

FOUNTAIN OFFICE OF EMERGENCY MANAGEMENT (OEM)



COFFEE BREAK TRAINING

Coffee Break Training #5

Topic: Putting it all Together

Learning Objectives:

- You are personally ready to follow the ICS principles.
- Your institution is ready to implement ICS.

Assuming Accountability

ICS requires that you be accountable for:

- Abiding by policies, procedures, and guidelines.
- Working on objectives outlined in the Incident Action Plan.
- Ensuring Unity of Command and Chain of Command by taking directions from the incident supervisor.
- Managing your stress and being professional during the incident.

Dispatch/Deployment and Check-In

When an incident occurs, you must be mobilized or assigned to become part of the incident response. In other words, until you are mobilized to the incident organization, you remain in your everyday role.

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

Initial Briefing

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.

Recordkeeping

All incidents require some form of recordkeeping. Requirements vary depending upon the agencies involved and the nature of the incident. Below are general guidelines for incident recordkeeping:

- Print or type all entries.
- Enter dates by month/day/year format.
- Enter date and time on all forms and records. Use local time.
- Fill in all blanks. Use N/A as appropriate.
- Use military 24-hour time.

Lengthy Assignments

Many incidents last only a short time. However, if you were asked to deploy to support a lengthy assignment (e.g., Hurricane Katrina response) away from home you would need to prepare yourself and your family.

Have you:

- **Assembled a travel kit containing any special technical information (e.g., maps, manuals, contact lists, and reference materials)?**
- **Prepared personal items needed for your estimated length of stay, including medications, cash, credit cards, etc.?**
- **Made arrangements to take care of your personal and home matters?**

Demobilization

Resource demobilization occurs at the end of your assignment or when the incident is resolved. Before leaving an incident assignment, you should:

- Complete all tasks and required forms/reports.
- Brief replacements, subordinates, and supervisor.
- Evaluate the performance of subordinates.
- Follow check-out procedures.
- Return any incident-issued equipment or other nonexpendable supplies.
- Complete post incident reports, critiques, evaluations, and medical follow-up.
- Complete all time records or other accounting obligations.

REVIEW TIME

What Is ICS?

The Incident Command System is a standardized, on-scene, all-hazard incident management approach. ICS:

- Is based on proven incident management practices.
- Defines incident response organizational concepts and structures.
- Consists of procedures for managing personnel, facilities, equipment, and communications.
- Is used throughout the lifecycle of an incident (e.g., from threat to parent reunification).

ICS Features: Making ICS Work

The features and principles used to manage an incident differ from everyday management approaches. To make ICS work, each of us must adhere to the ICS features and principles.

ICS Features

Standardization:

- **Common Terminology:** Using common terminology helps to define organizational functions, incident facilities, resource descriptions, and position titles.

Command:

- **Establishment and Transfer of Command:** The command function must be clearly established from the beginning of an incident. When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.
- **Chain of Command and Unity of Command:** Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that every individual has a designated supervisor to whom he or she reports at the scene of the incident. These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

Planning/Organizational Structure:

- **Management by Objectives:** Includes establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities; and directing efforts to attain the established objectives.
- **Modular Organization:** The Incident Command organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.
- **Incident Action Planning:** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the contexts of both operational and support activities.
- **Manageable Span of Control:** Span of control is key to effective and efficient incident management. Within ICS, the span of control of any

individual with incident management supervisory responsibility should range from three to seven subordinates.

Facilities and Resources:

- **Incident Locations and Facilities:** Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical predesignated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Mass Casualty Triage Areas, and others as required.
- **Comprehensive Resource Management:** Resource management includes processes for categorizing, ordering, dispatching, tracking, and recovering resources. It also includes processes for reimbursement for resources, as appropriate. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.

Communications/Information Management:

- **Integrated Communications:** Incident communications are facilitated through the development and use of a common communications plan and interoperable communications processes and architectures.
- **Information and Intelligence Management:** The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

Professionalism:

- **Accountability:** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:
 - **Check-In:** All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
 - **Incident Action Plan:** Response operations must be directed and coordinated as outlined in the IAP.
 - **Unity of Command:** Each individual involved in incident operations 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. (This topic is covered in a later unit.)
- **Dispatch/Deployment:** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

ICS Modular Organization

A key principle of ICS is its flexibility. The ICS organization may be expanded easily from a very small size for routine operations to a larger organization capable of handling catastrophic events.



Standard ICS Position Titles

Using standard ICS position titles serves three important purposes:

- Titles provide a common standard for all response agencies. For example, if one institution uses the title Incident Commander, another Campus Chief, etc., this lack of consistency can cause confusion at the incident.
- The use of distinct titles for ICS positions allows for filling ICS positions with the most qualified individuals rather than by seniority.
- Standardized positions titles help ensure that the personnel in those positions are qualified.

Accountability

Each person within the ICS organization is accountable for:

- Understanding his or her role and authorities.
- Checking in at the incident.
- Locating his or her incident supervisor and obtaining an initial briefing.
- Keeping appropriate records.
- Following communication procedures and protocols.
- Completing demobilization activities and after-action reports.