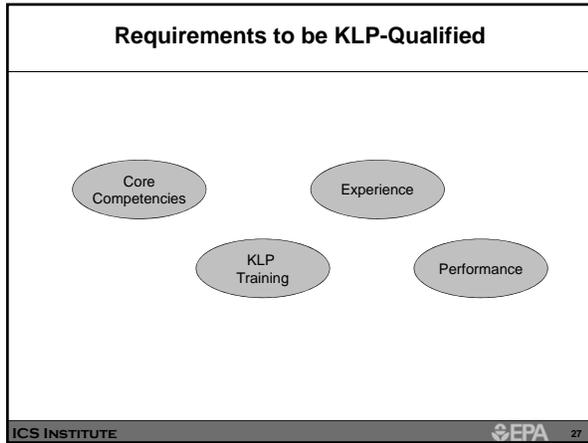
ICS INSTITUTE EPA 25

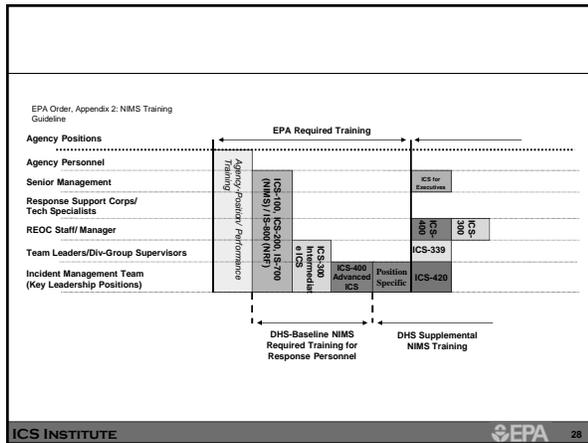
Components of ICS Training Program Process

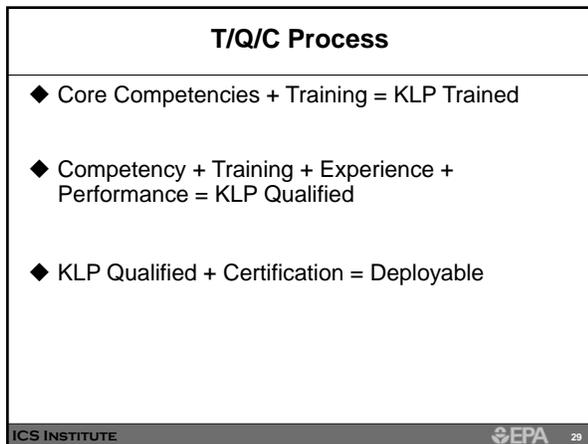
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graph TD
    A(Training) --> B(Qualification)
    B --> C(Certification)
    C --> D(Maintenance)
    
```

ICS INSTITUTE EPA 26







Discussion Question

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

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

ICS INSTITUTE  30

Directing

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



ICS INSTITUTE  31

Importance of Directing

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



ICS INSTITUTE  32

Elements of Direction

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



ICS INSTITUTE  33

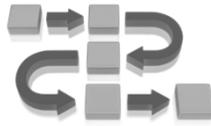
Discussion Question

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

ICS INSTITUTE  34

Controlling

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



ICS INSTITUTE  35

Features of Controlling

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



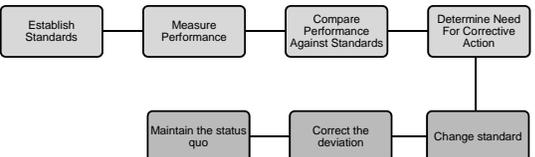
ICS INSTITUTE  36

Types of Control

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

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Steps in Control Process



```
graph LR; A[Establish Standards] --> B[Measure Performance]; B --> C[Compare Performance Against Standards]; C --> D[Determine Need For Corrective Action]; D --> E[Change standard]; D --> F[Correct the deviation]; E --> G[Maintain the status quo]; F --> G;
```

ICS INSTITUTE  38

Discussion Question

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

ICS INSTITUTE  39

Evaluation

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



ICS INSTITUTE  40

Key Elements of Evaluation

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



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Questions to Consider

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



ICS INSTITUTE  42

Discussion Question

(insert evaluation question)
Provide an example of how
evaluation during an emergency
response modified your actions?
Tactical? Financial? Staffing?

ICS INSTITUTE  43

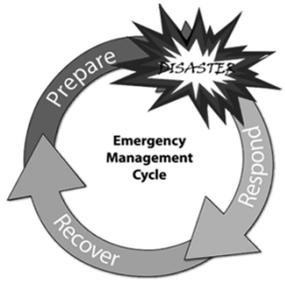
Questions?

ICS INSTITUTE  44

III. Emergency Management Cycle

ICS INSTITUTE  45

Emergency Management Cycle



ICS INSTITUTE  46

Emergency Management Cycle
(continued)

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

ICS INSTITUTE  47

Questions?

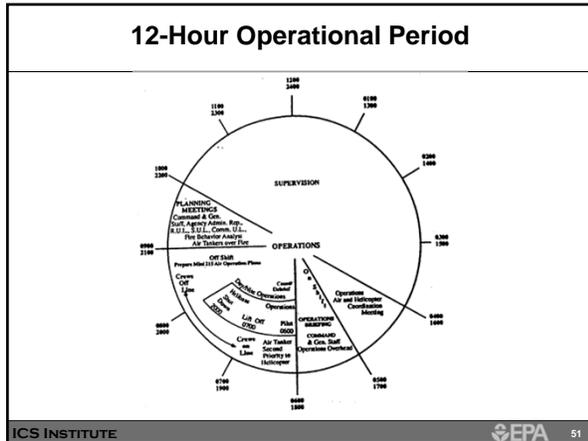
ICS INSTITUTE  48

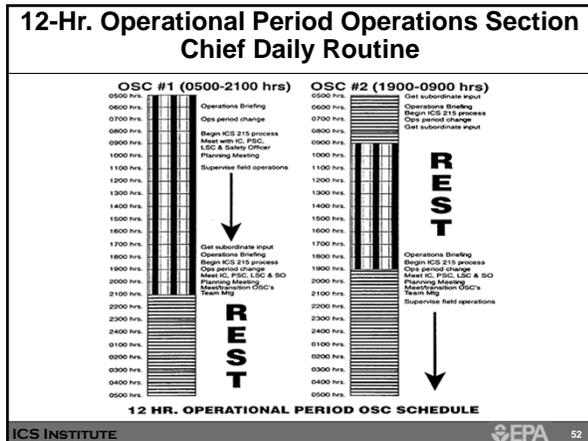
IV. Operational Period Planning

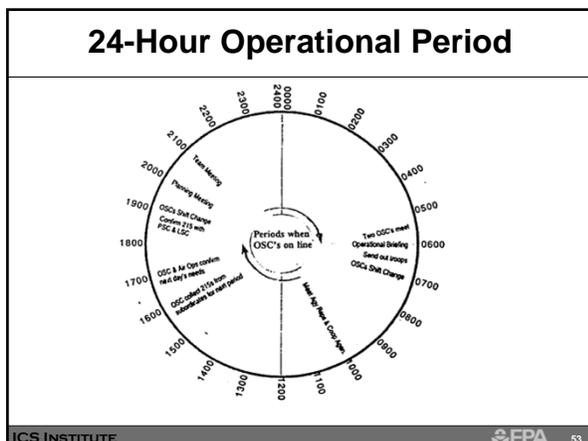
ICS INSTITUTE  49

Operational Period Planning Cycle: The Planning "P"

ICS INSTITUTE  50







Questions?

ICS INSTITUTE  57

Unit 2 Topic 2

Information Gathering



ICS INSTITUTE  0

Objectives

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

ICS INSTITUTE  1

Why Gather Information?

- ◆ Understand the incident
- ◆ Situational awareness





ICS INSTITUTE  2

Why Gather Information?



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



ICS INSTITUTE  3

Why Gather Information? (continued)

- ◆ Reduce uncertainty
- ◆ Maintain flow of information



ICS INSTITUTE  4

Questions?

ICS INSTITUTE  5

Sources of Information

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

ICS INSTITUTE  6

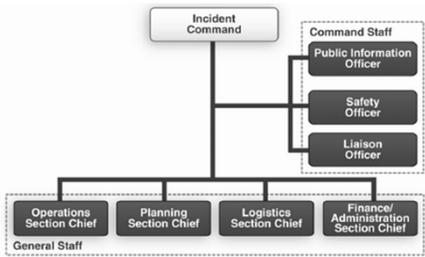
**Sources of Information
(continued)**

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

ICS INSTITUTE  7

**Sources of Information
(continued)**

- ◆ Collect information from other command and general staff organizations



```
graph TD; IC[Incident Command] --- CS[Command Staff]; IC --- GS[General Staff]; subgraph CS; CS1[Public Information Officer]; CS2[Safety Officer]; CS3[Liaison Officer]; end; subgraph GS; GS1[Operations Section Chief]; GS2[Planning Section Chief]; GS3[Logistics Section Chief]; GS4[Finance/Administration Section Chief]; end;
```

ICS INSTITUTE  8

Sources of Information (continued)

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

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

ICS INSTITUTE 9

Sources of Information (continued)

- ◆ Other Federal Agencies
- ◆ Natural Resource Trustees

ICS INSTITUTE 10

Sources of Information (continued)

- ◆ Natural Resource Trustees (continued)

NEW MEXICO OFFICE OF NATURAL RESOURCES TRUSTEE

ICS INSTITUTE 11

**Sources of Information
(continued)**

◆ Natural Resource Trustees (continued)



ICS INSTITUTE  12

**Sources of Information
(continued)**

◆ State and Local Agencies

◆ Non-governmental Entities



ICS INSTITUTE  13

Questions?

ICS INSTITUTE  14

Practical Considerations for Gathering Information

Get out of the building and into the field!



ICS INSTITUTE  15

Practical Considerations for Gathering Information (continued)

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



ICS INSTITUTE  16

Practical Considerations for Gathering Information (continued)

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



ICS INSTITUTE  17

Practical Considerations for Gathering Information (continued)

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



ICS INSTITUTE  18

Practical Considerations for Gathering Information (continued)

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



ICS INSTITUTE  19

Practical Considerations for Gathering Information (continued)

- ◆ Ensure the welfare of field personnel



ICS INSTITUTE  20

Practical Considerations for Gathering Information (continued)

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



ICS INSTITUTE  21

Practical Considerations for Gathering Information (continued)

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



ICS INSTITUTE  22

Practical Considerations for Gathering Information (continued)

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



ICS INSTITUTE  23

Practical Considerations for Gathering Information (continued)

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



ICS INSTITUTE  24

In Review

- ◆ Understand and appreciate why information is gathered
- ◆ Listed potential sources of information
- ◆ Identified practical considerations associated with gathering information

ICS INSTITUTE  25

Questions?

ICS INSTITUTE  26

Unit 2 Topic 3

Strategy and Planning



Unit Objectives

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



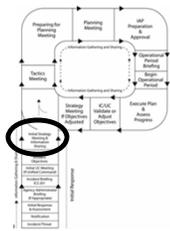
Strategy

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



Strategy Meeting

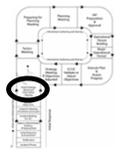
- ◆ Not a 'box' in the standard planning P
- ◆ Discuss and agree upon Incident Objectives
- ◆ Broad Plan
 - Reflect the priorities and constraints developed by the Incident Commander/Unified Command



ICS INSTITUTE EPA 3

Strategy Meeting (cont)

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



ICS INSTITUTE EPA 4

Operations Section Chief's Role in the Strategy Meeting

- ◆ Be well prepared

Present summary of current situation:

- Review:

– Size / scope of incident	– Safety issues; risk vs. benefit
– Resources needed	– Expected duration / time frames to incident conclusion
– Anticipated problems	

May be expected to present alternatives

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Planning

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

ICS INSTITUTE  9

Planning Meeting

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



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Operations Section Chief's Role Prior to the Planning Meeting

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

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OPS Responsibilities
For Development of Incident Action Plan (cont)

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

ICS INSTITUTE  21

Operations Section Chief
Monitors the Incident Action Plan for:

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

ICS INSTITUTE  22

End Unit 2 Topic 3

Strategy and Planning

ICS INSTITUTE  23

Objectives
<ul style="list-style-type: none">◆ Understand and appreciate why information is gathered ◆ List potential sources of information ◆ Identify practical considerations associated with gathering information
ICS INSTITUTE  24

Unit 2 Topic 4

Contingency Planning

ICS INSTITUTE  0

OBJECTIVES

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

ICS INSTITUTE  1

I. The Purpose of Contingency Planning

ICS INSTITUTE  2

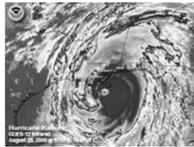
Issues Related to Emergency Incidents

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



What is Contingency Planning?

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



Why Conduct Contingency Planning?

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



Contingency Planning as Differentiated from Routine Operations Section Planning

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



Contingency Planning as Differentiated from Special Operations Planning

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



DANGER
EXPLOSIVES



Questions?

ICS INSTITUTE  9

II. Contingency Planning and Coordination

ICS INSTITUTE  10

Questions to Consider When Developing Contingency Plans

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



ICS INSTITUTE  11

Questions to Consider When Developing Contingency Plans (continued)

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



ICS INSTITUTE  12

Who Should Be Involved in the Contingency Planning Process?

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



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Principles of Planning

- ◆ Clarity
- ◆ Flexibility
- ◆ Information
- ◆ Continuity
- ◆ Coordination
- ◆ Evaluation



ICS INSTITUTE  14

Barriers to Coordination

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

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Barriers to Coordination
(continued)

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

ICS INSTITUTE  16

Questions?

ICS INSTITUTE  17

III. Contingency Planning Process

ICS INSTITUTE  18

Contingency Planning Process



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

ICS INSTITUTE  19

A. Gather Information

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

ICS INSTITUTE  20

Gather Information
(continued)

◆ Special Teams



ICS INSTITUTE  21

Information Gathering
(continued)

◆ Federal, State, and Tribal Trustees



ICS INSTITUTE  22

Gather Information
(continued)

◆ Laws, Regulations, Policy, Guidance

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

ICS INSTITUTE  23

Gather Information
(continued)

◆ Practical Considerations:

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



ICS INSTITUTE  24

Gather Information
(continued)

◆ Practical Considerations (continued):

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

ICS INSTITUTE  25

B. Perform Threat Analysis

◆ Utilize Technical Specialists

- Has this event occurred before?
- Are there pre-existing plans?

◆ Map potentially threatened areas based on your survey and the anticipated weather

◆ Meteorologists and other experts may develop potential spread models or scenarios

◆ Determine the probability of the event occurring based on the intelligence gathered

ICS INSTITUTE  26

Threat Analysis
(continued)

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

ICS INSTITUTE  27

Threat Analysis
(continued)

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

ICS INSTITUTE  28

C. Develop the Contingency Plan

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

ICS INSTITUTE  29

Steps in Developing the Contingency Plan

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

ICS INSTITUTE  30

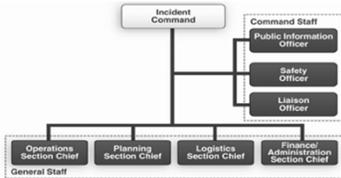
Steps in Developing the Contingency Plan (continued)

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

ICS INSTITUTE  31

Steps in Developing the Contingency Plan (continued)

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



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Steps in Developing the Contingency Plan
(continued)

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



ICS INSTITUTE  33

Steps in Developing the Contingency Plan
(continued)

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

ICS INSTITUTE  34

D. Implement the Contingency Plan

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

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Monitor/Evaluate the Contingency Plan

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



Monitor/Evaluate the Contingency Plan (continued)

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

Monitor/Evaluate the Contingency Plan (continued)

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



In Review

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

ICS INSTITUTE  39

Questions?

ICS INSTITUTE  40

End Unit 2 Topic 4

Contingency Planning

ICS INSTITUTE  41

Unit 2 Topic 5

Demobilization

ICS INSTITUTE  0

Objectives

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

ICS INSTITUTE  1

Demobilization

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

ICS INSTITUTE  2

**Demobilization
(continued)**



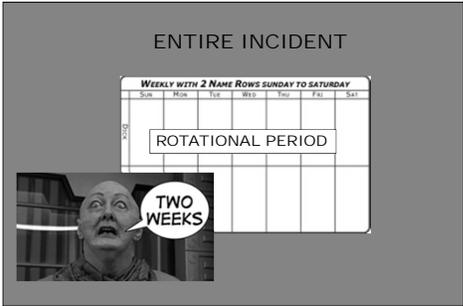
Personnel



Equipment

ICS INSTITUTE  3

**Demobilization
(continued)**



ENTIRE INCIDENT

WEEKLY WITH 2 NAME ROWS SUNDAY TO SATURDAY

Sun	Mon	Tue	Wed	Thu	Fri	Sat

ROTATIONAL PERIOD

TWO WEEKS

ICS INSTITUTE  4

**Demobilization
(continued)**

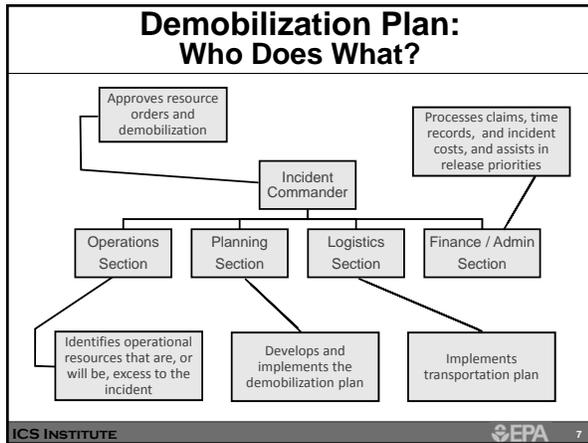


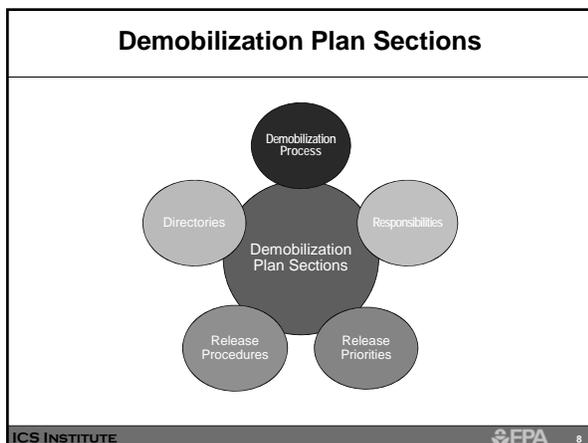
What challenges are related to demobilization?

ICS INSTITUTE  5

Questions?

ICS INSTITUTE  6





Operations Section Chief's Responsibilities in Demobilization Planning

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



ICS INSTITUTE  9

Operations Section Chief's Responsibilities in Demobilization Planning (continued)

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



ICS INSTITUTE  10

Questions?

ICS INSTITUTE  11

Practical Considerations During Demobilization

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



Practical Considerations During Demobilization (continued)

- ◆ Coordinate demobilization with affected parties



Practical Considerations During Demobilization (continued)

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



Practical Considerations During Demobilization
(continued)

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



ICS INSTITUTE  15

Practical Considerations During Demobilization
(continued)

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



ICS INSTITUTE  16

Practical Considerations During Demobilization
(continued)

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



ICS INSTITUTE  17

In Review

- ◆ Described the demobilization process
- ◆ Described the components of the demobilization plan
- ◆ Identified the responsibilities of the Operations Section Chief in planning and implementing demobilization
- ◆ Identified practical considerations associated with demobilization

ICS INSTITUTE  18

Questions?

ICS INSTITUTE  19

Unit 3 Topic 1

Supervision & Communication



ICS INSTITUTE  0

Unit Objectives

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

ICS INSTITUTE  1

What Exactly is Supervision?

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

supervise [soo-per-vahyz] Show IPA/ 'su per v'vaz/ Show Spelled

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

ICS INSTITUTE  2

Supervision Styles

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



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

Supervision Styles (cont.)

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



Supervision Styles (cont.)

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



Supervision Styles (cont.)



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

ICS INSTITUTEEPA6

Supervision Styles (cont.)

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

ICS INSTITUTEEPA7

Supervision in the Field

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

ICS INSTITUTEEPA8

“Get Out There”!!!!



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



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

“Get Out There”!!! (Cont.)

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

“Get Out There”!!! (Cont.)

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



ICS INSTITUTE  12

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

◆ **Communication Skills: Upwards, Downwards, and Sideways**

◆ GET OUT INTO THE FIELD and meet with your PEOPLE!!!

◆ One to one or in group settings – be clear and concise, listen to their concerns/opinions

◆ Request feedback. This should be a team effort. Just know when you need to say “NO”

◆ Clarify, reiterate

ICS INSTITUTE  13

What makes a ‘good’ Operations Section Chief / Supervisor? (Cont.)

◆ Empower your staff to come up with solutions, to contribute, to make a positive difference in the outcome of the event

◆ Constantly re-evaluate the decisions / actions of the team.

- Keep what is working and throw out what isn't
- Let them know what you think is and isn't working

◆ Praise your staff in group settings when their decisions/deeds prove fruitful

◆ Instill a level of comfort and confidence so that staff feel that there is an open and inclusive environment for everyone

ICS INSTITUTE  14

What makes a 'good' Operations Section Chief / Supervisor? (Cont.)

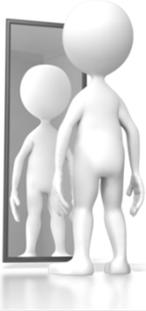
- ◆ Assign people to positions based on their expertise, their abilities and if possible, what they feel enthused to do. Some people just aren't a fit for certain positions
- ◆ MOTIVATE, MOTIVATE, MOTIVATE. You are their cheerleader!!
- ◆ Make them laugh!!! They will want to attend the meeting just to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



ICS INSTITUTE  15

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

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



ICS INSTITUTE  16

Self Evaluation (Cont.)

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

ICS INSTITUTE  17

Self Evaluation (Cont.)

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

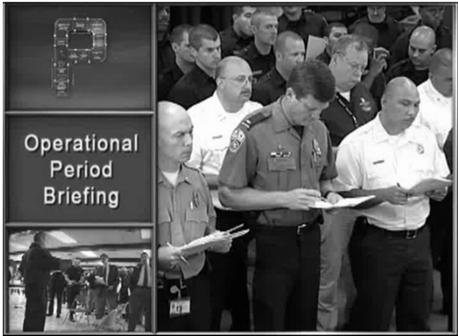
Best Practices for Meetings/Briefings

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

Best Practices for Meetings/Briefings (cont)

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

Operations Briefing Video



Operations Briefing Checklist

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



ICS INSTITUTE  22

Operations Briefing Checklist (cont)

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

ICS INSTITUTE  23

Planning Meeting: Situation Update



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

OPS Role During the Planning Meeting

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

“Things to remember”



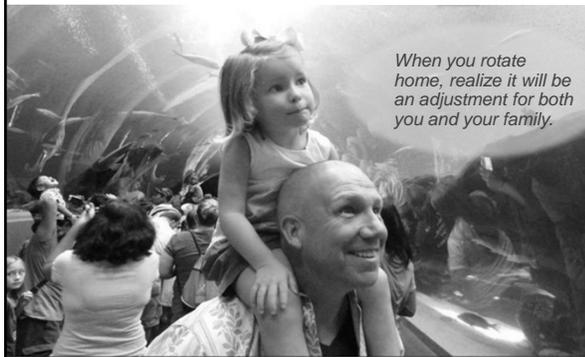
Treat your staff the way YOU want to be treated because YOU very well may be working for them at the next incident (or rotation).

“Things to remember”



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

“Things to remember”



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



Take care of their health.







“Things to remember”



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

ICS INSTITUTE  33

“Things to remember”



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

ICS INSTITUTE  34



35



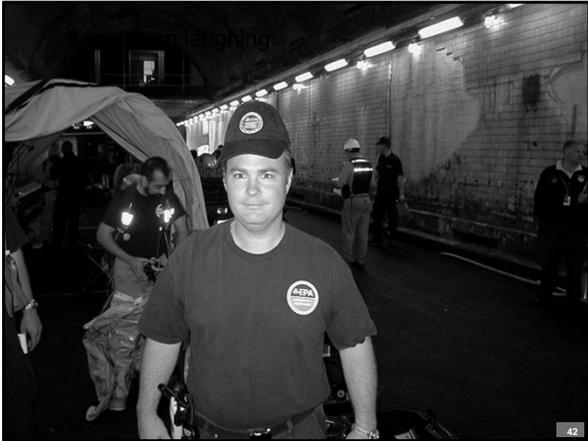


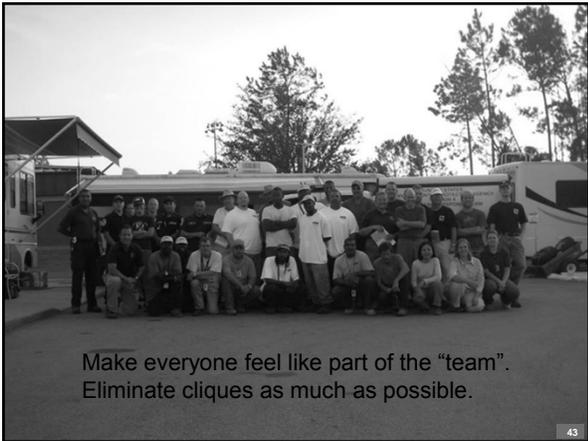














Move quickly to normalize your staff's environment – get them connected!!



ICS INSTITUTE EPA 45

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



46

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



47

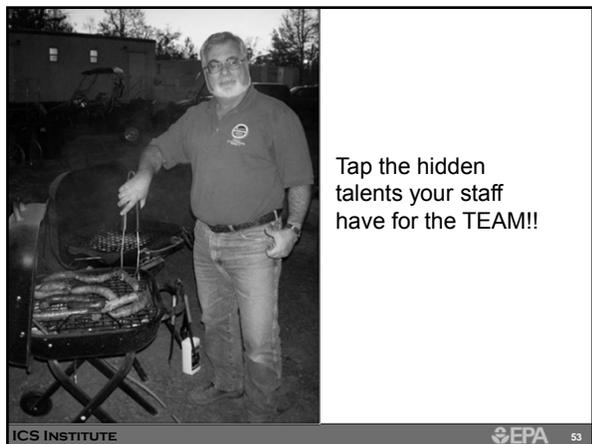












Reach out to the community and they will reach back



54

If given the opportunity,
introduce staff to
incoming VIPS.



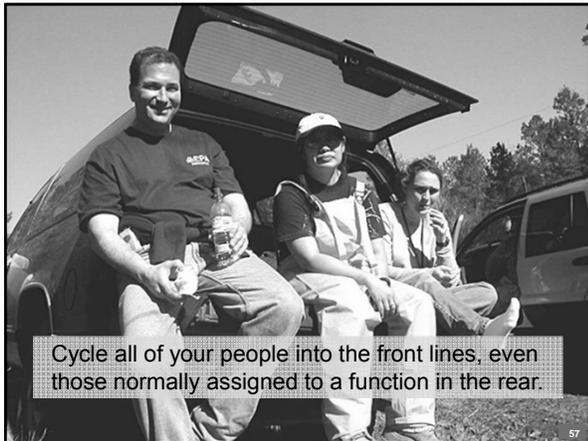
ICS INSTITUTE

EPA 55

.....and brag about them in front of the team!!!



56









Review

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

ICS INSTITUTE  61

End Unit 3 Topic 1

Supervision & Communication

Questions?

ICS INSTITUTE  62

Unit 3 Topic 2

Managing and Adjusting the Operations Section

ICS INSTITUTE  0

Module Objectives

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

ICS INSTITUTE  1

Operations Section Chief

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

ICS INSTITUTE  2

Planning Considerations

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

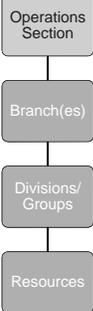
ICS INSTITUTE  3

Manageable Span of Control

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

ICS INSTITUTE  4

Major Organizational Elements Used to Maintain Span of Control



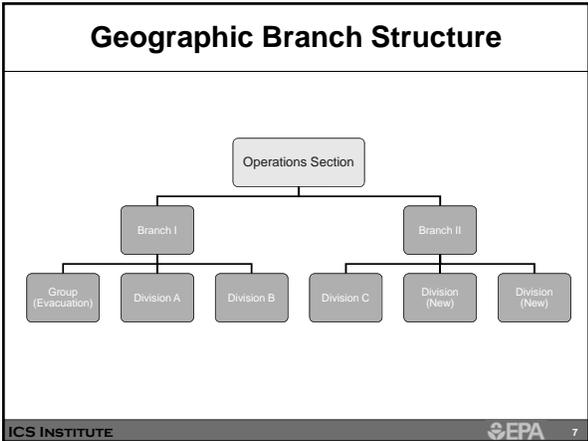
```
graph TD; A[Operations Section] --- B[Branch(es)]; B --- C[Divisions/Groups]; C --- D[Resources];
```

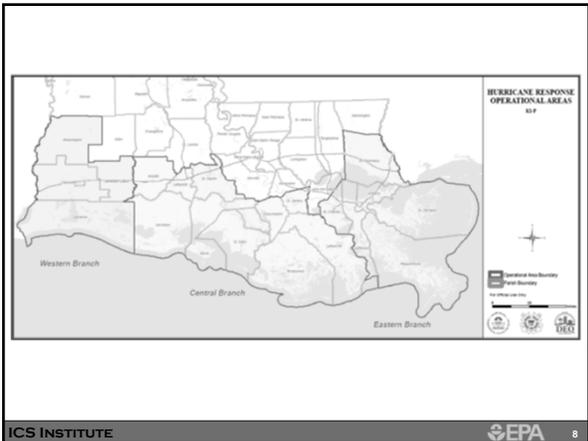
ICS INSTITUTE  5

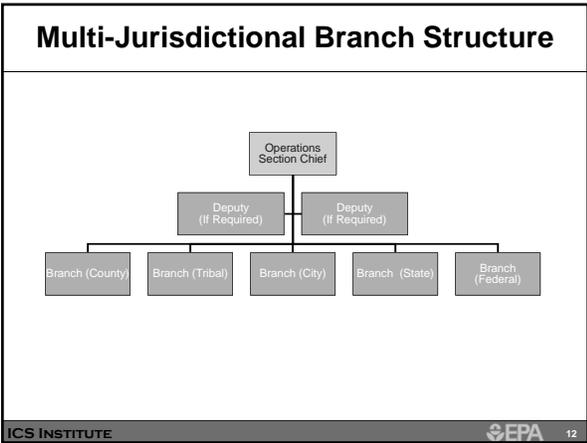
I. Branches

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

ICS INSTITUTE  6



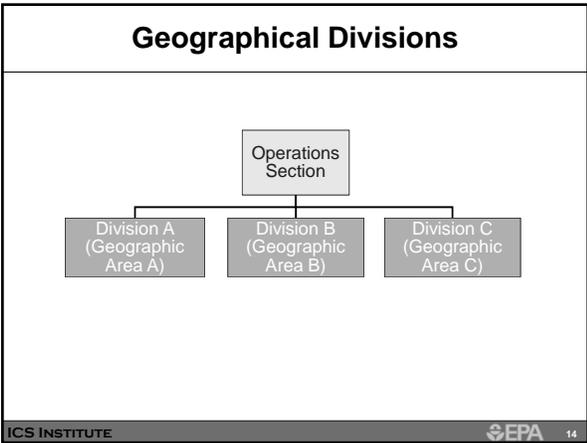


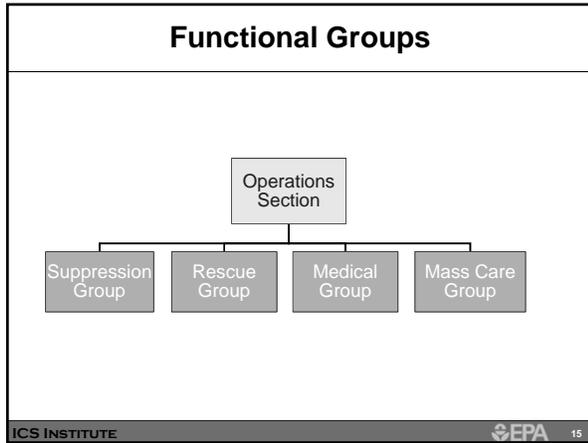


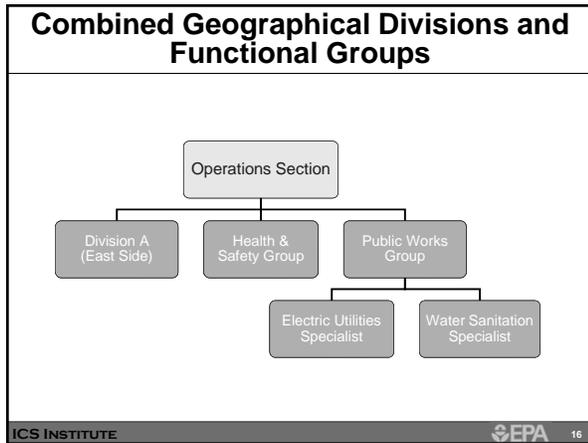
II. Divisions and Groups

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

ICS INSTITUTE 13







III. Resources

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

- Single Resources
- Task Forces
- Strike Teams

ICS INSTITUTE 17

Single Resources

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

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

ICS INSTITUTE 18

Task Forces

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

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

ICS INSTITUTE 19

Strike Teams

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

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

ICS INSTITUTE 20

Managing
 The Operations Section
ICS INSTITUTE  21

Operations Section: Expanding and Contracting
<ul style="list-style-type: none">◆ Be flexible - adapt the approach and structure to the size and complexity of the incident◆ Coordinate and communicate with others – maintain a constant flow of information◆ Coordinate with IC/UC in advance of change◆ Notify incident and subordinate personnel of change◆ Monitor any changes◆ Contingency plan
ICS INSTITUTE  22

What may Cause Adjustments?
<ul style="list-style-type: none">◆ Lifesaving and Safety◆ Present tactical activities are ineffective◆ Resource availability/capability◆ Significant events<ul style="list-style-type: none">▪ Intense media and public scrutiny▪ Political, legislative, and agency ramifications◆ Cost
ICS INSTITUTE  23

An Operations Section Chief

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

```
graph TD; OSC[Operations Section Chief] --- VTO[Vacuum Truck Operator]; OSC --- START[START]; OSC --- NRDA[NRDA Specialist];
```

ICS INSTITUTE 24

The Operations Section

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

```
graph TD; OSC[Operations Section Chief] --- RG[Recovery Group]; OSC --- SAMG[START Air Monitoring Group]; OSC --- NRDA[NRDA Group]; OSC --- SSG[START Sampling Group]; OSC --- TDS[T & D Specialist];
```

ICS INSTITUTE 25

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

```
graph TD; OSC[Operation Section Chief] --- NRDA[NRDA Group]; OSC --- WB[West Branch]; OSC --- EB[East Branch]; OSC --- TDT[T & D Group]; WB --- WRG[Recovery Group]; WB --- WSAMG[Sampling Group]; WB --- WMG[Monitoring Group]; EB --- ERG[Recovery Group]; EB --- ESAMG[Sampling Group]; EB --- EMG[Monitoring Group];
```

ICS INSTITUTE 26

Span of Control

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

```

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

ICS INSTITUTE EPA 27

Air Operations Branch

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

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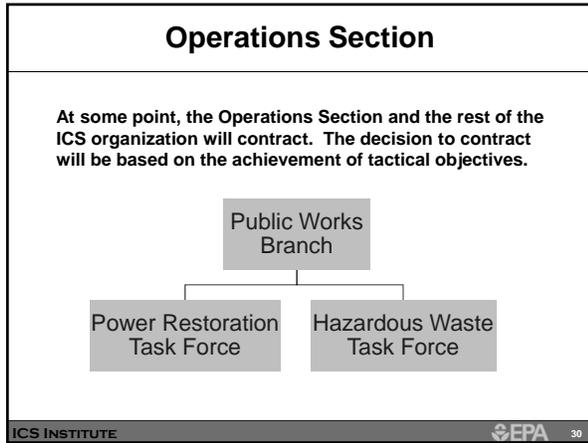
    graph TD
      OSC[Operations Section Chief] --> AOD[Air Operations Branch Director]
      AOD --> ASGS[Air Support Group Supervisor]
      AOD --> ATGS[Air Tactical Group Supervisor]
      ASGS --> HBM[Helibase(s) Manager]
      ASGS --> FWBM[Fixed-Wing Base(s) Manager]
      HBM --> HSM[Helispot/Helispot Manager]
      ATGS --> HC[Helicopter Coordinator]
      ATGS --> FWC[Fixed-Wing Coordinator]
      HC --> H[Helicopters]
      FWC --> FWA[Fixed-Wing Aircraft]
    
```

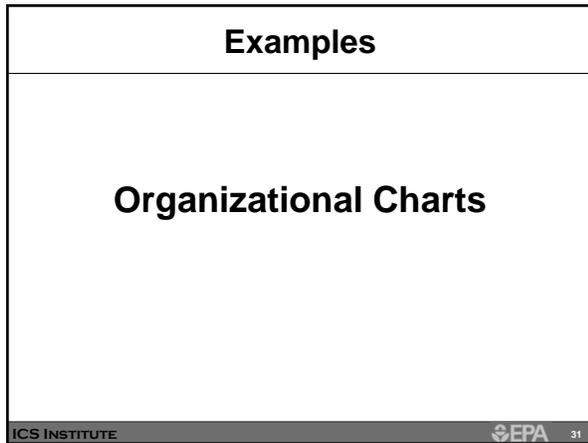
ICS INSTITUTE EPA 28

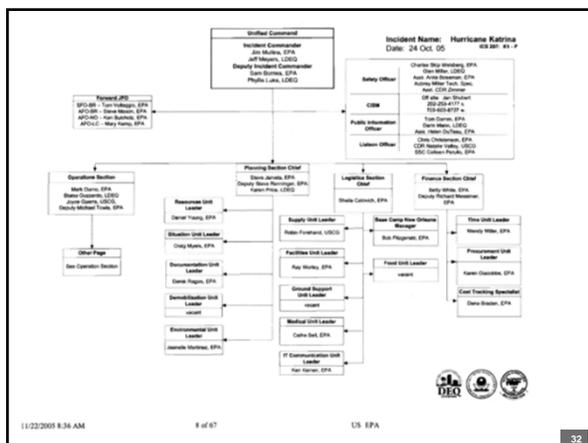
Incident Locations and Facilities

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

ICS INSTITUTE EPA 29







In Review

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

ICS INSTITUTE  36

Questions?

ICS INSTITUTE  37

Unit 4 Topic 1

Coordination

ICS INSTITUTE  0

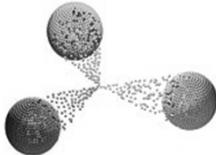
Unit Objectives

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

ICS INSTITUTE  1

Coordination Challenges

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



ICS INSTITUTE  2

Coordination Challenges
(continued)

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



ICS INSTITUTE  3

Coordination Challenges
(continued)

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



ICS INSTITUTE  4

Coordination Challenges
(continued)

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



ICS INSTITUTE  5

Coordination Challenges (continued)

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



ICS INSTITUTE  6

Coordination Challenges (continued)

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



ICS INSTITUTE  7

Questions?

ICS INSTITUTE  8

Communication and Coordination with Command and General Staff

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

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Command and General Staff Coordination

Tri-County Flood ICS Organization

Unified Command/MAC

Initial Action – First 72 Hours

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Command and General Staff Coordination (cont)

Tri-County Flood ICS Organization

Area Command/MAC

Extended Action

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Questions?

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**Operations Section
Communication and Coordination**

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



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**Operations Section Communication and
Coordination (continued)**

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



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Questions?

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External Interaction with Others

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



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External Interaction with Others
(continued)

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



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Questions?

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Significant Events Affecting Coordination and Cooperation

- ◆ Increasing incident complexity
- ◆ Intense media and public scrutiny
- ◆ Life, health, and safety issues
- ◆ Political, legislative, and agency ramifications



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In Review

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

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Questions?

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