

FOUNTAIN OFFICE OF EMERGENCY MANAGEMENT (OEM)



COFFEE BREAK TRAINING

Coffee Break Training #2

Topic: The ICS Features and Principles

Learning Objectives: ICS management principles and ICS core system features.

Making ICS Work

The features and principles used to manage an incident differ from day-to-day management approaches. Effective incident management relies on a tight command and control structure. Although information is exchanged freely through the ICS structure, strict adherence must be paid to top-down direction.

To make ICS work, each of us must commit to following this command and control approach.

ICS Features

ICS is based on proven management principles, which contribute to the strength and efficiency of the overall system.

ICS principles are implemented through a wide range of management features including the use of common terminology and plain language, and a modular organizational structure.

Common Terminology and Clear Text

The ability to communicate within the ICS is absolutely critical. During an incident:

- Communications should be in plain English or clear text.
- Do not use radio codes, institution-specific codes, or jargon. Why Plain English?

Why Plain English?

The following meanings of a common acronym illustrate the importance of using clear text.

EMT = Emergency Medical Treatment
EMT = Emergency Medical Technician
EMT = Emergency Management Team
EMT = Eastern Mediterranean Time (GMT+0200)
EMT = Effective Methods Team
EMT = Effects Management Tool
EMT = El Monte, CA (airport code)
EMT = Electron Microscope Tomography
EMT = Email Money Transfer

Command Definition

The National Incident Management System defines **command** as the act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

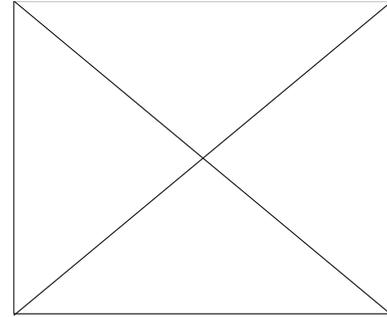
At an incident scene, the Incident Commander has the authority to assume command.

The Incident Commander should have the level of training, experience, and expertise to serve in this capacity. It is quite possible that the Incident Commander may not be the highest ranking official on scene.

Chain of Command

Chain of command is an orderly line of authority within the ranks of the incident management organization. Chain of command:

- Allows an incident manager to direct and control the actions of all personnel under his or her supervision.
- Avoids confusion by requiring that orders flow from supervisors.



Chain of command does not prevent personnel from directly communicating with each other to ask for or share information.

Unity of Command

Under unity of command, personnel:

- Report to only one ICS supervisor.
- Receive work assignments only from their ICS supervisors.

Transfer of Command

The process of moving the responsibility for incident command from one Incident Commander to another is called transfer of command. Transfer of command may take place when:

- A more qualified Incident Commander arrives and assumes command. For example, a faculty member might act as the initial incident commander for an explosion in a science lab, but would then relinquish command to a more qualified Incident Commander when firefighters arrive.
- A jurisdiction or agency is legally required to take command. For example, the Federal Bureau of Investigation (FBI) is legally required to take the lead for investigations of terrorist incidents.
- The incident changes in complexity. For example, an incident might start on campus, but spread into the surrounding community, affecting multiple jurisdictions, institutions, or agencies.

- The current Incident Commander needs to rest. On long or extended incidents, there is normally turnover of personnel to accommodate work/rest requirements.

The transfer of command process always includes a transfer of command briefing, which may be oral, written, or a combination of both.

Incident Management Roles (1 of 2)

The Incident Commander is the primary person in charge at the incident. In addition to managing the incident scene, he or she must keep officials in the Executive Policy Group informed and up to date on all important matters pertaining to the incident.

The ICS hierarchy of command must be maintained and not even executives and senior officials can bypass the system.

Incident Management Roles (2 of 2)

The executives/senior officials (Provost, Chancellor, President, etc.) are accountable for the incident. Along with this responsibility, by virtue of their position, these individuals have the authority to make policy decisions, commit resources, obligate funds, and obtain the resources necessary to protect the students and facilities. They delegate authority to the Incident Commander.

Having the responsibility does not mean that the Executive Policy Group assumes a command role over the on-scene incident operation. Rather, the Executive Policy Group:

- Provides policy guidance on priorities and objectives based on situational needs and the Emergency Operations Plan.
- Oversees resource coordination and support to the on-scene command from an Operations Center.

Emergency Operations Center (1 of 2)

The Executive Policy Group may convene at the Emergency Operations Center (EOC), which is activated to support the on-scene response during an escalating incident by relieving the burden of external coordination and securing additional resources.

An EOC is:

- A physical location.
- Staffed with personnel trained for and authorized to represent their agency/discipline.
- Equipped with mechanisms for communicating with the incident site and obtaining resources and potential resources.
- Managed through protocols.
- Applicable at different levels of government.

Management by Objectives

Incident objectives are used to ensure that everyone within the ICS organization has a clear understanding of what needs to be accomplished.

Incident objectives are established based on the following priorities:

1. Life Safety
2. Incident Stabilization
3. Property Preservation

ICS Organization

The ICS organization is unique but easy to understand. There is no correlation between the ICS organization and the administrative structure of any single agency or jurisdiction. This is deliberate, because confusion over different position titles and organizational structures has been a significant stumbling block to effective incident management in the past.

For example, someone who serves as a director every day may not hold that title when deployed under an ICS structure.

Modular Organization

The ICS organizational structure:

- Develops in a top-down, modular fashion that is based on the size and complexity of the incident.
- Is determined based on the incident objectives and resource requirements. Only those functions or positions necessary for a particular incident are filled.
- Expands and contracts in a flexible manner. When needed, separate functional elements may be established.
- Requires that each element have a person in charge.

Reliance on an Incident Action Plan

Every incident must have an Incident Action Plan (IAP) that:

- Specifies the incident objectives.
- States the activities to be completed.
- Covers a specified timeframe, called an operational period.
- May be **oral or written**—except for hazardous materials incidents, which require a written IAP.

Elements of an Incident Action Plan

Every IAP must have four elements:

- What do we want to do?
- Who is responsible for doing it?
- How do we communicate with each other?
- What is the procedure if someone is injured?

The important part is having a plan and communicating it.

Manageable Span of Control

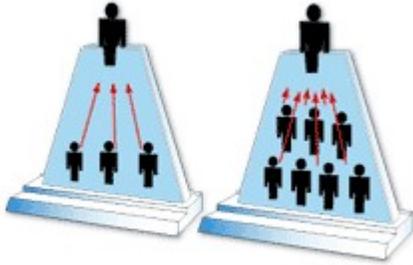


Another basic ICS feature concerns the supervisory structure of the organization. Maintaining adequate span of control throughout the ICS organization is very important.

Span of control pertains to the number of individuals or resources that one supervisor can manage effectively during an incident.

Maintaining an effective span of control is important at incidents where safety and accountability are a top priority.

Span of Control



The type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources all influence span of control considerations.

Effective span of control on incidents may vary from three to seven, and a ratio of one supervisor to five subordinates is recommended.

Accounting for Incident Resources

In ICS, resources refer to personnel, supplies, and equipment. During an incident, it is critical to know:

- What resources are needed and available.
- Where deployed resources are located.

Effective resource management ensures that response personnel are safe and incident objectives are achieved.

Resource Management

Resource management includes processes for:

- Categorizing resources.
- Ordering resources.
- Dispatching (activating) resources.
- Tracking resources.
- Recovering resources.

It also includes processes for reimbursement for resources, as appropriate.

Predesignated Incident Locations and Facilities

Incident activities may be accomplished from a variety of operational locations and support facilities.

The Incident Commander identifies and establishes needed facilities depending on incident needs. Standardized names are used to identify types of facilities.

In order to integrate with community responders, it is important to be familiar with the standard ICS facilities.

In ICS, it is important to be able to identify the map symbols associated with the basic incident facilities. The map symbols used to represent each of the six basic ICS facilities are:

Incident Command Post



On a map, the ICP location appears as a blue and white square.

Staging Area



On a map, the Staging Area appears as a circle with an S in it.

Base



On a map, the Base appears as a circle with an B in it.

Camp, Helibase, and Helispot



H-3

Integrated Communications

A common communications plan is essential for ensuring that responders can communicate with one another during an incident.

The response to the Columbine school shooting incident was hampered by response agencies operating on radios set to different frequencies.

Prior to an incident, higher education institutions must work with local responders to ensure that communication equipment, procedures, and systems can operate together during a response (interoperable).

Information and Intelligence Management

The analysis and sharing of information and intelligence is an important component of ICS. Incident management must establish a process for gathering, sharing, and managing incident-related information and intelligence.

Intelligence includes other operational information that may come from a variety of different sources, such as:

- Risk assessments.
- Threats including potential for violence.
- Surveillance of disease outbreak.
- Weather forecasts.
- Structural plans and vulnerabilities

Accountability

Effective accountability during incident operations is essential. Individuals must abide by their institutional policies and guidelines and any applicable local, State, or Federal rules and regulations.

The following principles must be adhered to:

- **Check-In.** All responders must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
- **Incident Action Plan.** Response operations must be coordinated as outlined in the IAP.
- **Unity of Command.** Each individual will be assigned to only one supervisor.
- **Span of Control.** Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
- **Resource Tracking.** Supervisors must record and report resource status changes as they occur.

Dispatch/Deployment

As campus personnel, you should be mobilized or activated to join the incident response. Unless you must take an immediate life-saving action, you should not start responding without being deployed. The deployment process improves safety and cuts down on chaos.

After being deployed, your **first task is to check in and receive an assignment.**

After check-in, you will locate your incident supervisor and obtain your initial briefing. The briefings you receive and give should include:

- Current assessment of the situation.
- Identification of your specific job responsibilities.
- Identification of coworkers.
- Location of work area.
- Identification of break areas, as appropriate.
- Procedural instructions for obtaining needed resources.
- Operational periods/work shifts.
- Required **safety procedures** and Personal Protective Equipment (PPE), as appropriate