
Unit 4: ICS Management, Command & Responsibilities

INSTRUCTOR GUIDE

Objectives

At the end of this unit, the participants should be able to:

- Describe common responsibilities for responding to an incident.
 - List individual accountability responsibilities.
 - Describe common mobilization and demobilization responsibilities.
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Scope

- Unit Introduction
 - Unit Objectives
 - Resource Management
 - Resources: Tactical & Support
 - Tactical Resources Classifications
 - Integrated Communications
 - Integrated Communications Elements
 - Knowledge Review
 - Command Structures
 - Chain of Command
 - Unity of Command
 - Unified Command
 - Knowledge Review
 - Transfer of Command
 - Accountability
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 - Information and Intelligence Management
 - Knowledge Review
 - General Guidelines
 - Lengthy Assignments
 - Roles and Authorities
 - Check-In
 - Initial Incident Briefing
 - Knowledge Review
 - Incident Recordkeeping
 - Communications Discipline
 - Personal Conduct
 - Incident Demobilization
 - Summary
-

Methodology

The instructors will begin by explaining resource management. Resources include personnel as well as equipment. Then the instructors will explain the importance of developing an integrated voice and data communications system. The instructors will display a visual with three photos (a computer specialist, a triage team, and a medical helicopter), and ask the group what these photos have in common. This is in addition to another question to check comprehension.

Next, the instructors will explain the concepts of chain of command and unity of command, emphasizing that the participants should not confuse unity of command with unified command. In order to illustrate the concept of Unified Command, the instructors will present an example of an incident, and ask the group why they might use Unified Command to manage the incident. To check for comprehension, the instructors will ask the participants four questions about the ICS features that have just been covered.

They will describe the process for transferring command, or moving responsibility for incident command from one Incident Commander to another. The instructors will ask what must happen when a more qualified responder arrives at the scene.

The instructors will emphasize that effective accountability during incident operations is essential, and they will outline the principles of accountability. They will also explain the concept of mobilization and ask about the problem with personnel arriving at an incident without being requested. The instructors will then review the importance of information and intelligence management. They will ask the group for examples of information and intelligence that might be used to manage an incident. To check for comprehension, the instructors will ask the participants four questions about the ICS features that have just been covered.

Finally, the instructors will highlight some general guidelines of incident response, including procedures for lengthy assignments, roles and authorities on an incident, locations and process for incident check-in, and the purpose and content of initial incident briefings. After some brief discussion questions, instructors will explain the importance of incident recordkeeping, communications discipline, and personal conduct, and will review some guidelines for incident demobilization.

The instructors will then summarize the key ICS features, and transition to Unit 5.

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Objectives	2 minutes
Resource Management	10 minutes
Integrated Communications	10 minutes
Command Structures	15 minutes
Transfer of Command	5 minutes
Accountability and Mobilization	5 minutes
Information & Intelligence Management	5 minutes
General Guidelines	20 minutes
Summary	3 minutes
Total Time	1 hour, 15 minutes



Visual 4.1



Visual Description: Unit Introduction

Instructor Notes

Tell the participants that this unit provides an overview of the principles of management and command in ICS, and individual responsibilities on an incident.



Visual 4.2

Unit Objectives

By the end of this lesson, you should be able to:

- Describe common responsibilities for responding to an incident.
- List individual accountability responsibilities.
- Describe common mobilization and demobilization responsibilities.



Visual Description: Unit Objectives

Instructor Notes

Tell the group that by the end of this unit they should be able to:

- Describe common responsibilities for responding to an incident.
- List individual accountability responsibilities.
- Describe common mobilization and demobilization responsibilities.



Visual 4.3

Resources: Tactical & Support

ICS resources include:

- **Tactical Resources:** Personnel and major items of equipment.
- **Support Resources:** All other resources required to support the incident (e.g., food, communications equipment, or supplies).



Visual Description: Resources: Tactical & Support

Instructor Notes

Explain that ICS resources can be factored into two categories:

- **Tactical Resources:** Personnel and major items of equipment that are available or potentially available to the Operations function on assignment to incidents are called tactical resources.
- **Support Resources:** All other resources required to support the incident. Food, communications equipment, tents, supplies, and fleet vehicles are examples of support resources.



Visual 4.4

Tactical Resources Classifications



Assigned	Currently working on an assignment under the direction of a supervisor.
Available	Ready for immediate assignment and has been issued all required equipment.
Out of Service	Not available or ready to be assigned (e.g., maintenance issues, rest periods).

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Visual 4.4

Visual Description: Tactical Resources Classifications

Instructor Notes

Explain that tactical resources are always classified as one of the following:

- **Assigned:** Assigned resources are working on an assignment under the direction of a Supervisor.
- **Available:** Available resources are assembled, have been issued their equipment, and are ready for immediate assignment.
- **Out-Of-Service:** Out-of-service resources are not ready for available or assigned status.



Visual 4.5

Resource Management

Resource management includes processes for:

- Categorizing resources.
- Ordering resources.
- Dispatching resources.
- Tracking resources.
- Recovering resources.

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



Visual Description: Resource Management

Instructor Notes

Note that as mentioned in the previous unit, resources at an incident must be managed effectively. Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. Resource management includes processes for:

- Categorizing resources.
- Ordering resources.
- Dispatching resources.
- Tracking resources.
- Recovering resources.

Point out that resource management also includes processes for reimbursement for resources, as appropriate.



Visual 4.6

Integrated Communications

Incident communications are facilitated through:

- The development and use of a common communications plan.
- The interoperability of communication equipment, procedures, and systems.

Before an incident, it is critical to develop an integrated voice and data communications system (equipment, systems, and protocols).



Visual Description: Integrated Communications

Instructor Notes

Explain to the group that the use of a common communications plan is essential for ensuring that responders can communicate with one another during an incident. Communication equipment, procedures, and systems must operate across jurisdictions (interoperability).

Emphasize the importance of developing an integrated voice and data communications system, including equipment, systems, and protocols, prior to an incident.

The next visual will explain the three elements of effective ICS communications.



Visual 4.7

Integrated Communications Elements

- **Modes:** The "hardware" systems that transfer information.
- **Planning:** Planning for the use of all available communications resources.
- **Networks:** The procedures and processes for transferring information internally and externally.



Visual Description: Integrated Communications Elements

Instructor Notes

Point out that effective ICS communications include the following three elements:

- **Modes:** The "hardware" systems that transfer information.
- **Planning:** Planning for the use of all available communications resources.
- **Networks:** The procedures and processes for transferring information internally and externally.

Ask the participants to list the types of communications resources that are available to them during an incident. If not mentioned by the participants, add the following key points:

- **Radio Systems and Frequencies**, which include stationary and mobile radios, dispatch consoles, handheld radios, pagers, repeater systems, satellites, dishes, infrared systems, low and high band frequencies, and all the supporting equipment needed to maintain a system.

Disadvantages: Even the most technologically advanced radio system is likely to suffer from poor coverage areas, loss of signal strength in certain kinds of building construction, and overloading. Information transmitted via radio is not secure: many media outlets and private citizens monitor police and fire frequencies.

(Continued)

- **Telephone Systems**, which include digital and analog hardwired systems, wireless cellular and satellite systems, and telephone line-dependent adjuncts such as computers and fax machines.

Disadvantages: Telephone systems do have their limitations as well. Emergency response organizations must create and maintain accurate phone lists. In a recent national exercise, incident communications were delayed by out-of-date emergency telephone directories. Landline availability is often limited and only a few emergency lines may be available at any one time. Phone systems can often be overloaded during an emergency as public use is increased and systems may have to shut down. Cellular phones continue to increase in use, though towers and bandwidth lag behind. Call volume alone can cause a cellular system to crash. Finally, while some providers allow cellular systems to block all but emergency traffic, many, if not most, cannot provide such prioritization.

- **Computers** have great value in ensuring a common operating picture is created, as well as the secure transfer of complex information, pictures, and data. Mass amounts of data can be stored and transferred. Reports, documents, spreadsheets, and forms can be quickly assembled and shared. Messaging can be done quickly and can be shared with other computers, cell phones, and other personal handheld devices. Video and online meetings are also possible. Resource tracking, ordering, and dispatching have been greatly improved through the use of computers. Geospatial analysis and site maps make intelligence gathering, planning, and creating a common operating picture much easier.

Disadvantages: Limitations include incompatible systems and software, dependence on power and phone lines, security and access issues, and lack of familiarity on the part of human operators.

- **Message Runners, Coding, and Signaling.** While often forgotten forms of communications, these remain viable options for communications when other systems fail.

Disadvantages: The amount of information that can be transmitted is very limited, and transmission using these methods is not as fast as when using other systems. Coding and signaling require trained personnel, and there are few people who have the necessary training.

Integrated Communications: Modes

It is not unusual for the communications needs on large incidents to outstrip available radio frequency resources.

Some incidents are conducted entirely without radio support. In such situations, other communications resources—cell phones, alpha pagers, e-mail, secure phone lines, etc.—may be used as the only communication methods for the incident.

Integrated Communications: Planning

Every incident needs a Communications Plan. The plan can be simple and stated orally, or it can be complex and written. An Incident Radio Communications Plan (ICS Form 205) is a component of the written Incident Action Plan.

An awareness of available communications resources, combined with an understanding of incident requirements, will enable the Communications Unit Leader to develop an effective Communications Plan.

Integrated Communications: Networks

At a minimum, any communication network must:

- Link supervisory personnel within the Operations Section to each other and to the Incident Commander.
- Provide the ability to communicate among resources assigned to tactical elements such as Branches, Divisions/Groups, and ground-to-air and air-to-air assets.
- Provide a link to the rest of the organization for resource status changes, logistical support, etc.



Visual 4.8

Knowledge Review

Instructions: Review the photos below. What do they have in common?



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Management, Command & Responsibilities

Visual 4.8

Visual Description: Review the photos of an equipment technician, a triage team, and a helicopter ambulance. What do they have in common?

Instructor Notes

Tell the participants to review the photos on the visual.

Ask the following question:

What do they have in common?

Allow the participants time to respond.

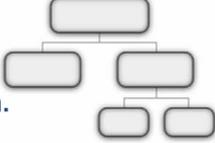
If not mentioned, explain that these photos are all ICS resources.



Visual 4.9

Chain of Command and Unity of Command

Chain of command means that there is an orderly line of authority within the ranks of the incident management organization.



Unity of command means that every individual is accountable to only one designated supervisor to whom they report during an incident.

Don't confuse **unity** of command with **Unified** Command!

Unit 4: Management, Command & Responsibilities Visual 4.9

Visual Description: Chain of Command with a visual that illustrates the orderly line of authority within the incident management organization.

Instructor Notes

Explain that in the Incident Command System:

- **Chain of command** means that there is an orderly line of authority within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels.
- **Unity of command** means that every individual is accountable to only one designated supervisor to whom they report during an incident.

Explain that 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. These principles do not apply to the exchange of information. Although orders must flow through the chain of command, members of the organization may directly communicate with each other to ask for or share information.

Emphasize that the participants should not confuse unity of command with Unified Command. The next visual will explain the concept of Unified Command.



Visual 4.10

Unified Command

The command function may be carried out in one of two ways:

Single Command
Organization 1

Incident

Unified Command
Organization 1 | Organization 2 | Organization 3

- As a *Single Command* in which the Incident Commander has complete responsibility for incident management.
- As a *Unified Command* in which hospitals and non-healthcare organizations with responsibility for the incident share incident management.

Unit 4: Management, Command & Responsibilities Visual 4.10

Visual Description: Unified Command with a graphic that shows that all three agencies and their respective Incident Commanders operate from the same Incident Command Post.

Instructor Notes

Explain that the command function may be carried out in two ways:

- As a **Single Command** in which the Incident Commander has complete responsibility for incident management. For example, a Single Command would be used when a hospital is managing an influx of patients resulting from a nearby passenger train derailment.
- As a **Unified Command** in which hospitals and non-healthcare organizations with responsibility for the incident share incident management. For example, a Unified Command structure would be used when a fire department was assisting a hospital with the evacuation of patients and employees as a result of severe damage to the building. Under such circumstances, the Unified Command would include the hospital and the fire department.

Explain that Unified Command:

- Enables all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.
- Allows Incident Commanders to make joint decisions by establishing a single command structure.
- Maintains unity of command. Each employee only reports to one supervisor.



Visual 4.11

Knowledge Review (1 of 4)

Instructions: Read each statement and determine the ICS feature or principle being described.

Every individual is accountable to only one designated supervisor, to whom they report during an incident.

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Visual 4.11

Visual Description: Determine the ICS feature or principle being described: Every individual is accountable to only one supervisor, to whom they report during an incident.

Instructor Notes

Review the following statement with the group:

Every individual is accountable to only one designated supervisor, to whom they report during an incident.

As the participants to identify the ICS feature or principle being described. Allow the participants time to respond.

Review the correct answer: This statement describes Unity of Command.



Visual 4.12

Knowledge Review (2 of 4)

Instructions: Read each statement and determine the ICS feature or principle being described.

In an incident involving only one agency or organization, the Incident Commander will have complete responsibility for incident management.

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Visual 4.12

Visual Description: Determine the ICS feature or principle being described: In an incident involving only one agency or organization, the Incident Commander will have complete responsibility for incident management.

Instructor Notes

Review the following statement with the group:

In an incident involving only one agency or organization, the Incident Commander will have complete responsibility for incident management.

Ask the participants to identify the ICS feature or principle being described. Allow the participants time to respond.

Review the correct answer: This statement describes Single Command.



Visual 4.13

Knowledge Review (3 of 4)

Instructions: Read each statement and determine the ICS feature or principle being described.

An orderly line of authority within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels.

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Visual 4.13

Visual Description: Determine the ICS feature or principle being described: An orderly line of authority within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels.

Instructor Notes

Review the following statement with the group:

An orderly line of authority within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels.

As the participants to identify the ICS feature or principle being described. Allow the participants time to respond.

Review the correct answer: This statement describes Chain of Command.



Visual 4.14

Knowledge Review (4 of 4)

Instructions: Read each statement and determine the ICS feature or principle being described.

Responding organizations with responsibility for the incident share incident management.

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Visual 4.14

Visual Description: Determine the ICS feature or principle being described: Responding organizations with responsibility for the incident share incident management.

Instructor Notes

Review the following statement with the group:

Responding organizations with responsibility for the incident share incident management.

As the participants to identify the ICS feature or principle being described. Allow the participants time to respond.

Review the correct answer: This statement describes Unified Command.



Visual 4.15

Transfer of Command (1 of 2)

- Moves the responsibility for incident command from one Incident Commander to another.
- Must include a transfer of command briefing (which may be oral, written, or both).



Visual Description: Transfer of Command (1 of 2)

Instructor Notes

Point out that the process of moving responsibility for incident command from one Incident Commander to another is called transfer of command.

Explain that the transfer of command process always includes a transfer of command briefing, which may be oral, written, or a combination of both. The briefing covers such topics as the current situation, response needs, and available resources.



Visual 4.16

Transfer of Command (2 of 2)

Transfer of command occurs when:

- A more qualified person assumes command.
- An incident grows more complex and an Incident Management Team takes over from the local jurisdiction.
- There is normal turnover of personnel on extended incidents.
- The incident response is concluded and responsibility is transferred to the home agency.



Visual Description: Transfer of Command (2 of 2)

Instructor Notes

Explain that a Transfer of Command may take place when:

- A more qualified person assumes command.
- Changing command makes good sense, e.g., an Incident Management Team takes command of an incident from a local jurisdictional unit due to increased incident complexity.
- There is normal turnover of personnel on long or extended incidents, i.e., to accommodate work/rest requirements.
- The incident response is concluded and incident responsibility is transferred back to the home agency.



Visual 4.17

Knowledge Review

Instructions: Answer the question below.

A more qualified person arrives on the scene and will assume command. What should happen?

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Visual 4.17

Visual Description: Respond to the following question: A more qualified person arrives on the scene and will assume command. What should happen?

Instructor Notes

Ask the following question:

A more qualified responder arrives on the scene and will assume command. What should happen?

Allow the participants time to respond.

If not mentioned, tell the group that when a more qualified responder arrives on the scene and is assuming command of the incident, there should be a transfer of command briefing. This briefing can be either oral or written or a combination of both.



Visual 4.18

Accountability (1 of 2)

The following guidelines must be adhered to:

- **Check-In.** All responders, regardless of organization 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.



Visual Description: Accountability (1 of 2)

Instructor Notes

Explain that effective accountability during incident operations is essential at all jurisdictional levels and within individual functional areas. Accountability refers to one's personal choice and willingness to contribute to the outcome of an incident. Individuals must abide by their organization's policies and guidelines and any applicable local, tribal, State, or Federal rules and regulations.

Explain that the following guidelines must be adhered to:

- **Check-In:** All responders, regardless of organization 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.

The next visual includes additional principles that must be adhered to.



Visual 4.19

Accountability (2 of 2)

The following guidelines must be adhered to:

- **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.



Visual Description: Accountability (2 of 2)

Instructor Notes

Continue by explaining that the following principles must be adhered to:

- **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.



Visual 4.20

Mobilization

At any incident:

- The situation must be assessed and the response planned.
- Managing resources safely and effectively is the most important consideration.
- Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.



Visual Description: Mobilization

Instructor Notes

Point out that at any incident or event, the situation must be assessed and response planned. Resources must be organized, assigned, and directed to accomplish the incident objectives. As they work, resources must be managed to adjust to changing conditions.

Emphasize that managing resources safely and effectively is the most important consideration at an incident. Therefore, personnel and equipment should respond only when requested or when dispatched by an appropriate authority.



Visual 4.21

Discussion Question

What's the problem with having personnel arrive at an incident without being requested or dispatched?

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Visual 4.21

Visual Description: Respond to the following question: What's the problem with having personnel arrive at an incident without being requested or dispatched?

Instructor Notes

Ask the participants the following discussion question:

What's the issue with having personnel arrive at an incident without being requested or dispatched?

If not mentioned by the participants add the following points:

- Uncontrolled and uncoordinated arrival of resources at emergencies causes significant accountability issues.
- Self-dispatched or freelancing resources cause safety risks to responders, civilians, and others who are operating within the parameters of the Incident Action Plan.
- Chaos at the scene occurs, creating additional risks.
- Emergency access routes can be blocked preventing trained responders from gaining access to the site or not allowing critically injured personnel to be transported from the scene.

In the World Trade Center 9/11 response, many private and volunteer ambulance units self-dispatched, undermining command and control at the scene and clogging the streets so that other responders assigned to the WTC had difficulty getting through.

The bottom line is that when resources show up that have not been requested, the incident management system may fail.



Visual 4.22

Information and Intelligence Management

The analysis and sharing of information and intelligence is an important component of ICS. Intelligence includes operational information that may come from a variety of different sources, such as:

- Risk assessments.
- Medical intelligence (i.e., surveillance).
- Weather information.
- Geospatial data.
- Structural designs.
- Toxic contaminant levels.
- Utilities and public works data.



Visual Description: Information and Intelligence Management

Instructor Notes

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

Emphasize that Intelligence includes not only national security or other types of classified information, but also other sensitive, operational information that may come from a variety of different sources, such as:

- Risk assessments.
- Medical intelligence (i.e., surveillance).
- Weather information.
- Geospatial data.
- Structural designs.
- Toxic contaminant levels.
- Utilities and public works data.

Give participants the following example and ask them to provide their own; hospitals and healthcare systems may receive intelligence from government agencies pertaining to a scheduled high-profile event, such as government officials visiting a hospital. Or hospitals may exchange public health intelligence and information with other organizations to track cases of an e-coli outbreak.



Visual 4.23

Knowledge Review (1 of 4)

Instructions: Decide if the statement is TRUE or FALSE.

All responders, regardless of organization affiliation, must check-in to receive an assignment in accordance with the procedures established by the IAP .

Unit 4: Management, Command & Responsibilities
Visual 4.23

Visual Description: True or False? All responders, regardless of organization affiliation, must check-in to receive an assignment in accordance with the procedures established by the IAP.

Instructor Notes

Ask the participants if the following statement is TRUE or FALSE.

All responders, regardless of organization affiliation, must check-in to receive an assignment in accordance with the procedures established by the IAP.

Allow the participants time to respond.

Review the correct answer: This statement is true.



Visual 4.24

Knowledge Review (2 of 4)

Instructions: Decide if the statement is TRUE or FALSE.

In a major incident, willing and able personnel and equipment should respond even without being requested.

Unit 4: Management, Command & Responsibilities
Visual 4.24

Visual Description: True or False? In a major incident, willing and able personnel and equipment should respond even without being requested.

Instructor Notes

Ask the participants if the statement is true or false.

In a major incident, willing and able personnel and equipment should respond even without being requested.

Allow the participants time to respond.

If not mentioned, explain that this statement is FALSE. Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.



Visual 4.25

Knowledge Review (3 of 4)

Instructions: Decide if the statement is TRUE or FALSE.

Response operations are directed and coordinated using an Incident Action Plan.

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Visual 4.25

Visual Description: True or False? Response operations are directed and coordinated using an Incident Action Plan.

Instructor Notes

Ask the participants if the statement is true or false.

Response operations are directed and coordinated using an Incident Action Plan.

Allow the participants time to respond.

If not mentioned, explain that this statement is TRUE. Every incident must have a verbal or written Incident Action Plan that provides all incident supervisory personnel with direction for actions to be implemented.



Visual 4.26

Knowledge Review (4 of 4)

Instructions: Decide if the statement is TRUE or FALSE.

The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

Unit 4: Management, Command & Responsibilities Visual 4.26

Visual Description: True or False? The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

Instructor Notes

Ask the participants if the statement is true or false.

The incident management organization must establish a process for gathering, sharing, and managing incident-related information and intelligence.

Allow the participants time to respond.

If not mentioned, note that this statement is TRUE.



Visual 4.27

General Guidelines – Lengthy Assignments

General guidelines for incidents requiring extended stays or travel:

- Determine appropriate travel authorizations.
- Familiarize yourself with travel and transportation arrangements.
- Determine your return mode of transportation.
- Determine payroll procedures.
- Take your passport.
- Assemble a travel kit.
- Prepare personal items.
- Ensure that family members know how to contact you.



Visual Description: General Guidelines – Lengthy Assignments

Instructor Notes

Tell the group that this section will review the **common responsibilities associated with ICS assignments**. Tell participants that they will receive additional training and guidance on your specific duties.

General Guidelines – Lengthy Assignments

Explain that many internal or local incidents last only a short time, and may not require travel. However, sometimes healthcare professionals and hospital personnel may need to respond to a more lengthy assignment away from home. For example, after Hurricane Katrina, many healthcare professionals deployed to the affected area to help treat victims.

Below are general guidelines for incidents requiring extended stays or travel:

- Determine appropriate travel authorizations.
- Familiarize yourself with travel and transportation arrangements.
- Determine your return mode of transportation (if possible).
- Determine payroll procedures (at incident or through home agency).
- If you are going on a foreign assignment, be sure to take your passport.
- Assemble a travel kit containing any special technical information (e.g., maps, manuals, contact lists, and reference materials).
- Prepare personal items needed for your estimated length of stay, including medications, cash, credit cards, etc.
- Ensure that family members know your destination and how to contact you.



Visual 4.28

General Guidelines – Roles and Authorities

Prior to an event:

- Review your emergency assignment. Know who you will report to and what your position will be.
- Establish a clear understanding of your decision-making authority.
- Determine communications procedures for contacting your headquarters or home office (if necessary).
- Identify purchasing authority and procedures.



Visual Description: General Guidelines – Roles and Authorities

Instructor Notes

Explain to participants that in an emergency, it is important to understand their role and responsibilities. Tell participants that prior to an event, they should discuss with their supervisor how their organizational unit supports the overall response effort. If they are assigned a role in the organization's ICS structure, then they should:

- Review the emergency assignment. Know who they will report to and what their position will be.
- Establish a clear understanding of their decision-making authority.
- Determine communications procedures for contacting their headquarters or home office (if necessary).
- Identify purchasing authority and procedures.



Visual 4.29

Check-In at the Incident (1 of 2)

The check-in process helps to:

- Ensure personnel accountability.
- Track resources.
- Prepare personnel for assignments and reassignments.
- Locate personnel in case of an emergency.
- Establish personnel time records and payroll documentation.
- Plan for releasing personnel.
- Organize the demobilization process.



Visual Description: Check-In at the Incident (1 of 2)

Instructor Notes

Check-In at the Incident: Activities

Explain that check-in officially logs a resource in at the incident. The check-in process and information helps to:

- Ensure personnel accountability.
- Track resources.
- Prepare personnel for assignments and reassignments.
- Locate personnel in case of an emergency.
- Establish personnel time records and payroll documentation.
- Plan for releasing personnel.
- Organize the demobilization process.



Visual 4.30

Check-In at the Incident (2 of 2)

Check in only once at an authorized location:

- Incident Command Post.
- Staging Areas/Labor Pools.
- Helibase.
- With the Division/Group Supervisor (for direct assignment).



Visual Description: Check-In at the Incident (2 of 2)

Instructor Notes

Check-In at the Incident: Locations

Explain that participants should **check in only once**. Check-in locations may be found at several incident facilities, including:

- Incident Command Post.
- Staging Area/Labor Pool.
- Helibase.
- Division/Group Supervisor (for direct assignment).

Note that these locations may not all be activated at every incident.

Emphasize that healthcare providers reporting to support another healthcare institution should always bring copies of their licenses and competency folders.



Visual 4.31

Initial Incident Briefing

Make sure that you receive an initial incident briefing, including:

- | | |
|---|---|
| ✓ Current situation assessment. | ✓ Specific job responsibilities. |
| ✓ Identification of coworkers. | ✓ Procedural instructions for obtaining additional supplies, services, and personnel. |
| ✓ Location of work area. | |
| ✓ Location of Staging Area/Labor Pool. | |
| ✓ Identification of eating and sleeping arrangements. | ✓ Required safety procedures/Personal Protective Equipment (PPE), as appropriate |
| ✓ Operational periods/work shifts. | |



Visual Description: Initial Incident Briefing

Instructor Notes

Explain that after check-in, participants should locate their incident supervisor and obtain their initial briefing. The briefing information helps to plan tasks and communicate with others. Briefings received and given should include:

- Current situation assessment.
- Identification of specific job responsibilities.
- Identification of coworkers.
- Location of work area.
- Location of Staging Area/Labor Pool.
- Identification of eating and sleeping arrangements, as appropriate.
- Procedural instructions for obtaining additional supplies, services, and personnel.
- Operational periods/work shifts.
- Required safety procedures and Personal Protective Equipment (PPE), as appropriate.



Visual 4.32

Knowledge Review

Instructions: Answer the question below.

You arrive at your deployment location and complete your check-in at the Incident Command Post.

What action should you take next?



Visual Description: Respond to the following question: You arrive at your deployment location and complete your check-in at the Incident Command Post. What action should you take next?

Instructor Notes

Ask the participants the following question:

You arrive at your deployment location and complete your check-in at the Incident Command Post. What action should you take next?

If not mentioned by the participants, add that the next action is to locate their supervisor and obtain a briefing, then wait for assignment.



Visual 4.33

Discussion Questions

Why is incident recordkeeping important?

What are the challenges for maintaining records at an incident?

Unit 4: Management, Command & Responsibilities

Visual 4.33

Visual Description: Respond to the following questions: Why is incident recordkeeping important? What are the challenges for maintaining records at an incident?

Instructor Notes

Ask participants the following question:

Why is incident recordkeeping important?

Allow time to respond. If not mentioned by participants, add the following key points:

- Incident recordkeeping is important for the transfer of command. When a new Incident Commander arrives on the scene, he or she will need to know as much as possible about what has occurred in the previous operational period.

Ask participants the following question:

What are the challenges for maintaining records at an incident?

Allow time to respond. If not mentioned by participants, explain that maintaining records at an incident can be challenging because personnel are often working with victims or patients and don't always have easy access to a computer.



Visual 4.34

Incident Recordkeeping (1 of 2)

General guidelines:

- Print or type all entries.
- Enter dates in month/day/year format.
- Use military 24-hour time.
- Enter date and time on all forms and records. Use local time.
- Fill in all blanks. Use N/A as appropriate.
- Section Chiefs and above assign a recordkeeper (scribe).



Visual Description: Incident Recordkeeping (1 of 2)

Instructor Notes

Explain that all incidents require some form of recordkeeping. Requirements vary depending upon the organizations involved and the nature of the incident. Detailed information on using ICS forms will be covered in other training sessions.

Below are general guidelines for incident recordkeeping:

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



Visual 4.35

Incident Recordkeeping (2 of 2)

If you are expected to be a supervisor, you must:

- Maintain a daily Unit Log (ICS Form 214) indicating the names of personnel assigned and a listing of the major activities that occurred during the operational periods to which you were assigned.
- Provide briefings to your subordinates, adjacent forces, and replacement personnel.



Visual Description: Incident Recordkeeping (2 of 2)

Instructor Notes

Review the following key points with participants:

If you are expected to be a supervisor:

- You must maintain a daily Unit Log (ICS-214), indicating the names of personnel assigned and a listing of the major activities that occurred during the operational periods to which you were assigned.
- You are expected to give briefings to your subordinates, adjacent forces, and replacement personnel.



Visual 4.36

Communications Discipline

Important considerations related to communications include:

- Observing strict radio/telephone procedures.
- Using plain English in all communications.
- Limiting radio and telephone traffic to essential information only.
- Following procedures for secure communications as required.



Visual Description: Communications Discipline

Instructor Notes

Explain that important considerations related to communications include:

- Observing strict radio/telephone procedures.
- Using plain English in all communications. Codes should not be used in radio transmissions. Limit the use of discipline-specific jargon, especially on interdisciplinary incidents.
- Limiting radio and telephone traffic to essential information only. Plan what you are going to say.
- Following procedures for secure communications as required.



Visual 4.37

Personal Conduct

- Act professionally and avoid/report prohibited activities such as:
 - Sexual harassment or discrimination.
 - Use of illegal drugs or alcohol.

- Incident response can produce high stress situations. You may need to interact with people who have been adversely affected by the incident. It is important to be patient and act in a professional manner at all times.



Visual Description: Personal Conduct

Instructor Notes

Explain that sexual harassment or discrimination of any type and the use of illegal drugs and/or alcohol are prohibited on all incidents. Report all such activities to your supervisor.

Explain that incident response can produce high stress situations. As part of your responsibilities, you may be required to interact with people who have been adversely affected by the incident. It is important to be patient and act in a professional manner at all times.



Visual 4.38

Incident Demobilization (1 of 2)

General Demobilization guidelines for all personnel:

- Complete all work assignments and required forms/reports.
- Brief replacements, subordinates, and supervisor.
- Evaluate the performance of subordinates.
- Follow incident and organization check-out procedures.
- Provide adequate follow up contact information.



Visual Description: Incident Demobilization (1 of 2)

Instructor Notes

Explain that incident requirements for demobilization may vary considerably. General demobilization guidelines for all personnel are to:

- Complete all work assignments and required forms/reports.
- Brief replacements, subordinates, and supervisor.
- Evaluate the performance of subordinates.
- Follow incident and organization check-out procedures.
- Provide adequate followup contact information.



Visual 4.39

Incident Demobilization (2 of 2)

- Return any incident-issued equipment or other nonexpendable supplies.
- Complete post-incident reports, critiques, evaluations, and medical followup.
- Complete all payment and/or payroll issues or obligations.



Visual Description: Incident Demobilization (2 of 2)

Instructor Notes

Further explain that general demobilization guidelines for all personnel are to:

- Return any incident-issued equipment or other nonexpendable supplies.
- Complete postincident reports, critiques, evaluations, and medical followup.
- Complete all payment and/or payroll issues or obligations.



Visual 4.40

Objectives Review

You should now be able to:

- Describe common responsibilities for responding to an incident.
- List individual accountability responsibilities.
- Describe common mobilization and demobilization responsibilities.



Visual Description: Objectives Review

Instructor Notes

Ask participants if they are now able to:

- Describe common responsibilities for responding to an incident.
- List individual accountability responsibilities.
- Describe common mobilization and demobilization responsibilities.