
Unit 4: Leadership and Management

INSTRUCTOR GUIDE

Objectives

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

- Describe Chain of Command and formal communication relationships.
 - Identify common leadership responsibilities.
 - Describe span of control and modular development.
 - Describe the use of position titles.
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Scope

- Unit Introduction and Objectives
 - Chain of Command, Unity of Command, and Unified Command
 - Joint Information Systems
 - Formal and Informal Communication
 - Case Study
 - Incident Leadership
 - Activity
 - Common Leadership Responsibilities
 - Leadership, Respect, and Duty
 - Activity
 - Self Assessment
 - ICS Management: Span of Control
 - Activity
 - Summary
-

Methodology

The instructor will introduce the unit by displaying a visual which outlines the unit objectives. After reviewing the unit objectives, the instructor will describe the concepts of chain of command, unity of command, and unified command, explaining the purpose and advantages of each. The instructor will then explain joint information systems and the appropriate times for formal and informal communication in an ICS structure.

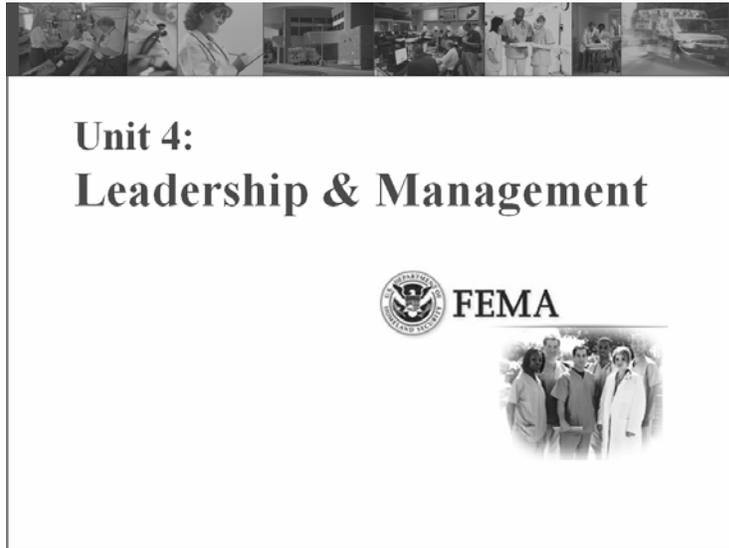
The instructor will then lead participants to apply lesson content to a case study (further explanation is embedded in the Instructor Guide case study). Resuming the slides, the instructor will discuss incident leadership and its associated duties, protocols, and best practices; the instructor will also lead participants in a case study, activity, and self-assessment on this topic. The final topic is span of control issues in the ICS structure.

After answering any questions that participants have, the instructor will summarize the unit's key points 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 Introduction and Objectives	5 minutes
Chain of Command, Unity of Command, and Unified Command	20 minutes
Joint Information Systems	10 minutes
Formal and Informal Communication	15 minutes
Case Study	15 minutes
Incident Leadership	10 minutes
Activity	15 minutes
Common Leadership Responsibilities	15 minutes
Leadership, Respect, and Duty	20 minutes
Activity	10 minutes
Self Assessment	15 minutes
ICS Management: Span of Control	10 minutes
Activity	15 minutes
Summary	5 minutes
Total time	3 hours



Visual Description: Title Slide

Key Points

Explain that the Leadership and Management unit provides a more detailed look at the following ICS features:

- Chain of Command and Unity of Command.
- Span of Control.
- Leadership in Incident Management.
- Common Terminology.



Unit Objectives

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

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- Identify common leadership responsibilities.
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- Describe the use of position titles.

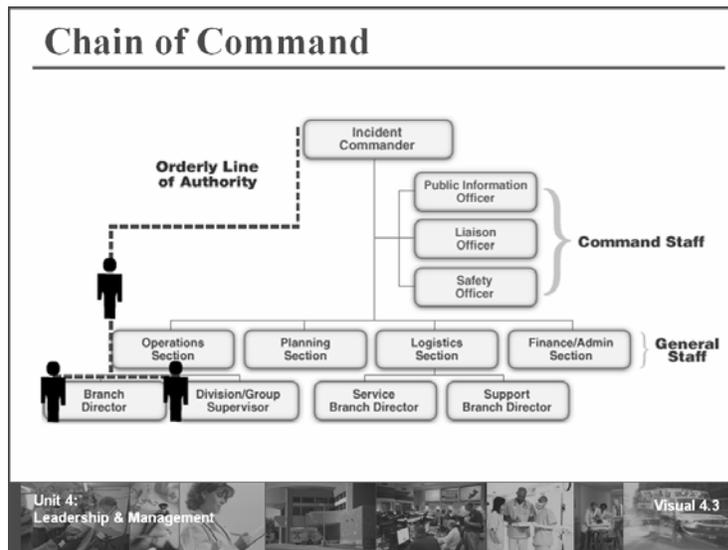


Visual Description: Unit Objectives

Key Points

Note that by the end of this unit, participants should be able to:

- Describe Chain of Command and formal communication relationships.
- Identify common leadership responsibilities.
- Describe span of control and modular development.
- Describe the use of position titles.



Visual Description: Chain of Command

Key Points

Describe how an orderly line of authority is used for the flow of task assignments and resource requests. This line of authority flows down through the organizational structure.



Unity of Command

- Unity of Command.
- Chain of Command.



Unit 4: Leadership & Management

Visual 4.4

Visual Description: Unity of Command

Key Points

Note the following key points:

Unity of Command means that each individual involved in incident operations will be assigned to only one supervisor to whom they report.

Chain of Command and Unity of Command help to ensure that clear reporting relationships exist and eliminate the confusion caused by multiple, conflicting directives.

Supervisors at all levels must be able to control the actions of all personnel under their supervision.



Unified Command

Unified Command:

- Enables all responsible agencies and organizations 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 at one Incident Command Post (ICP).
- Maintains Unity of Command. Each employee only reports to one supervisor.



Visual Description: Unified Command

Key Points

Explain that a Unified Command is often established for incidents that require the involvement of several agencies. A Unified Command structure in a hospital may be appropriate when community public safety agencies are on-site, responding to a fire or serious criminal incident.

Note that a Unified Command:

- Enables all responsible agencies and organizations 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 at one Incident Command Post (ICP).
- Maintains Unity of Command. Each employee only reports to one supervisor.



Advantages of Unified Command

Advantages of using Unified Command include:

- A single set of objectives.
- A collective approach on strategies.
- Improved information flow.
- Understanding of joint priorities and restrictions.
- No entity's legal authorities will be compromised or neglected.
- Agencies' efforts are optimized.



Unit 4:
Leadership & Management

Visual 4.6

Visual Description: Advantages of Unified Command

Key Points

Describe advantages of using a Unified Command, including:

- A single set of objectives guides incident response.
- A collective approach is used to develop strategies to achieve incident objectives.
- Information flow and coordination are improved between all involved in the incident.
- All agencies and organizations have an understanding of joint priorities and restrictions.
- No entity's legal authorities will be compromised or neglected.
- Agencies' efforts are optimized as they perform their respective assignments under a single Incident Action Plan.



Joint Information Systems

Joint Information Systems provide a system for:

- Developing and delivering coordinated interagency messages.
- Developing and executing public information plans.
- Advising Incident Command on public affairs issues that could impact a response effort.
- Controlling rumors and inaccurate information that that could undermine public confidence in the emergency response effort.



Visual Description: Joint Information Systems

Key Points

Note the following key points:

For large emergency-response incidents involving multiple agencies, jurisdictions, and/or organizations, it is important to have consistent, coordinated, and timely information sharing. A Joint Information System (JIS) approach integrates incident information and public affairs into a cohesive organization for this purpose.

The mission of the Joint Information System (JIS) is to provide a structure and system for:

- Developing and delivering coordinated interagency messages.
- Developing and executing public information plans.
- Advising Incident Command on public affairs issues that could impact a response effort.
- Controlling rumors and inaccurate information that that could undermine public confidence in the emergency response effort.



Formal Communication

Formal communications follow the lines of authority.

Formal communication must be used when:

- Receiving and giving work assignments.
- Requesting support or additional resources.
- Reporting progress of assigned tasks.



Visual Description: Formal Communication

Key Points

Explain that formal communications follow the lines of authority. Formal communication must be used when:

- Receiving and giving work assignments.
- Requesting support or additional resources.
- Reporting progress of assigned tasks.

Describe how other information concerning the incident or event can be passed horizontally or vertically within the organization without restriction. This is known as informal communication.



Informal Communication (1 of 2)

Informal communication:

- Is used to exchange incident or event information only.
- Is NOT used for:
 - Formal requests for additional resources.
 - Tasking work assignments.

Within the ICS organization, critical information must flow freely!



Visual Description: Informal Communication (1 of 2)

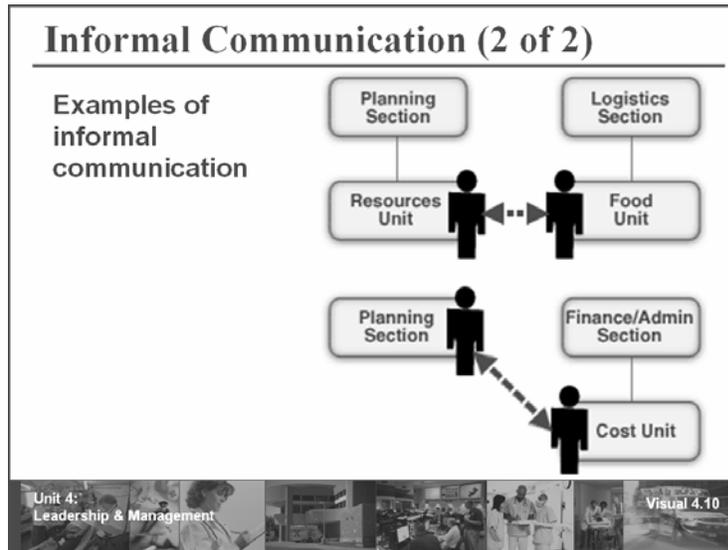
Key Points

Note the following key points:

Informal communication:

- Is used to exchange incident or event information only.
- Is NOT used for:
 - Formal requests for additional resources.
 - Tasking work assignments.

Within the ICS organization, critical information must flow freely!



Visual Description: Informal Communication (2 of 2)

Key Points

Provide examples of informal communication, including:

- The Food Unit Leader may directly contact the Resources Unit Leader to determine the number of persons requiring feeding.
- The Cost Unit Leader may directly discuss and share information on alternative strategies with the Planning Section Chief.



Case Study

Instructions: Read the case study and then identify the potential incident management issues.

Establishing communications to support the staff working in a community special needs shelter is important. The hospital's Emergency Operations Plan may never include details such as how staff assigned to an ICS structure outside the organization would communicate with one another and back to the hospital. During a severe flooding event, the county opened shelters for evacuees. Those with chronic medical conditions were cared for at two special needs shelters, and local hospitals were requested to staff them. Your hospital sent a ten-person Task Force composed of one medical administration clerk, five nurses, one pharmacy technician, one respiratory technician, and two physicians.

They carried no radio equipment with them, only personal cell phones.

Describe the strategy you would use to enable communications with the Task Force.



Visual Description: Case Study

Key Points

Instructions: Ask participants to the scenario below (also in Student Manuals) and identify the potential incident management issues.

Establishing communications to support the staff working in a community special needs shelter is important. The hospital's Emergency Operations Plan may never include details such as how staff assigned to an ICS structure outside the organization would communicate with one another and back to the hospital. During a severe flooding event, the county opened shelters for evacuees. Those with chronic medical conditions were cared for at two special needs shelters, and local hospitals were requested to staff them. Your hospital sent a ten-person Task Force composed of one medical administration clerk, five nurses, one pharmacy technician, one respiratory technician, and two physicians.

They carried no radio equipment with them, only personal cell phones.

Ask participants to describe the strategy that they would use to enable communications with the Task Force.

If necessary, provide participants with this sample answer: The Task Force Leader discussed the problem with the county emergency management staff assigned to manage the sheltering operations. She provided three handheld radios to support the staff at the special needs shelter. One was given to the Leader of your hospital's Task Force working in the gymnasium and another radio was given to another Task Force caring for patients in several classrooms. An Incident Command Post was set up in another classroom with two staff to support requests between the two Task Forces and communications with the county or back to the hospitals.



Incident Leadership

As a leader during an incident, you must provide purpose, direction, and motivation for responders who are working to accomplish difficult tasks under dangerous, stressful circumstances.



Visual Description: Incident Leadership

Key Points

Explain that as a leader during an incident, one must provide purpose, direction, and motivation for responders who are working to accomplish difficult tasks under dangerous, stressful circumstances.



Activity

Instructions: Think about a highly effective incident leader.

Write down a list of the leadership qualities that this individual possesses.



Visual Description: Activity

Key Points

Instructions: Ask participants to think about a highly effective incident leader. Ask them to write down a list of the leadership qualities that this individual possesses. Facilitate a group discussion of these qualities.



Common Leadership Responsibilities (1 of 2)

An effective incident leader:

- ENSURES safe work practices.
- TAKES COMMAND of assigned resources.
- MOTIVATES with a "can do safely" attitude.
- DEMONSTRATES INITIATIVE by taking action.



Visual Description: Common Leadership Responsibilities (1 of 2)

Key Points

Note the following key points:

An effective incident leader:

- ENSURES safe work practices.
- TAKES COMMAND of assigned resources.
- MOTIVATES with a "can do safely" attitude.
- DEMONSTRATES INITIATIVE by taking action.

The safety of all personnel involved in an incident or a planned event is the first duty of ICS leadership. This is the overall responsibility of Team Leaders, Group or Division Supervisors, Branch Directors, Sections Chiefs, and all members of the Command or Unified Command staff. Ensuring safe work practices is the top priority within the ICS common leadership responsibilities.



Common Leadership Responsibilities (2 of 2)

In addition, an effective incident leader:

- Communicates.
- Supervises.
- Evaluates.
- Understands and accepts.



Visual Description: Common Leadership Responsibilities (1 of 2)

Key Points

Explain that an effective incident leader also:

- COMMUNICATES by giving specific instructions and asking for feedback.
- SUPERVISES the scene of action.
- EVALUATES the effectiveness of the plan.
- UNDERSTANDS and ACCEPTS the need to modify plans or instructions.



Leadership & Duty

Leaders should know, understand, and practice the leadership responsibilities discussed in this unit.

Duty is how you value your job.



Visual Description: Leadership & Duty

Key Points

Note the following key points:

Leaders should know, understand, and practice the leadership responsibilities discussed in this unit. Leaders need to recognize the relationship between these responsibilities and the leadership values.

Duty is how you value your job. Duty begins with everything required of you by law and policy, but it is much more than simply fulfilling requirements. A leader commits to excellence in all aspects of his or her professional responsibility.



Commitment to Duty

As a leader, you should try to:

- Take charge.
- Be prepared to step out of a tactical role to assume a leadership role.
- Be proficient in your job.
- Make sound and timely decisions.
- Ensure tasks are understood.
- Develop your subordinates for the future.



Visual Description: Commitment to Duty

Key Points

Ask participants what they can do, personally, to demonstrate their commitment to duty to those they lead?

Explain that as a leader, one should try to:

- Take charge within your scope of authority.
- Be prepared to step out of a tactical role to assume a leadership role.
- Be proficient in your job.
- Make sound and timely decisions.
- Ensure tasks are understood.
- Develop your subordinates for the future.

Topic

Activity



Activity

Instructions: Review the story about Nurse Patty Smith and consider your commitment to duty.

Patty Smith demonstrated devotion to duty during an incident that involved an angry patient who claimed to have a bomb and was holding several patients and staff hostage. Unseen at first by the patient, she notified the operator who called the authorities. She then began talking with the patient, trying to find out how she could help him. After five tense minutes, she convinced him to release the hostages and admit the “bomb” was his lunchbox. With the hostage negotiator from the local law enforcement agency, they were able to take the patient into custody without any further harm to himself or others.

Write down a list of actions you can take to demonstrate your commitment to duty to those you lead.



Visual Description: Activity

Key Points

Instructions: Ask participants to review the story about Nurse Patty Smith (below, and also in Student Manuals) and to consider their commitment to duty.

Patty Smith demonstrated devotion to duty during an incident that involved an angry patient who claimed to have a bomb and was holding several patients and staff hostage. Unseen at first by the patient, she notified the operator who called the authorities. She then began talking with the patient, trying to find out how she could help him. After five tense minutes, she convinced him to release the hostages and admit the “bomb” was his lunchbox. With the hostage negotiator from the local law enforcement agency, they were able to take the patient into custody without any further harm to himself or others.

Based on the scenario, ask participants to write down a list of actions they can take to demonstrate their commitment to duty. Facilitate a group discussion about what they wrote down.



Leadership & Respect

In order to maintain leadership and respect, you should:

- Know your subordinates.
- Keep your subordinates and supervisor informed.
- Build the team.



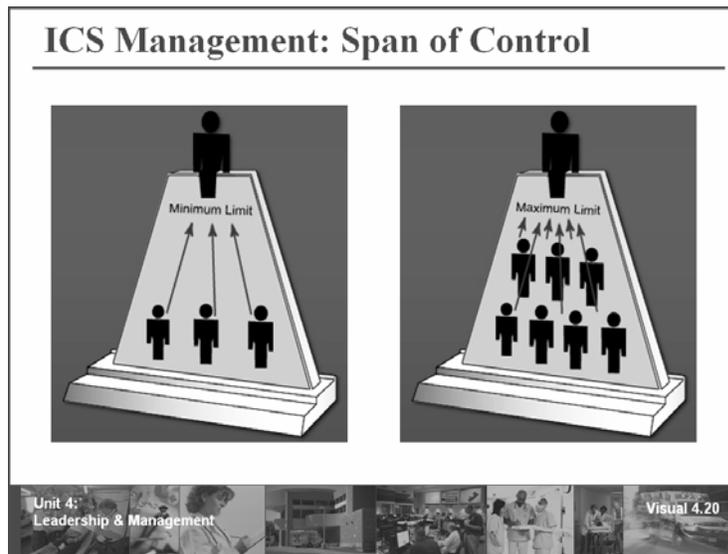
Visual Description: Leadership & Respect

Key Points

Note the following key points:

In order to maintain leadership and respect, one should:

- **Know your subordinates and look out for their well-being.** The workers who follow you are your greatest resource. Not all of your workers will succeed equally, but they all deserve respect.
- **Keep your subordinates and supervisor informed.** Provide accurate and timely briefings, and give the reason (intent) for assignments and tasks.
- **Build the team.** Conduct frequent briefings and debriefings with the team to monitor progress and identify lessons learned. Consider team experience, fatigue, and physical limitations when accepting assignments.



Visual Description: ICS Management: Span of Control

Key Points

Describe how ICS span of control for any supervisor:

- Is between 3 and 7 subordinates.
- Optimally does not exceed 5 subordinates.



Activity

Instructions: Think about typical incidents that you may need to manage. What factors are likely to influence span of control?

Write down a list of the factors that influence span of control.



Visual Description: Activity

Key Points

Instructions: Ask participants to think about typical incidents that they may need to manage. Ask: “What factors are likely to influence span of control?” Ask them to brainstorm such factors. Ask individuals or groups to report out their suggestions and lead a group discussion on the findings.



Summary

You have completed the Leadership and Management unit. You should now be able to:

- Describe chain of command and formal communication relationships.
- Identify common leadership responsibilities.
- Describe span of control and modular development.
- Describe the use of position titles.



Visual Description: Summary

Key Points

Explain that participants have completed the Leadership and Management unit. They should now be able to:

- Describe chain of command and formal communication relationships.
- Identify common leadership responsibilities.
- Describe span of control and modular development.
- Describe the use of position titles.

Note that the next unit presents information on the ICS management process.