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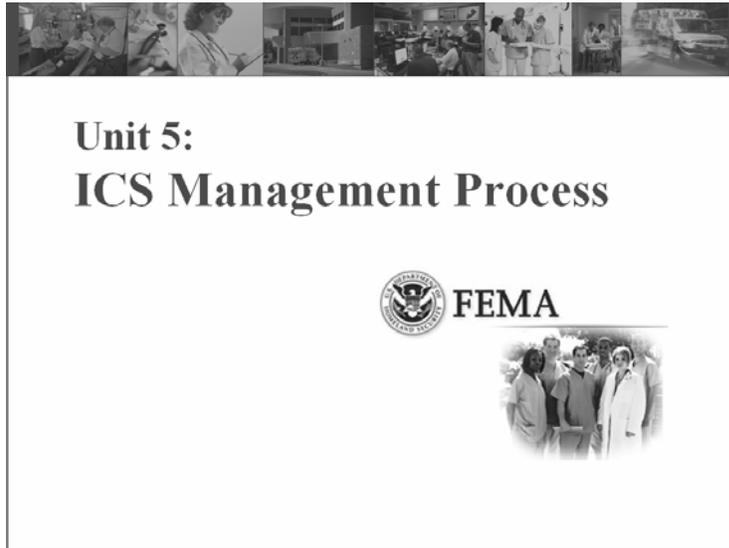
## Unit 5: ICS Management Process

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**Visual Description:** Title Slide

### Key Points

The purpose of this unit is to introduce you to the Incident Management System (ICS) management activities that occur during an operational period.



### Unit Objectives

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

- Explain how ICS is implemented during the initial response phase.
- Describe the transfer of command process.
- Identify the ICS management activities that occur during an operational period.



**Visual Description:** Unit Objectives

### Key Points

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

- Explain how Incident Management System (ICS) is implemented during the initial response phase.
- Describe the transfer of command process.
- Identify the Incident Management System (ICS) management activities that occur during an operational period.



### ICS and the All-Hazards Emergency Management Program

All-hazards emergency management programs address:

- **Mitigation (including Prevention)** - Eliminating or reducing the impact of hazards.
- **Preparedness** - Building the capability and capacity of an organization to respond and recover from hazards.
- **Response** - Controlling the on-going negative effects.
- **Recovery** - Restoring the organization to its pre-disaster condition.



**Visual Description:** Incident Management System (ICS) and the All-Hazards Emergency Management Program

### Key Points

In Unit 2, you learned that an “all-hazards” emergency management program consists of various activities that relate to:

- **Mitigation (including Prevention)** - Eliminating or reducing the impact of hazards.
- **Preparedness** - Building the capability and capacity of an organization to respond and recover from hazards.
- **Response** - Controlling the on-going negative effects.
- **Recovery** - Restoring the organization to its pre-disaster condition.

The Incident Command System is a temporary, incident-focused organizational structure and management process that is guided by objectives. It is used to manage the response and recovery phases.



### ICS Tools

Some important tools you should have available at any incident include:

- ICS Forms.
- Position Description and Responsibilities Document.
- Emergency Operations Plan.
- Organization Policies and Procedures Manual.
- Maps.



**Visual Description:** Incident Management System (ICS) Tools

### Key Points

Some important tools you should have available at any incident include:

- Incident Management System (ICS) Forms.
- Position Description and Responsibilities Document.
- Emergency Operations Plan.
- Organization Policies and Procedures Manual.
- Maps.





### Commonly Used ICS Forms

Form Number	Title	Who Completes
Form 201	Incident Briefing	Section Chief
Form 202	Response Objectives	Section Chief
Form 203	Organization Assignment List	Resources Unit
Form 204	Assignment List	Section Chief, Staff
Form 205	Incident Radio Communications Plan	Communications Unit
Form 206	Medical Plan*	Medical Unit
Form 208	Site Safety and Control Plan	Safety Officer, Staff
Form 209	Incident Status Summary	Resources Unit
Form 210	Status Change Card	Staff
Form 211	Check-In List	Staff
Form 213	General Message	Staff
Form 214	Unit Log	Staff
Form 215	Operational Planning Worksheet	Staff
Form 215a	Incident Action Plan Safety Analysis	Safety Officer, Staff
Form 221	Demobilization Checkout	Resources Unit

Unit 5:  
ICS Management Processes

Visual 5.6

**Visual Description:** Commonly-Used Incident Management System (ICS) Forms

### Key Points

Incident Management System (ICS) uses a forms-driven management process. The primary forms used to develop an Incident Action Plan include the 201 (Incident Briefing), the 202 (Incident Objectives), the 203 (Organizational Assignment List), the 215 (Operational Planning Worksheet), and the 215A (Safety Analysis).

Form	Completed by
Form 201, Incident Briefing	Section Chief
Form 202, Response Objectives	Section Chief
Form 203, Organization Assignment List	Resources Unit
Form 204, Assignment List	Section Chief, Staff
Form 205, Incident Radio Communications Plan	Communications Unit
Form 206, Medical Plan*	Medical Unit
Form 208, Site Safety and Control Plan	Safety Officer, Staff
Form 209, Incident Status Summary	Resources Unit
Form 210, Status Change Card	Staff
Form 211, Check-In List	Staff
Form 213, General Message	Staff
Form 214, Unit Log	Staff
Form 215, Operational Planning Worksheet	Staff
Form 215a, Incident Action Plan Safety Analysis	Safety Officer, Staff
Form 221, Demobilization Checkout	Resources Unit

Note that these forms are standard Incident Management System (ICS) forms. They may include fields that are not applicable to healthcare.

\* Note that Form 206 (Medical Plan) is for describing responder medical care, not victim care.



### Stages of Response and Recovery and ICS (1 of 2)

Also in Unit 2, you learned that there are seven distinct stages of incident response and recovery:

- Event Notification.
- Notifications.
- Decision to Activate and Mobilization.
- Incident Responders.
  - Initial Response.
  - Extended Response.
- Demobilization.
- Transition to Long-Term Recovery.
- Return-to-Readiness.



**Visual Description:** Stages of Response and Recovery and Incident Management System (ICS) (1 of 2)

### Key Points

Also in Unit 2, you learned that there are seven distinct stages of incident response and recovery:

- Event Notification.
- Notifications.
- Decision to Activate and Mobilization.
- Incident Responders.
  - Initial Response.
  - Extended Response.
- Demobilization.
- Transition to Long-Term Recovery.
- Return-to-Readiness.



### Stages of Response and Recovery and ICS (2 of 2)

During the initial response period:

- Pre-plans, such as the Emergency Operations Plan and Incident-specific guidance, are used to guide activities.
  - Job Action Sheets are an example of a pre-plan for each position in the ICS organization.
- The initial Incident Commander must determine whether the incident will require additional operational periods.



**Visual Description:** Stages of Response and Recovery and Incident Management System (ICS) (2 of 2)

### Key Points

During the initial response period, pre-plans, such as the Emergency Operations Plan and Incident-specific guidance, are used to guide activities. This guidance helps the initial Incident Commander conduct a situation assessment, set objectives, and establish an initial Incident Management System (ICS) organization. This information would be recorded on an Incident Management System (ICS) Form 201 and serve as the Initial Incident Action Plan.

Job Action Sheets are an example of a pre-plan for each position in the Incident Management System (ICS) organization.

During the initial response period, one task the initial Incident Commander must accomplish is determining whether the incident will require additional operational periods. An operational period is usually considered as a shift, and is usually 8 or 12 hours in length. If additional operational periods are needed, this can be referred to as an extended response.



### ICS Management Process

Within each operational period, there are six activities that take place within the ICS management process:

1. Situation Briefing and Shift Change.
2. Management Meeting.
3. Planning Meeting.
4. Operations Briefing.
5. Implementation.
6. Assessment of Situation and Progress.



**Visual Description:** Incident Management System (ICS) Management Process

### Key Points

Within each operational period, there are six activities that take place within the Incident Management System (ICS) management process:

- Situation Briefing and Shift Change.
- Management Meeting.
- Planning Meeting.
- Operations Briefing.
- Implementation.
- Assessment of Situation and Progress.

These activities are cyclical. Information from the assessment of the situation and progress is used to develop the next Situation Briefing for the accompanying period/shift.

The transfer of the Incident Command responsibility is often a part of shift change and/or transitioning from an initial response to an extended response.



### When Command Is Transferred

It may take place for many reasons, including when:

- Shifts change.
- Change of command is necessary for effectiveness or efficiency.
- Incident complexity changes.



**Visual Description:** When Command Is Transferred

### Key Points

It may take place for many reasons, including when:

- Shifts change.
- Change of command is necessary for effectiveness or efficiency.
- Incident complexity changes.

The process of moving the responsibility for incident command from one Incident Commander to another is called Transfer of Command.



### A More Qualified Person Arrives

The arrival of a more qualified person does NOT necessarily mean a change in incident command. The more qualified individual may:

- Assume command.
- Maintain command as it is.
- Request a more qualified IC.



**Visual Description:** A More Qualified Person Arrives

### Key Points

The arrival of a more qualified person does NOT necessarily mean a change in incident command. The more qualified individual may:

- Assume command according to organization guidelines.
- Maintain command as it is and monitor command activity and effectiveness.
- Request a more qualified Incident Commander from the organization with a higher level of responsibility.



## Transfer of Command Process

One of the main features of ICS is a procedure to transfer command with minimal disruption to the incident.

Whenever possible, Transfer of Command should:

- Take place face-to-face.
- Include a complete briefing.



**Visual Description:** Transfer of Command Process

### Key Points

One of the main features of Incident Management System (ICS) is a procedure to transfer command with minimal disruption to the incident. This procedure may be used any time personnel in supervisory positions change.

Whenever possible, Transfer of Command should:

- Take place face-to-face.
- Include a complete briefing.

The effective time and date of the transfer should be communicated to personnel.



## Knowledge Review

Instructions: Determine whether each of the following statements is true.

1. The arrival of a more qualified person means that a change in incident command must occur.
2. The effective time and date of the transfer should be communicated to all personnel who need to know, both at the scene and elsewhere.
3. The transfer should take place face-to-face and include a complete briefing.
4. A formal transfer of command is unnecessary when the Deputy Incident Commander is relieving the Incident Commander for an extended rest period.



Visual Description: Knowledge Review

## Key Points



Instructions: Determine whether each of the following statements is true.

1. The arrival of a more qualified person means that a change in incident command must occur.
2. The effective time and date of the transfer should be communicated to all personnel who need to know, both at the scene and elsewhere.
3. The transfer should take place face-to-face and include a complete briefing.
4. A formal transfer of command is unnecessary when the Deputy Incident Commander is relieving the Incident Commander for an extended rest period.



## Situation Briefing and Shift Change

A Situation Briefing that is conducted prior to a shift change should include:

- Situation status.
- Incident objectives and priorities.
- Current organization.
- Resource assignments.
- Resources ordered and en route.
- Incident facilities.
- Incident communications plan.
- Incident prognosis, concerns, and other issues.
- Introduction of Command and General Staff members.



**Visual Description:** Situation Briefing and Shift Change

### Key Points

A Situation Briefing that is conducted prior to a shift change should include:

- Situation status.
- Incident objectives and priorities.
- Current organization.
- Resource assignments.
- Resources ordered and en route.
- Incident facilities.
- Incident communications plan.
- Incident prognosis, concerns, and other issues.
- Introduction of Command and General Staff members.

The information shared in the Situation Briefing is captured on Incident Management System (ICS) Form 201 (Incident Briefing Form). It is critical that the information shared in this briefing be documented and saved for easy retrieval both during and after the incident.



## Case Study (1 of 2)

**Instructions:** Review the scenario below and select the best course of action.

Before establishing the Planning Section, the Incident Commander did not have the sufficient resources to develop a written Incident Action Plan.

**What should the Incident Commander do?**

1. Forego the incident planning process until a formal written plan can be developed and disseminated.
2. Use the Incident Briefing, Incident Management System (ICS) Form 201, as the initial Incident Action Plan (IAP) until a Planning Section has been established.
3. Assign the Public Information Officer the task of documenting and circulating the incident objectives, strategies, and tactics.



**Visual Description:** Case Study (1 of 2)

## Key Points

Case Study: Gulf Coast City Incident Initial Incident Action Plan

**Instructions:** Review the scenario below and select the best course of action.

Before establishing the Planning Section, the Incident Commander did not have the sufficient resources to develop a written Incident Action Plan.



**What should the Incident Commander do?**



### Case Study (2 of 2)

Review the excerpt from the Gulf Coast City Incident Management System (ICS) Form 201 (in the Student Manual).

What information would you add to this summary of current actions?



**Visual Description:** Case Study (2 of 2)

### Key Points

**Instructions:** Review the excerpt from the Gulf Coast City Incident Management System (ICS) Form 201.

#### 7. Summary of Current Actions

Status: See map for projected precipitation and wind projections over Gulf Coast City.

Current Actions: Hospital Command Center operating 24/7 with command and general staff positions filled. Sheltering operations continue until the storm passes over. Engineering staff continue to assess the operating systems for impacts.

Weather: Current weather pattern continues through midnight, then partial clearing. Highs in the mid 40s, lows in the high 30s. Chance of precipitation 60% through midnight, reducing to 40% after midnight. Expected precipitation next 24 hours: .75 inches. Winds from the west 10-15 mph.

Safety Message: Once the storm has passed, engineering staff will perform a recon of the grounds to identify hazards. Staff are encouraged to not drive through flooded streets.



What information would you add to this summary of current actions?



## The Management Meeting

Following the Situation Briefing and Shift Change, a Management Meeting involving the Agency Executive and the Incident Management Team is held.

The purpose of this meeting is to discuss the overall policies, priorities, and control objectives.



**Visual Description:** The Management Meeting

### Key Points

Following the Situation Briefing and Shift Change, a Management Meeting involving the Agency Executive and the Incident Management Team (the Incident Commander and the Command and General staff) is held. The purpose of this meeting is to discuss the overall policies, priorities, and control objectives. It enables the organization's leadership to stay involved with the incident management.

The timing or placement of the Management Meeting within the operational period's cycle of activities is at the discretion of the Agency Executive. The Management Meeting can also occur near the end of the operational period, after the Operations Section Chief has evaluated the progress made by assigned resources.

The result of the Management Meeting is a revised set of overall priorities, objectives, and policies, which are captured on the Incident Management System (ICS) Form 202 (Incident Objectives).



### The Planning Meeting (1 of 2)

Following the Management Meeting, the Incident Management Team meets to develop the Incident Action Plan (IAP) for the next operational period.

This meeting occurs in two parts:

- Tactics Meeting, which uses:
  - ICS Form 215.



**Visual Description:** The Planning Meeting (1 of 2)

### Key Points

Following the Management Meeting, the Incident Management Team meets to develop the Incident Action Plan (IAP) for the next operational period.

This meeting occurs in two parts:

- First is the Tactics Meeting – the Operations Section Chief, Incident Commander, and other Command and General staff meet to discuss strategies and tactics to accomplish the revised priorities and objectives established in the Management Meeting.
- The Incident Management System (ICS) Form 215 (Operational Planning Worksheet) is used during the Tactics Meeting. In addition, the Safety Officer completes the Incident Management System (ICS) Form 215A (Safety Analysis) based on the selected strategies and tactics.



### The Planning Meeting (2 of 2)

- The second part of the Planning Meeting involves the identification of resources needed to accomplish the objectives.
- The Logistics and Finance/Administration Section Chiefs are heavily involved with the identification and procurement of needed resources.



**Visual Description:** The Planning Meeting (2 of 2)

### Key Points

The second part of the Planning Meeting involves the identification of the right kind and type of resources needed to accomplish the objectives and how they should be organized. The Incident Management System (ICS) Forms 203 (Organizational Assignment List) and 204 (Division/Group Assignment List) are used to complete this work.

The Logistics and Finance/Administration Section Chiefs are heavily involved with the identification and procurement of the needed personnel, equipment, and supplies. Transportation and other support services are usually an important point of discussion.



## Operations Briefing

- The Operations Briefing occurs after the Planning Meeting and the completion of the Incident Action Plan (IAP).
- The Operations Section Chief presents the IAP for the upcoming period.
- Other members of the Command and General Staffs, as well as specific support elements provide important information.
- The ICS Forms 203 and 204 are used to communicate the assignments and reporting relationships.



**Visual Description:** Operations Briefing

### Key Points

The Operations Briefing occurs after the Planning Meeting and the completion of the Incident Action Plan (IAP).

The Operations Section Chief presents the IAP for the upcoming period to the various Division/Group Supervisors and Branch Directors.

Other members of the Command and General Staffs, as well as specific support elements (i.e., Communications Unit) can provide important information needed for safe and effective performance during the operational period.

The Incident Management System (ICS) Forms 203 (Organizational Assignment List) and 204 (Division/Group Assignment List) are used to communicate the assignments and reporting relationships.

After the Operations Briefing, the Incident Action Plan enters the implementation phase.



### Operations Briefing Agenda (1 of 2)

A typical Operations Briefing includes the following:

- The Planning Section Chief reviews agenda.
- The Incident Commander presents incident objectives.
- The Current Operations Section Chief provides current assessment and accomplishments.



**Visual Description:** Operations Briefing Agenda (1 of 2)

### Key Points

The Operations Briefing is facilitated by the Planning Section Chief and follows a set agenda. A typical briefing includes the following:

- The Planning Section Chief reviews the agenda and facilitates the briefing.
- The Incident Commander presents incident objectives or confirms existing objectives.
  - Note: Objectives may be presented by the Planning Section Chief.
- The Current Operations Section Chief provides current assessment and accomplishments.



### Operations Briefing Agenda (2 of 2)

- The on-coming Operations Section Chief covers the work assignments.
- The Safety Officer reviews specific risks.
- Specific Section Chief/Unit Leaders present information related to ensuring safe and efficient operations.
- The Incident Commander directs resources.
- The Planning Section Chief announces the time of the next Operations Briefing.



**Visual Description:** Operations Briefing Agenda (2 of 2)

### Key Points

The on-coming Operations Section Chief covers the work assignments and staffing of divisions and groups for the upcoming operational period.

The Safety Officer reviews specific risks to operational resources and the identified safety/mitigation measures.

Specific Section Chief/Unit Leaders present information related to ensuring safe and efficient operations.

The Incident Commander reiterates his or her operational concerns and directs resources to deploy.

The Planning Section Chief announces the time of the next Operations Briefing and then adjourns the meeting.



### Case Study (1 of 4)

Instructions: Review the statement below.

“The National Weather Service has just informed us that Hurricane Anna is now projected to come ashore just 20 miles east of us. The Hospital Command Center will be staffed 24 hours a day with command and general staff working 12 hour shifts.”

Who would present this information during the Operations Briefing?



Visual Description: Case Study (1 of 4)

### Key Points

**Instructions:** Review the statement from the Gulf Coast City Incident Operations Briefing. After reviewing the statement, determine who would present this information.



**Who would present this information during the Operations Briefing?**

“The National Weather Service has just informed us that Hurricane Anna is now projected to come ashore just 20 miles east of us. The Hospital Command Center will be staffed 24 hours a day with command and general staff working 12 hour shifts.”



### Case Study (2 of 4)

**Instructions:** Review the statement from the Gulf Coast City Incident Operations Briefing. After reviewing the statement, determine who would present this information:

“The objectives for the next operational period are:

1. Ensure safety of patients, visitors, and staff by posting information about the status of the storm and discouraging travel to and from the facility.
2. Establish the maximum resiliency against the effects of wind and water by a thorough inspection of the buildings.
3. Continue to shelter-in-place those persons already in the facility and continue outreach to other patients.”



**Visual Description:** Case Study (2 of 4)

### Key Points

**Instructions:** Review the statement from the Gulf Coast City Incident Operations Briefing. After reviewing the statement, determine who would present this information.

“The objectives for the next operational period are:

1. Ensure safety of patients, visitors, and staff by posting information about the status of the storm and discouraging travel to and from the facility.
2. Establish the maximum resiliency against the effects of wind and water by a thorough inspection of the buildings.
3. Continue to shelter-in-place those persons already in the facility and continue outreach to other patients.”



**Who would present this information during the Operations Briefing?**



### Case Study (3 of 4)

**Instructions:** Review the statement from the Gulf Coast City Incident Operations Briefing. After reviewing the statement, determine who would present this information.

“All personnel are asked to help ensure those we are sheltering stay inside the buildings until the storm is passed. We are expecting significant wind that could result in hanging trees and downed power lines.”



**Visual Description:** Case Study (3 of 4)

### Key Points

**Instructions:** Review the statement from the Gulf Coast City Incident Operations Briefing. After reviewing the statement, determine who would present this information.

“All personnel are asked to help ensure those we are sheltering stay inside the buildings until the storm is passed. We are expecting significant wind that could result in hanging trees and downed power lines.”



**Who would present this information during the Operations Briefing?**



### Case Study (4 of 4)

**Instructions:** Review the statement from the Gulf Coast City Incident Operations Briefing. After reviewing the statement, determine who would present this information.

"The next Operations Briefing is scheduled for today at 1700. At the next Briefing, I will distribute a revised Incident Action Plan. Any questions? If not, we're adjourned."



**Visual Description:** Case Study (4 of 4)

### Key Points

**Instructions:** Review the statement from the Gulf Coast City Incident Operations Briefing. After reviewing the statement, determine who would present this information.

"The next Operations Briefing is scheduled for today at 1700. At the next Briefing, I will distribute a revised Incident Action Plan. Any questions? If not, we're adjourned."



**Who would present this information during the Operations Briefing?**



## Modular Organization

The ICS organization adheres to a "form follows function" philosophy.

Because the ICS is a modular concept, managing span of control is accomplished by grouping resources according to the supervisor-to-subordinate ratio.



**Visual Description:** Modular Organization

### Key Points

The Incident Management System (ICS) organization adheres to a "form follows function" philosophy. The size of the current organization and that of the next operational period is determined through the incident planning process.

Because the Incident Management System (ICS) is a modular concept, managing span of control is accomplished by organizing resources into Teams, Divisions, Groups, Branches, or Sections when the supervisor-to-subordinate ratio exceeds seven, or by reorganizing or demobilizing Sections, Branches, Divisions, Groups, or Teams when the ratio falls below three.



### Activation of Organizational Elements (1 of 2)

Many incidents will never require the activation of the entire Command or General Staff or entire list of organizational elements within each Section.

Other incidents will require some or all members of the Command Staff and all sub-elements of each General Staff Section.



**Visual Description:** Activation of Organizational Elements (1 of 2)

### Key Points

Many incidents will never require the activation of the entire Command or General Staff or entire list of organizational elements within each Section. Other incidents will require some or all members of the Command Staff and all sub-elements of each General Staff Section.

The decision to activate an element (Section, Branch, Unit, Division, or Group) must be based on incident objectives and resource needs.



### Activation of Organizational Elements (2 of 2)

An important concept is that many organizational elements may be activated in various sections without activating the Section Chief.



**Visual Description:** Activation of Organizational Elements (2 of 2)

### Key Points

An important concept is that many organizational elements may be activated in various sections without activating the Section Chief.

For example, the Situation Unit can be activated without a Planning Section Chief assigned. In this case, the supervision of the Situation Unit will rest with the Incident Commander.



### Avoid Combining Positions

It is tempting to combine ICS positions to gain staffing efficiency. Rather than combining positions, you may assign the same individual to supervise multiple units.

Unit 5:  
ICS Management Processes

Visual 5.30

**Visual Description:** Avoid Combining Positions

It is tempting to combine Incident Management System (ICS) positions to gain staffing efficiency. Rather than combining positions, you may assign the same individual to supervise multiple units.

When assigning personnel to multiple positions, do not use nonstandard titles. Creating new titles may be unrecognizable to assisting or cooperating personnel and may cause confusion.



### Knowledge Review (1 of 2)

Determine whether the statements below are true or false.

1. The Incident Management System (ICS) organizational structure should include only the functions and positions needed to achieve the incident objectives.
2. Incident Management System (ICS) positions may be combined in order to save on staffing or achieve a higher level of efficiency.
3. Incident Management System (ICS) encourages the use of unique position titles in order to better meet the specific incident needs.
4. Managing span of control can be accomplished through the use of Teams, Divisions, Groups, Branches, and/or Sections.



**Visual Description:** Knowledge Review (1 of 2)

### Key Points

**Instructions:** Determine whether the statements below are true or false.

1. The Incident Management System (ICS) organizational structure should include only the functions and positions needed to achieve the incident objectives.
2. Incident Management System (ICS) positions may be combined in order to save on staffing or achieve a higher level of efficiency.
3. Incident Management System (ICS) encourages the use of unique position titles in order to better meet the specific incident needs.
4. Managing span of control can be accomplished through the use of Teams, Divisions, Groups, Branches, and/or Sections.



### Knowledge Review (2 of 2)

Pat Jones is the Resource Unit Leader. No Planning Section Chief is assigned.

Who does Pat Jones report to?



**Visual Description:** Knowledge Review (2 of 2)

### Key Points

**Instructions:** Select the correct response below.

Pat Jones is the Resource Unit Leader. No Planning Section Chief is assigned. Who does Pat Jones report to?

1. Operations Section Chief
2. Liaison Officer
3. Incident Commander
4. No Direct Supervisor



## Resource Management

The incident resource management process consists of the following:

- Establishment of resource needs.
- Resource ordering.
- Check-in process and tracking.
- Resource utilization and evaluation.
- Resource demobilization.



Resource Status



**Visual Description:** Resource Management

### Key Points

Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. The incident resource management process consists of the following:

- Establishment of resource needs (kind/type/quantity).
- Resource ordering (actually getting what you need).
- Check-in process and tracking (knowing what resources you have and where they are).
- Resource utilization and evaluation (using the resources effectively).
- Resource demobilization (releasing resources that are no longer needed).



**Visual Description:** Anticipating Incident Resource Needs

### Key Points

Experience and training will help you to predict workloads and corresponding staffing needs. As the graphic above illustrates, an incident may build faster than resources can arrive. Eventually, a sufficient number of resources arrive and begin to control the incident. As the incident declines, resources then exceed incident needs.



### Predicting Incident Workload

Incident workload patterns are largely predictable throughout the incident life cycle, especially for the following sections:

- Operations Section.
- Planning Section.
- Logistics Section.



**Visual Description:** Predicting Incident Workload

### Key Points

Incident workload patterns are often predictable throughout the incident life cycle. Several examples are provided below:

- **Operations Section:** The workload on Operations is immediate and often massive. On a rapidly escalating incident, the Operations Section Chief must determine appropriate tactics; organize, assign, and supervise resources; and at the same time participate in the planning process.
- **Planning Section:** The Resources and Situation Units will be very busy in the initial phases of the incident. In the later stages, the Documentation and Demobilization Units workload will increase.
- **Logistics Section:** The Supply and Communications Units will be very active in the initial and final stages of the incident.



### Analyzing Incident Complexity

It is important to strike the right balance when determining resource needs. A complexity analysis can help:

- Identify resource requirements.
- Determine if the existing management structure is appropriate.



**Visual Description:** Analyzing Incident Complexity

### Key Points

It is important to strike the right balance when determining resource needs. Having too few resources can lead to loss of life and property, while having too many resources can result in unqualified personnel deployed without proper supervision, and/or extensive financial costs.

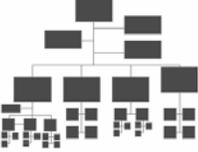
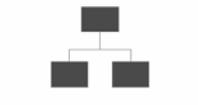
A complexity analysis can help:

- Identify resource requirements.
- Determine if the existing management structure is appropriate.



**Incident Complexity and Resource Needs**

As illustrated below, when incident complexity increases, your resource needs and ICS structure grow accordingly.

	Incident Complexity	Resource Needs	ICS Structure
<b>Complexity</b>			
			

Unit 5: ICS Management Processes Visual 5.37

**Visual Description:** Incident Complexity and Resource Needs

### Key Points

As illustrated above, when incident complexity increases, your resource needs and Incident Management System (ICS) structure grow accordingly.



## Resource Kinds and Types

To ensure that responders get the right personnel and equipment, ICS resources are categorized by:

- Kinds of Resources.
- Types of Resources.



Kind = What's Needed?  
Type = Qualifications? Capacities?



**Visual Description:** Resource Kinds and Types

### Key Points

To ensure that responders get the right personnel and equipment, Incident Management System (ICS) resources are categorized by:

- **Kinds of Resources:** Describe what the resource is (for example: registered nurse, emergency physician, engineer, security officer, ambulances).
- **Types of Resources:** Describe the size, capability, and staffing qualifications of a specific kind of resource.



### Knowledge Review

Instructions: Review the group of resources below. Determine if resource being ordered is a kind or type.

1. Ordering a registered nurse with critical care credentials is an example of a resource \_\_\_\_\_.
2. Ordering defibrillator is an example of a resource \_\_\_\_\_.



Visual Description: Knowledge Review

### Key Points

**Instructions:** Review the group of resources below. Determine if resource being ordered is a kind or type.

**Ordering a registered nurse with critical care credentials is an example of a resource \_\_\_\_\_.**

**Ordering defibrillator is an example of a resource \_\_\_\_\_.**



## Standard Resource Terminology

As covered in ICS-100, the following terms apply to resources:

- Task Forces.
- Strike Teams.
- Single Resource.



**Visual Description:** Standard Resource Terminology

### Key Points

As covered in Incident Management System (ICS)-100, the following terms apply to resources:

- **Task Forces:** A combination of mixed resources with common communications operating under the direct supervision of a Task Force Leader. (Example: three registered nurses, two doctors, and one hospital security guard).
- **Strike Teams:** A set number of resources of the same kind and type with common communications operating under the direct supervision of a Strike Team Leader. (Example: five pediatricians with the same capabilities).
- **Single Resource:** An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident. (Example: an ultrasound machine and an ultrasound technician)



### Communication Responsibilities

To ensure sharing of critical information:

- Brief others as needed.
- Debrief their actions.
- Communicate hazards to others.
- Acknowledge messages.
- Ask if they do not know.



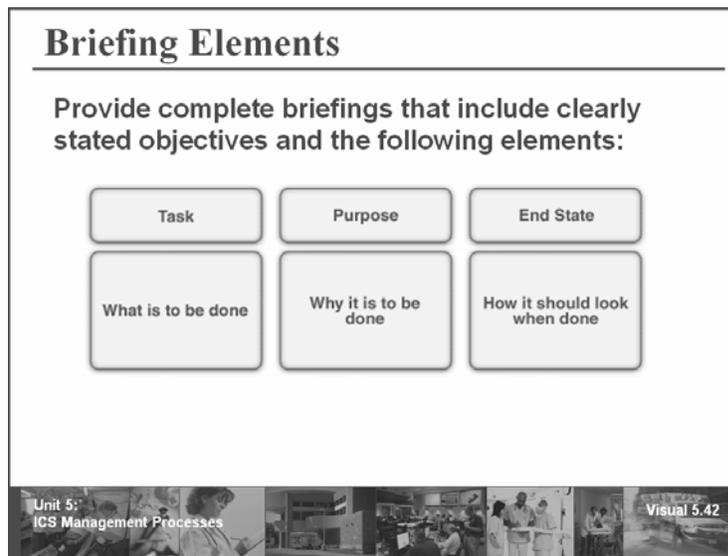
**Visual Description:** Communication Responsibilities

### Key Points

To ensure sharing of critical information, all responders must:

- Brief others as needed.
- Debrief their actions.
- Communicate hazards to others.
- Acknowledge messages.
- Ask if they do not know.

While not always possible, the most effective form of communication is face-to-face.



**Visual Description:** Briefing Elements

### Key Points

Provide complete briefings that include clearly stated objectives and the following elements:

- Task (what is to be done?)
- Purpose (why is it to be done?)
- End state (how should it look when done?)



### Assessment of Situation and Progress

Near the end of the operational period, Division/Group Supervisors and/or Branch Directors report their progress to the Operations Section Chief.

The information from this meeting is used in the Situation Briefing at Shift Change.



**Visual Description:** Assessment of Situation and Progress

### Key Points

Near the end of the operational period, Division/Group Supervisors and/or Branch Directors report their progress to the Operations Section Chief. This meeting is used to identify problems, resource needs, and recommendations for changes to the Incident Action Plan.

The information from this meeting is used in the Situation Briefing at Shift Change, as well as in the next operational period's Management Meeting and Planning Meeting.



### Post-Incident Evaluation and Corrective Actions

Assessment is an important leadership responsibility, and is conducted after a major activity.

Assessment methods include:

- Debriefing.
- Post-incident critique.
- After action review meeting.
- After Action Report (AAR).
- Corrective Action Plans.



**Visual Description:** Post-Incident Evaluation and Corrective Action

### Key Points

Assessment is an important leadership responsibility, and is conducted after a major activity (such as an exercise or actual event) in order to allow employees and leaders to discover what happened and why.

Assessment methods include:

- Debriefing.
- Post-incident critique.
- After action review meeting.
- After Action Report (AAR).
- Corrective Action Plans.



## Summary

You have completed the ICS Management Process unit. You should now be able to:

- Explain how ICS is implemented during the initial response phase.
- Describe the transfer of command process.
- Identify the ICS management activities that occur during an operational period.



**Visual Description:** Summary

## Key Points

You have completed the Incident Management System (ICS) Management Process unit. You should now be able to:

- Explain how Incident Management System (ICS) is implemented during the initial response phase.
- Describe the transfer of command process.
- Identify the Incident Management System (ICS) management activities that occur during an operational period.

The next unit is the course summary.