



**FEMA**



# ICS-100.A: Introduction to ICS

EMI Course Number: IS100

Instructor Guide  
Version 2.0

April 2008



**FEMA**



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<b>Purpose</b>	<p>This course provides training on and resources for personnel who require a basic understanding of the Incident Command System (ICS).</p>
<b>Who Should Attend</b>	<p>ICS 100, Introduction to the Incident Command System, introduces the Incident Command System (ICS) and provides the foundation for higher level ICS training. This course describes the history, features and principles, and organizational structure of the Incident Command System. It also explains the relationship between ICS and the National Incident Management System (NIMS).</p> <p>The target audience includes persons involved with emergency planning, and response or recovery efforts.</p>
<b>ICS Instructor Guidelines</b>	<p>The National Integration Center (NIC) is responsible for “facilitating the development of national guidelines for incident management training and exercises at all jurisdictional levels, while individual agencies and organizations are responsible for establishing and certifying instructors.” This NIC provides guidelines for Incident Command System (ICS) instructors.</p> <p>While individual agencies and organizations are responsible for establishing and certifying instructors, the NIC urges those agencies and organizations to follow these guidelines.</p> <p>The NIC recommends the following general instructor guidelines:</p> <ul style="list-style-type: none"><li>▪ <b>Instructor Levels</b></li><li>▪ <b>Lead instructors</b> must have sufficient experience in presenting all units of the course to be capable of last-minute substitution for unit instructors.</li><li>▪ <b>Unit instructors</b> must be experienced in the lesson content they are presenting.</li><li>▪ <b>Adjunct instructors</b> may provide limited instruction in specialized knowledge and skills at the discretion of the lead instructor. Adjunct instructors must be experienced, proficient, and knowledgeable of current issues in their field of expertise.</li><li>▪ <b>Training Requirements for Lead and Unit Instructors</b>  Instructors should have formal instructor training (NWCG Facilitative Instructor, M-410, EMI Master Trainer Program, Office for Domestic Preparedness Instructor Course or equivalent).</li></ul>
<b>ICS-100 Instructor Qualifications</b>	<p>It is recommended that this training be team taught by instructors with the following minimum qualifications:</p> <ul style="list-style-type: none"><li>▪ One instructor required, two recommended.</li><li>▪ Lead and Unit instructors successfully completed ICS-100, ICS-200, and EMI's IS-700 (NIMS An Introduction).</li><li>▪ Lead instructor should have training and experience in adult education and have served as Incident Commander or in a command staff or general staff position.</li></ul>
<b>Course Objective</b>	<p>The course objective is to enable participants to demonstrate basic knowledge of the Incident Command System (ICS).</p>

**Training Content**

The training is comprised of the following lessons:

- Unit 1: Course Overview
- Unit 2: ICS Overview
- Unit 3: Basic Features of ICS
- Unit 4: Incident Commander & Command Staff Functions
- Unit 5: General Staff Functions
- Unit 6: ICS Facilities
- Unit 7: Common Responsibilities
- Unit 8: Course Summary

The below table presents the recommended training agenda.

<b>Morning Session</b>	<b>Unit 1: Course Overview</b>	<b>35 minutes</b>
	<b>Unit 2: ICS Overview</b>	<b>1 hour</b>
	<b>Unit 3: Basic Features of ICS</b>	<b>1 hour 55 minutes</b>
<b>Afternoon Session</b>	<b>Unit 4: Incident Commander &amp; Command Staff Functions</b>	<b>50 minutes</b>
	<b>Unit 5: General Staff Functions</b>	<b>1 hour 45 minutes</b>
	<b>Unit 6: ICS Facilities</b>	<b>40 minutes</b>
	<b>Unit 7: Common Responsibilities</b>	<b>35 minutes</b>
	<b>Unit 8: Course Summary</b>	<b>45 minutes</b>

**ICS Training and NIMS**

The National Incident Management Systems (NIMS) National Standard Curriculum: Training Development Guidance outlines the system's ICS concepts and principles, management characteristics, organizations and operations, organizational element titles, and recommendations for a model curriculum. It also provides an evaluation checklist for content that may be used to make sure that the training meets the "as taught by DHS" standard. The guidance document is available for download from the NIMS Homepage at [www.fema.gov/emergency/nims](http://www.fema.gov/emergency/nims).

The model NIMS ICS curriculum organizes four levels of training: ICS-100, Introduction to ICS; ICS-200, Basic ICS; ICS-300, Intermediate ICS; and ICS-400, Advanced ICS. ICS training provided by the Emergency Management Institute, the National Fire Academy, the National Wildfire Coordinating Group (NWCG), the U.S. Department of Agriculture (USDA), the Environmental Protection Agency (EPA), and the U.S. Coast Guard follows this model.

According to the National Integration Center, emergency management and response personnel already ICS trained do not need retraining if their previous training is consistent with the DHS standard. Acceptable ICS training would include ICS courses managed, administered, or delivered by the Emergency Management Institute, the National Fire Academy, NWCG, USDA, EPA, or the U.S. Coast Guard. Questions concerning NIMS and related training issues may be directed to: FEMA-NIMS@dhs.gov.

**Course Logistics Overview****Course Materials**

Listed below are the materials that you will need in order to conduct this course:

- **Instructor Guide and Resource CD:** Obtain one copy of the Instructor Guide and resource CD for each trainer.
- **Student Manual:** Secure one copy of the Student Manual for each person attending the session.
- **PowerPoint Files CD:** The course visuals and videos are stored on a CD. **Transfer the course visuals from the CD to the hard drive of a computer.** The visuals and videos will operate more effectively if they are accessed from the computer's hard drive instead of the CD. Complete the following steps for copying the folders and files from the CD:
  1. Insert the Visuals CD in your CD drive.
  2. Using Windows Explorer, access the list of folders and files on your CD drive.
  3. Highlight the folder on the CD titled "visuals."
  4. With the visual folder highlighted, click on the Edit pull-down menu and then select Copy.
  5. Select a location on your computer's hard drive. When you are in that drive (and folder), click on the Edit pull-down menu and then select Paste.
  6. All of the visuals and videos should now be copied onto your hard drive. It is important to copy the entire main visual folder rather than the individual files. This method will ensure that the videos stay linked to the visuals!
  7. Test the visuals and videos to make sure that everything transferred correctly. Remember that the videos will only play when you are in the "View Show" mode.
- **Course Evaluation Forms:** Make sure that you have one copy of the course evaluation form for each person attending the training.

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**Course Equipment**

The following equipment is required for conducting this course:

- **Computer and Projection Device:** Make arrangements to have a computer with a PowerPoint slide projector. Be sure to try out the projector in advance of the training, in case you need help getting it to work properly. Make sure all equipment is functioning properly. Test the PowerPoint projector and the lights. If you do not have equipment for projection, plan to refer participants to their Student Manuals. The visuals are reproduced in the Student Manual, but the training is more effective with the projection of the visuals. Arrange for technical assistance to be available during training in the event of equipment malfunction.
- **Speakers or Output to a Sound System:** The speakers built into a typical computer will not be loud enough for the audience to hear the audio elements within the digital video segments.

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**Copyright**

This course makes no use of copyrighted/proprietary material.

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# Unit 1: Course Overview

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## Objectives

At the end of this unit, the participants should be able to describe the purpose of the course.

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## Scope

- Unit Introduction
  - Course Objective
  - Student Introductions
  - Expectations: Student and Instructor
  - Course Structure
  - Course Logistics
  - Successful Course Completion
- 

## Methodology

The instructors will welcome the students to the course and introduce themselves. They will also review the course objective. Following instructor introductions, each participant will introduce himself or herself to the rest of the group. After introductions, the instructors will facilitate a discussion about what the group expects to gain from the course.

The instructors will then provide guidelines for the behavior they expect from each participant. The instructors will also overview the course structure and logistics. Finally, they will explain what is required for successful course completion. The instructors will then transition to Unit 2, which provides an overview of the Incident Command System (ICS).

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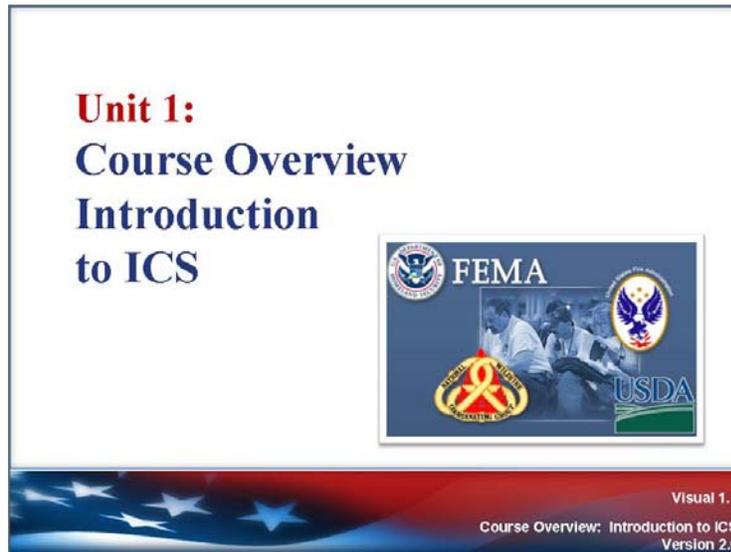
## Time Plan

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
Course Objective	5 minutes
Introductions and Expectations	20 minutes
Course Structure and Logistics	5 minutes
Summary	5 minutes
<b>Total Time</b>	<b>35 minutes</b>



Visual 1.1



**Visual Description:** Unit Introduction

### Instructor Notes

Welcome the participants to the course.

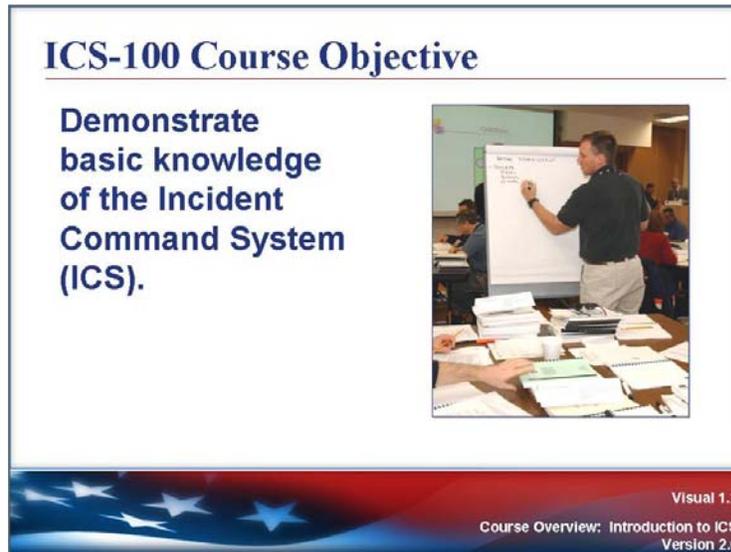
Tell the participants that this course will introduce them to the Incident Command System (ICS).

Introduce yourself by providing:

- Your name and organization.
- A brief statement of your experience with emergency or incident response using ICS.



Visual 1.2



**Visual Description:** ICS-100 Course Objective

### Instructor Notes

Tell participants that the objective for this course is for participants to demonstrate basic knowledge of the Incident Command System (ICS).

Tell the participants that this course is designed to provide overall incident management skills rather than tactical expertise. Additional courses are available on developing and implementing incident tactics.



Visual 1.3

**Student Introductions**

- Name, job title, and organization
- Overall experience with emergency or incident response
- ICS qualifications and most recent ICS experience

Visual 1.3  
Course Overview: Introduction to ICS  
Version 2.0

**Visual Description:** Student Introductions

### Instructor Notes

Ask the students to introduce themselves by providing:

- Their names, job titles, and organizations.
- A brief account of their overall experience with emergency or incident response.
- A short statement about their ICS qualifications and most recent ICS experience.



Visual 1.4



**Visual Description:** What do you expect to gain from this course?

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### Instructor Notes

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Ask the participants the following question:

**What do you expect to gain from this course?**

Allow the group time to respond.

Record their responses on chart paper.

If possible, hang the list of their responses in the training room. Revisit the list at the end of the course to ensure that participants have met their learning objectives.



Visual 1.5

**Instructor Expectations**

- Cooperate with the group.
- Be open minded to new ideas.
- Participate actively in all of the training activities and exercises.
- Return to class at the stated time.
- Use what you learn in the course to perform effectively within an ICS organization.

Visual 1.5  
Course Overview: Introduction to ICS  
Version 2.0

**Visual Description:** Instructor Expectations

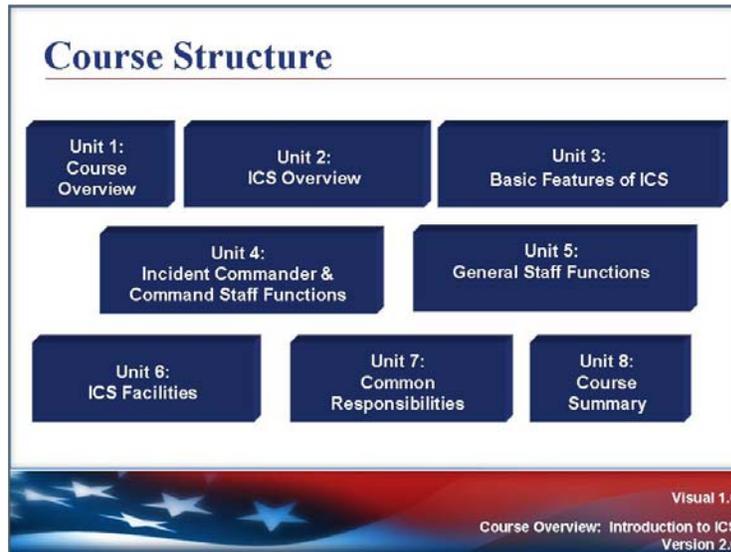
### Instructor Notes

Explain that like the participants, you, as the instructor, also have expectations for the course. You expect that everyone will:

- Cooperate with the group.
- Be open minded to new ideas.
- Participate actively in all of the training activities and exercises.
- Return to class at the stated time.
- Use what you learn in the course to perform effectively within an ICS organization.



Visual 1.6



**Visual Description:** Course Structure – Unit 1: Course Overview; Unit 2: ICS Overview; Unit 3: Basic Features of ICS; Unit 4: Incident Commander & Command Staff Functions; Unit 5: General Staff Functions; Unit 6: ICS Facilities; Unit 7: Common Responsibilities; Unit 8: Course Summary

### Instructor Notes

Tell participants that the course is divided into the following eight units:

- Unit 1: Course Overview
- Unit 2: ICS Overview
- Unit 3: Basic Features of ICS
- Unit 4: Incident Commander & Command Staff Functions
- Unit 5: General Staff Functions
- Unit 6: ICS Facilities
- Unit 7: Common Responsibilities
- Unit 8: Course Summary



Visual 1.7

**Course Logistics**

- Course agenda
- Sign-in sheet
- Housekeeping:
  - Breaks
  - Message and telephone location
  - Cell phone policy
  - Facilities
  - Other concerns



Visual 1.7  
Course Overview: Introduction to ICS  
Version 2.0

**Visual Description:** Course Logistics

### Instructor Notes

Review the following information with the group:

- Course agenda
- Sign-in sheet

Review the following housekeeping issues:

- Breaks
- Message and telephone location
- Cell phone policy
- Facilities
- Other concerns



Visual 1.8

**Successful Course Completion**

- **Participate in unit activities/exercises.**
- **Achieve 75% or higher on the final exam.**
- **Complete the end-of-course evaluation.**



Visual 1.8  
Course Overview: Introduction to ICS  
Version 2.0

**Visual Description:** Successful Course Completion

### Instructor Notes

Tell participants that in order to successfully complete this course, they must:

- Participate in unit activities/exercises.
- Achieve 75% or higher on the final exam.
- Complete the end-of-course evaluation.

Instructor note: Contact EMI's Independent Study office ([independentstudy@dhs.gov](mailto:independentstudy@dhs.gov)) for details on testing and certificates.

Explain that the next unit will provide an overview of the Incident Command System.

Refer the participants to the glossary located at the end of this unit. Encourage participants to refer to this glossary throughout the training session.

**ICS 100: Introduction to ICS  
Sample Agenda****DAY ONE****Morning Session**

- Unit 1: Course Overview (35 minutes)
- Unit 2: ICS Overview (1 hour)
- Unit 3: Basic Features of ICS (1 hour 55 minutes)

**Afternoon Session**

- Unit 4: Incident Commander & Command Staff Functions (50 minutes)
- Unit 5: General Staff Functions (1 hour 45 minutes)
- Unit 6: ICS Facilities (40 minutes)
- Unit 7: Common Responsibilities (35 minutes)
- Unit 8: Course Summary (45 minutes)

**Accessible:** Having the legally required features and/or qualities that ensure easy entrance, participation, and usability of places, programs, services, and activities by individuals with a wide variety of disabilities.

**Acquisition Procedures:** Used to obtain resources to support operational requirements.

**Agency:** A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

**Agency Administrator/Executive:** The official responsible for administering policy for an agency or jurisdiction, having full authority for making decisions, and providing direction to the management organization for an incident.

**Agency Dispatch:** The agency or jurisdictional facility from which resources are sent to incidents.

**Agency Representative:** A person assigned by a primary, assisting, or cooperating Federal, State, tribal, or local government agency or private organization that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

**All-Hazards:** Describing an incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

**Allocated Resources:** Resources dispatched to an incident.

**Area Command:** An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged. An agency administrator/executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

**Assessment:** The evaluation and interpretation of measurements and other information to provide a basis for decisionmaking.

**Assigned Resources:** Resources checked in and assigned work tasks on an incident.

**Assignments:** Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan.

**Assistant:** Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

**Assisting Agency:** An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See Supporting Agency.

**Available Resources:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

**Badging:** Based on credentialing and resource ordering, provides incident-specific credentials and can be used to limit access to various incident sites.

**Base:** The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Base.

**Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

**Cache:** A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

**Camp:** A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

**Certifying Personnel:** Process that entails authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

**Chain of Command:** A series of command, control, executive, or management positions in hierarchical order of authority.

**Check-In:** Process in which all responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

**Chief:** The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

**Command:** The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

**Command Staff:** Consists of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

**Common Operating Picture:** Offers an overview of an incident thereby providing incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.

**Common Terminology:** Normally used words and phrases-avoids the use of different words/phrases for same concepts, consistency.

**Communications:** Process of transmission of information through verbal, written, or symbolic means.

**Communications/Dispatch Center:** Agency or interagency dispatcher centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. Center can serve as a primary coordination and support element of the multiagency coordination system (MACS) for an incident until other elements of MACS are formally established.

**Complex:** Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

**Continuity of Government (COG):** Activities that address the continuance of constitutional governance. COG planning aims to preserve and/or reconstitute the institution of government and ensure that a department or agency's constitutional, legislative, and/or administrative responsibilities are maintained. This is accomplished through succession of leadership, the predelegation of emergency authority, and active command and control during response and recovery operations.

**Continuity of Operations (COOP) Plans:** Planning should be instituted (including all levels of government) across the private sector and nongovernmental organizations, as appropriate, to ensure the continued performance of core capabilities and/or critical government operations during any potential incident.

**Cooperating Agency:** An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

**Coordinate:** To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

**Corrective Actions:** Implementing procedures that are based on lessons learned from actual incidents or from training and exercises.

**Credentialing:** Providing documentation that can authenticate and verify the certification and identity of designated incident managers and emergency responders.

**Critical Infrastructure:** Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

**Delegation of Authority:** A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident

Commanders prior to their assuming command on larger incidents. Same as the Letter of Expectation.

**Demobilization:** The orderly, safe, and efficient return of an incident resource to its original location and status.

**Department Operations Center (DOC):** An emergency operations center (EOC) specific to a single department or agency. Its focus is on internal agency incident management and response. DOCs are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

**Deputy:** A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

**DHS:** Department of Homeland Security

**Director:** The Incident Command System title for individuals responsible for supervision of a Branch.

**Dispatch:** The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A Division is located within the Incident Command System organization between the Branch and resources in the Operations Section.

**Emergency:** Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Emergency Management Assistance Compact (EMAC):** A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected State can request and receive assistance from other member States quickly and efficiently, resolving two key issues upfront: liability and reimbursement.

**Emergency Management/Response Personnel:** Includes Federal, State, territorial, tribal, substate regional, and local governments, private-sector organizations, critical infrastructure owners and operators, nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. Also known as emergency responders.

**Emergency Operations Center (EOC):** The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a

jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or some combination thereof.

**Emergency Operations Plan:** The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

**Emergency Public Information:** Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

**Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

**Event:** See Planned Event.

**Federal:** Of or pertaining to the Federal Government of the United States of America.

**FEMA:** Federal Emergency Management Agency

**Field Operations Guide:** Durable pocket or desk guide that contains essential information required to perform specific assignments or functions.

**Finance/Administration Section:** The Section responsible for all administrative and financial considerations surrounding an incident.

**Function:** Refers to the five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved (e.g., the planning function). A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs.

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

**Group:** Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between Branches and resources in the Operations Section. See Division.

**Hazard:** Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

**Homeland Security Exercise and Evaluation Program (HSEEP):** A capabilities- and performance-based exercise program that provides a standardized methodology and terminology for exercise design, development, conduct, evaluation, and improvement planning.

**HSPD-5:** Homeland Security Presidential Directive 5, "Management of Domestic Incidents"

**HSPD-7:** Homeland Security Presidential Directive 7, "Critical Infrastructure, Identification, Prioritization, and Protection"

**HSPD-8:** Homeland Security Presidential Directive 8, "National Preparedness"

**Identification and Authentication:** For security purposes, process required for individuals and organizations that access the NIMS information management system and, in particular, those that contribute information to the system (e.g., situation reports).

**Incident:** An occurrence or event, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident Action Plan (IAP):** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**Incident Command:** Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

**Incident Commander (IC):** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Command Post (ICP):** The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

**Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

**Incident Management:** The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

**Incident Management Team (IMT):** An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types. Types I and II are national teams, Type III are State or regional, Type IV are discipline or large

jurisdiction-specific, while Type V are ad hoc incident command organizations typically used by smaller jurisdictions.

**Incident Objectives:** Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

**Information Management:** The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

**Initial Actions:** The actions taken by those responders first to arrive at an incident site.

**Initial Response:** Resources initially committed to an incident.

**Intelligence/Investigations:** Different from operational and situational intelligence gathered and reported by the Planning Section. Intelligence/Investigations gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

**Interoperability:** The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability is also defined as the emergency communications system that should be the same or linked to the same system that the jurisdiction uses for nonemergency procedures, and should effectively interface with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of government during planning and deployment.

**Job Aid:** Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

**Joint Field Office (JFO):** A temporary Federal facility established locally to provide a central point for Federal, State, tribal, and local executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions.

**Joint Information Center (JIC):** A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

**Joint Information System (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander (IC); advising the IC concerning public affairs issues that could affect a

response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**Jurisdiction:** A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, State, tribal, and local boundary lines) or functional (e.g., law enforcement, public health).

**Jurisdictional Agency:** The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

**Key Resources:** Any publicly or privately controlled resources essential to the minimal operations of the economy and government.

**Letter of Expectation:** See Delegation of Authority.

**Liaison:** A form of communication for establishing and maintaining mutual understanding and cooperation.

**Liaison Officer:** A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

**Local Government:** A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107?296, 116 Stat. 2135 (2002).

**Logistics:** Providing resources and other services to support incident management.

**Logistics Section:** The Section responsible for providing facilities, services, and material support for the incident.

**Management by Objectives:** A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incidents objectives; developing strategies based on overarching incidents objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident management, functional activities, and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

**Managers:** Individuals within Incident Command System organizational Units that are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

**Metrics:** Measurable standards that are useful in describing a resource's capability.

**Mitigation:** Provides a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of

disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

**Mobilization:** The process and procedures used by all organizations—Federal, State, tribal, and local—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**Mobilization Guide:** Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

**Multiagency Coordination (MAC) Group:** Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the system. It can provide coordinated decisionmaking and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

**Multiagency Coordination System(s) (MACS):** Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are emergency operations centers and MAC Groups. These systems assist agencies and organizations responding to an incident.

**Multijurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

**Mutual Aid and Assistance Agreement:** Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

**National:** Of a nationwide character, including the Federal, State, tribal, and local aspects of governance and policy.

**National Incident Management System (NIMS):** Provides a systematic, proactive approach guiding government agencies at all levels, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

**National Infrastructure Protection Plan (NIPP):** Provides a coordinated approach to critical infrastructure and key resources protection roles and responsibilities for Federal, State, tribal, local, and private-sector security partners. The NIPP sets national priorities, goals, and requirements for effective distribution of funding and resources that will help ensure that our

government, economy, and public services continue in the event of a terrorist attack or other disaster.

**National Integration Center (NIC) Incident Management Systems Integration Division:**

Established by the Secretary of Homeland Security to provide strategic direction for and oversight of NIMS by supporting both routine maintenance and the continuous refinement of the system and its components over the long term. The Center oversees all aspects of NIMS including the development of compliance criteria and implementation activities at Federal, State, and local levels. It provides guidance and support to jurisdictions and incident management and responder organizations as they adopt the system.

**National Planning Scenarios:** Planning tools that represent a minimum number of credible scenarios depicting the range of potential terrorist attacks and natural disasters and related impacts facing our Nation. They form a basis for coordinated Federal planning, training, and exercises.

**National Preparedness Guidelines:** Guidance that establishes a vision for national preparedness and provides a systematic approach for prioritizing preparedness efforts across the Nation. These Guidelines focus policy, planning, and investments at all levels of government and the private sector. The Guidelines replace the Interim National Preparedness Goal and integrate recent lessons learned.

**National Preparedness Vision:** Provides a concise statement of the core preparedness goal for the Nation.

**National Response Framework (NRF):** Guides how the Nation conducts all-hazards response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, States, the Federal Government, and private-sector and nongovernmental partners apply these principles for a coordinated, effective national response. And it describes special circumstances where the Federal Government exercises a larger role, including incidents where Federal interests are involved and catastrophic incidents where a State would require significant support. It allows first responders, decisionmakers, and supporting entities to provide a unified national response.

**NFPA:** National Fire Protection Association

**Nongovernmental Organization (NGO):** An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

**Officer:** The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 hours.

**Operations Section:** The Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In the Incident Command System, it normally includes subordinate Branches, Divisions, and/or Groups.

**Organization:** Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private-sector organizations, and nongovernmental organizations.

**Personal Responsibility:** All responders are expected to use good judgment and be accountable for their actions.

**Personnel Accountability:** The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established incident management guidelines.

**Plain Language:** Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purposes of NIMS, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

**Planned Event:** A planned, nonemergency activity (e.g., sporting event, concert, parade, etc.).

**Planning Meeting:** A meeting held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

**Planning Section:** The Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**Pre-Positioned Resources:** Resources moved to an area near the expected incident site in response to anticipated resource needs.

**Preparedness:** Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.

**Preparedness Organizations:** The groups that provide coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, Critical Infrastructure Sector Coordinating Councils).

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and

other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

**Private Sector:** Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

**Protocols:** Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

**Public Information:** Processes, procedures, and systems for communicating timely, accurate, accessible information on the incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

**Public Information Officer (PIO):** A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

**Publications Management:** Subsystem used to manage the development, publication control, publication supply, and distribution of NIMS materials.

**Recovery:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; postincident reporting; and development of initiatives to mitigate the effects of future incidents.

**Recovery Plan:** A plan developed to restore the affected area or community.

**Reimbursement:** Mechanism used to recoup funds expended for incident-specific activities.

**Resource Management:** Efficient emergency management and incident response requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual aid and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

**Resource Tracking:** A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency operations center.

**Response:** Immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery.

**Retrograde:** To return resources back to their original location.

**Safety Officer:** A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

**Section:** The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.

**Single Resource:** Individual personnel, supplies, and equipment items, and the operators associated with them.

**Situation Report:** Document that often contains confirmed or verified information regarding the specific details relating to an incident.

**Span of Control:** The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

**Special Needs Population:** A population whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures; who have limited English proficiency or are non-English speaking; or who are transportation disadvantaged.

**Staging Area:** Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

**Standard Operating Guidelines:** A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

**Standard Operating Procedure (SOP):** Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

**State:** When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Status Report:** Relays information specifically related to the status of resources (e.g., the availability or assignment of resources).

**Strategy:** The general plan or direction selected to accomplish incident objectives.

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

**Substate Region:** A grouping of jurisdictions, counties, and/or localities within a State brought together for specified purposes (e.g., homeland security, education, public health), usually containing a governance structure.

**Supervisor:** The Incident Command System title for an individual responsible for a Division or Group.

**Supporting Agency:** An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

**Supporting Technology:** Any technology that may be used to support NIMS. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications.

**System:** An integrated combination of people, property, environment, and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

**Tactics:** Deploying and directing resources on an incident to accomplish the objectives designated by the strategy.

**Target Capabilities List:** Defines specific capabilities that all levels of government should possess in order to respond effectively to incidents.

**Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Technical Assistance:** Support provided to State, tribal, and local jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design or hazardous material assessments).

**Technical Specialist:** Individual with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

**Technology Standards:** Standards for key systems may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.

**Technology Support:** Facilitates incident operations and sustains the research and development programs that underpin the long-term investment in the Nation's future incident management capabilities.

**Terrorism:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs; and is intended to intimidate or coerce the civilian population, or influence or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Threat:** An indication of possible violence, harm, or danger.

**Tools:** Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

**Tracking and Reporting Resources:** A standardized, integrated process conducted throughout the duration of an incident. This process provides incident managers with a clear picture of where resources are located; helps staff prepare to receive resources; protects the safety of personnel and security of supplies and equipment; and enables the coordination of movement of personnel, equipment, and supplies.

**Tribal:** Referring to any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

**Type:** An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications.

**Typing Resources:** Resources are organized by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

**Unified Approach:** A major objective of preparedness efforts is to ensure mission integration and interoperability when responding to emerging crises that cross functional and jurisdictional lines, as well as between public and private organizations.

**Unified Area Command:** Command system established when incidents under an Area Command are multijurisdictional. See Area Command.

**Unified Command (UC):** An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

**Universal Task List:** A menu of unique tasks that link strategies to prevention, protection, response, and recovery tasks for the major events represented by the National Planning

Scenarios. It provides a common vocabulary of critical tasks that support development of essential capabilities among organizations at all levels. The List was used to assist in creating the Target Capabilities List.

**Unit:** The organizational element with functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

**Unit Leader:** The individual in charge of managing Units within an Incident Command System (ICS) functional section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are preestablished within ICS (e.g. Base Camp Manager), but many others will be assigned as Technical Specialists.

**Unity of Command:** Principle of management stating that each individual involved in incident operations will be assigned to only one supervisor.

**Vital Records:** The essential agency records that are needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records), or to protect the legal and financial rights of the Government and those affected by Government activities (legal and financial rights records).

**Volunteer:** For the purposes of NIMS, any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.101.

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# Unit 2: ICS Overview

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## Objectives

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

- Identify three purposes of the Incident Command System (ICS).
  - Identify requirements to use ICS.
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## Scope

- Unit Introduction
  - Unit Objectives
  - ICS Overview
    - Video: ICS Overview
    - What Is an Incident?
    - What Is ICS?
    - Discussion Questions
  - History of ICS
    - Video: History of ICS
    - Knowledge Review
  - National Preparedness and ICS Requirements
  - ICS Benefits
  - Activity: Management Challenges
  - Summary
- 

## Methodology

The instructors will introduce the unit by displaying a visual which outlines the unit objectives. After reviewing the unit objectives, the instructors will show a video presentation that provides an overview of the Incident Command System (ICS). The instructors will then summarize the key points of the video including what an incident is and what ICS is.

After this introduction to ICS, the instructors will lead a discussion about when participants have used ICS in the past and when they might use it in the future.

The instructors will show a video presentation that explains why ICS was initially developed. After the video, the instructors will summarize the key points of the video. To ensure comprehension, the students will answer two true/false questions about ICS.

The instructors will introduce the group to the importance of the National Incident Management System (NIMS) and its impact on ICS.

After introducing NIMS, the instructors will review some of the key benefits of using ICS. The students will then break into small groups to participate in a scenario-based activity in which they explore how ICS can help to address incident management challenges.

After answering any questions that the students have, the instructors will summarize the key points from the unit and transition to Unit 3.

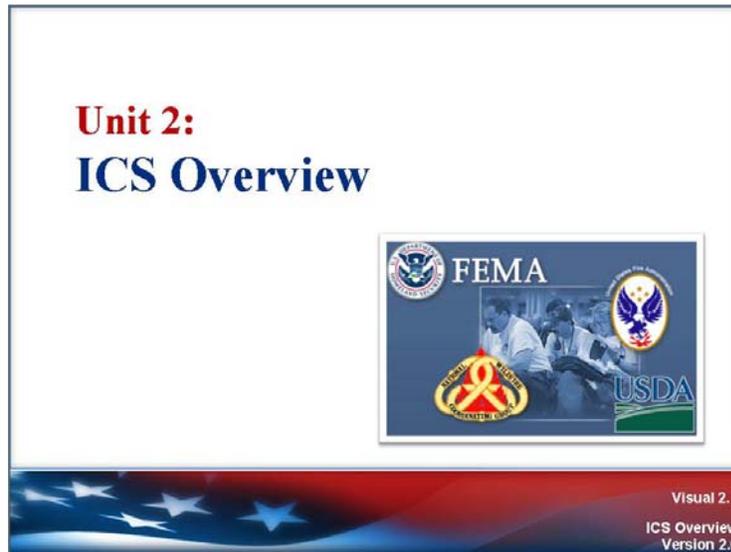
**Time Plan**

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.

<b>Topic</b>	<b>Time</b>
Unit Objectives	5 minutes
ICS Overview	15 minutes
History of ICS	10 minutes
National Preparedness and ICS Requirements	5 minutes
ICS Benefits	5 minutes
Activity: Management Challenges	15 minutes
Summary	5 minutes
<b>Total Time</b>	<b>1 hour</b>



Visual 2.1



**Visual Description:** Unit Introduction

### Instructor Notes

Explain that Unit 2 provides a general overview of the Incident Command System, or ICS. The next visual will outline the objectives for this unit.

#### Optional Opening Activities:

**Option A:** Ask for a volunteer. Have the volunteer stand in the front of the classroom. Begin tossing the volunteer either nerf balls (or if possible stuffed monkeys). Continue tossing the items to the volunteer until he or she can no longer hold onto to them. Make the point that in an incident, the person in charge can become overloaded very quickly and important decisions or actions can be dropped unintentionally.

Note that in the Harvard Business Review article titled, “Who’s Got the Monkey?” authors William Oncken and Donald Wass explain that managers must control the number of “monkeys” or problems that subordinates off load from their backs onto the back of the manager. Explain that this lesson demonstrates how ICS helps ensure the effective management of incidents or events, in other words, to keep the monkeys off your back!

**Option B:** Provide the group with information from a recent incident (from your jurisdiction or a national or international incident). Have the participants identify the lessons learned from the incident. Explain that this course is designed to build on the lessons learned from each incident.



Visual 2.2

**Unit Objectives**



- Identify three purposes of the Incident Command System (ICS).
- Identify requirements to use ICS.

Visual 2.2  
ICS Overview  
Version 2.0

**Visual Description:** Unit Objectives

### Instructor Notes

Review the unit objectives with the group. Tell the participants that by the end of this unit, they should be able to:

- Identify three purposes of the Incident Command System (ICS).
  - Using management best practices, ICS helps to ensure:
    - The safety of responders and others.
    - The achievement of tactical objectives.
    - The efficient use of resources.
- Identify requirements to use ICS.
  - National Incident Management Systems (NIMS)
  - Superfund Amendments and Reauthorization Act (SARA) – 1986
  - Occupational Safety and Health Administration (OSHA) Rule 1910.120
  - State and Local Regulations



Visual 2.3

**What Is an Incident?**

An **incident** is . . .

. . . an occurrence or event, natural or manmade, that requires a response to protect life or property.



Visual 2.3  
ICS Overview  
Version 2.0

**Visual Description:** What Is an Incident?

### Instructor Notes

Explain that an incident is an occurrence, either caused by human or natural phenomena, that requires response actions to prevent or minimize loss of life, or damage to property and/or the environment.



Visual 2.4

### What Is ICS?

**The Incident Command System:**

- Is a standardized, on-scene, all-hazard incident management concept.
- Allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

Visual 2.4  
ICS Overview  
Version 2.0

**Visual Description:** What Is ICS?

### Instructor Notes

Explain that the Incident Command System (ICS):

- Is a standardized, on-scene, all-hazard incident management concept.
- Allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.



Visual 2.5

### ICS Purposes

Using management best practices, ICS helps to ensure:

- The safety of responders and others.
- The achievement of tactical objectives.
- The efficient use of resources.



Visual 2.5  
ICS Overview  
Version 2.0

**Visual Description:** ICS Purposes

### Instructor Notes

Emphasize that by using management best practices, ICS helps to ensure:

- The safety of responders and others.
- The achievement of tactical objectives.
- The efficient use of resources.



Visual 2.6

**History of ICS**

**Weaknesses in incident management were due to:**

- Lack of accountability.
- Poor communication.
- Lack of a planning process.
- Overloaded Incident Commanders.
- No method to integrate interagency requirements.

**The identification of these areas of management weakness resulted in the development of ICS.**

Visual 2.6  
ICS Overview  
Version 2.0

**Visual Description:** History of ICS

### Instructor Notes

Display this visual to summarize the key points in the video.

Emphasize that weaknesses in incident management were due to:

- Lack of accountability.
- Poor communication.
- Lack of a planning process.
- Overloaded Incident Commanders.
- No method to integrate interagency requirements.

Explain that the identification of these areas of management weakness resulted in the development of ICS.

For additional information refer to the next page.

## ICS Background

The concept of ICS was developed more than 30 years ago, in the aftermath of a devastating wildfire in California. During 13 days in 1970, 16 lives were lost, 700 structures were destroyed, and over one-half million acres burned. The overall cost and loss associated with these fires totaled \$18 million per day. Although all of the responding agencies cooperated to the best of their ability, numerous problems with communication and coordination hampered their effectiveness.

As a result, the Congress mandated that the U.S. Forest Service design a system that would "make a quantum jump in the capabilities of Southern California wildland fire protection agencies to effectively coordinate interagency action and to allocate suppression resources in dynamic, multiple-fire situations."

The California Department of Forestry and Fire Protection; the Governor's Office of Emergency Services; the Los Angeles, Ventura, and Santa Barbara County Fire Departments; and the Los Angeles City Fire Department joined with the U.S. Forest Service to develop the system. This system became known as FIRESCOPE (Firefighting RESources of California Organized for Potential Emergencies). In 1973, the first "FIRESCOPE Technical Team" was established to guide the research and development design. Two major components came out of this work, the ICS and the Multi-Agency Coordination System (MACS).

The FIRESCOPE ICS is primarily a command and control system delineating job responsibilities and organizational structure for the purpose of managing day-to-day operations for all types of emergency incidents. By the mid-seventies, the FIRESCOPE agencies had formally agreed on ICS common terminology and procedures and conducted limited field-testing of ICS. By 1980, parts of ICS had been used successfully on several major wildland and urban fire incidents. It was formally adopted by the Los Angeles Fire Department, the California Department of Forestry and Fire Protection (CDF), and the Governor's Office of Emergency Services (OES), and endorsed by the State Board of Fire Services.

Also during the 1970s, the National Wildfire Coordinating Group (NWCG) was chartered to coordinate fire management programs of the various participating Federal and State agencies.

By 1980, FIRESCOPE ICS training was under development. Recognizing that in addition to the local users for which it was designed, the FIRESCOPE training could satisfy the needs of other State and Federal agencies, the NWCG conducted an analysis of FIRESCOPE ICS for possible national application.

By 1981, ICS was widely used throughout Southern California by the major fire agencies. In addition, the use of ICS in response to non-fire incidents was increasing. Although FIRESCOPE ICS was originally developed to assist in the response to wildland fires, it was quickly recognized as a system that could help public safety responders provide effective and coordinated incident management for a wide range of situations, including floods, hazardous materials accidents, earthquakes, and aircraft crashes. It was flexible enough to manage catastrophic incidents involving thousands of emergency response and management personnel.

By introducing relatively minor terminology, organizational, and procedural modifications to FIRESCOPE ICS, the NIIMS ICS became adaptable to an all-hazards environment. While tactically each type of incident may be handled somewhat differently, the overall incident management approach still utilizes the major functions of the Incident Command System. The FIRESCOPE board of directors and the NWCG recommended national application of ICS.

In 1982, all FIRESCOPE ICS documentation was revised and adopted as the National Interagency Incident Management System (NIIMS). In the years since FIRESCOPE and the NIIMS were blended, the FIRESCOPE agencies and the NWCG have worked together to update and maintain the Incident Command System Operational System Description (ICS 120-1). This document would later serve as the basis for the NIMS ICS.

### ICS Variations

In the early 1970s, the Phoenix Fire Department developed the Fire Ground Command System (FGC). The concepts of FGC were similar to FIREScope ICS but there were differences in terminology and in organizational structure. The FGC system was developed for structural firefighting and was designed for operations of 25 or fewer companies.

There were several efforts to "blend" the various incident command systems. One early effort was in 1987 when the National Fire Protection Association (NFPA) undertook the development of NFPA 1561, then called Standard on Fire Department Incident Management System. The NFPA committee quickly recognized that the majority of the incident command systems in existence at the time were similar.

The differences among the systems were mostly due to variations in terminology for similar components. That NFPA standard, later revised to its present title: Standard on Emergency Services Incident Management, provides for organizations to adopt or modify existing systems to suit local requirements or preferences as long as they meet specific performance measurements. Recognizing the continuing challenges occurring in the fire service in applying a common approach to incident command, the National Fire Service Incident Management System (IMS) Consortium was created in 1990. Its purpose was to evaluate an approach to developing a single command system. The consortium consisted of many individual fire service leaders, representatives of most major fire service organizations and representatives of Federal, State, tribal, and local agencies, including FIREScope and the Phoenix Fire Department. One of the significant outcomes of the consortium's work was an agreement on the need to develop operational protocols within ICS, so that fire and rescue personnel would be able to apply the ICS as one common system.

In 1993, the IMS consortium completed its first document: Model Procedures Guide for Structural Firefighting. As a result, FIREScope incorporated the model procedures, thereby enhancing its organizational structure with operational protocols. These changes enabled the Nation's fire and rescue personnel to apply the ICS effectively regardless of what region of the country they were assigned to work. The National Fire Academy (NFA), having already adopted the FIREScope ICS in 1980, incorporated this material into its training curriculum as well.

Source: National Integration Center



Visual 2.7

**Knowledge Review (1 of 2)**

**Instructions:** Decide if the statement is TRUE or FALSE.

**ICS could be used to manage a training conference, charity fundraising event, or emergency response and recovery.**

Visual 2.7  
ICS Overview  
Version 2.0

**Visual Description:** True or False? ICS could be used to manage a training conference, charity fundraising event, or emergency response and recovery.

### Instructor Notes

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

**ICS could be used to manage a training conference, charity fundraising event, or emergency response and recovery.**

Allow the participants time to respond.

Review the correct answer: This statement is true.



Visual 2.8

**Knowledge Review (2 of 2)**

**Instructions:** Decide if the statement is TRUE or FALSE.

**The study of previous incident responses found that failures likely resulted from a lack of resources.**

Visual 2.8  
ICS Overview  
Version 2.0

**Visual Description:** True or False? The study of previous incident responses found that failures likely resulted from a lack of resources.

### Instructor Notes

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

**The study of previous incident responses found that failures likely resulted from a lack of resources.**

Allow the participants time to respond.

Review the correct answer: This statement is false. In fact, the study of previous incidents found that incident response failures were far more likely to result from inadequate management than from any other single reason.



Visual 2.9



**Visual Description:** Homeland Security Presidential Directives (HSPDs)

### Instructor Notes

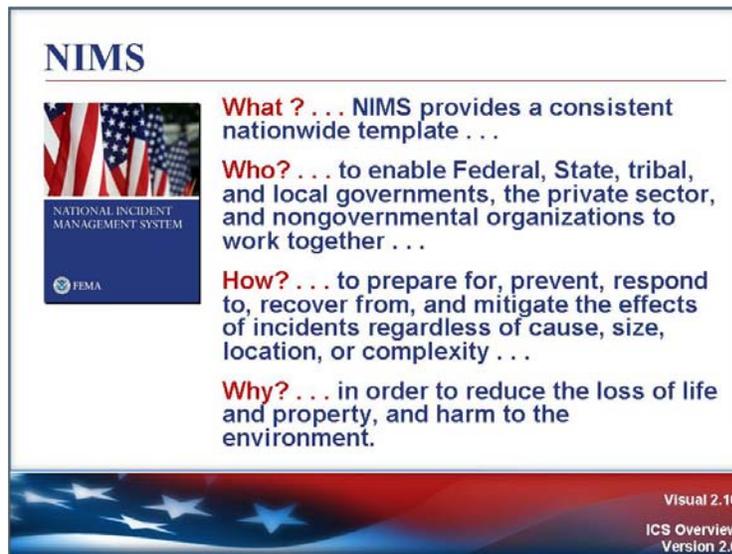
Complex 21st century threats demand that all Americans share responsibility for homeland security. All levels of government, the private sector, and nongovernmental agencies must be prepared to prevent, protect against, respond to, and recover from a wide spectrum of major events that exceed the capabilities of any single entity. These hazards require a unified and coordinated national approach to planning and to domestic incident management. To address this need, Homeland Security Presidential Directive 5: Management of Domestic Incidents (HSPD-5) and Homeland Security Presidential Directive 8: National Preparedness (HSPD-8) establish the following national initiatives that develop a common approach to preparedness and response.

- **HSPD-5** identifies steps for improved coordination in response to incidents. It requires the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies and State, local, and tribal governments to establish a National Incident Management System (NIMS).
- **HSPD-8** describes the way Federal departments and agencies will prepare. It requires DHS to coordinate with other Federal departments and agencies and State, local, and tribal governments to develop national preparedness guidelines.

NIMS defines what needs to be done to prevent, protect against, respond to, and recover from a major event, how it needs to be done, and how well it needs to be done. Together, these related efforts align Federal, State, local, tribal, private sector, and nongovernmental preparedness, incident management, and emergency response plans into an effective and efficient national structure.



Visual 2.10



**NIMS**

**What? . . .** NIMS provides a consistent nationwide template . . .

**Who? . . .** to enable Federal, State, tribal, and local governments, the private sector, and nongovernmental organizations to work together . . .

**How? . . .** to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location, or complexity . . .

**Why? . . .** in order to reduce the loss of life and property, and harm to the environment.

Visual 2.10  
ICS Overview  
Version 2.0

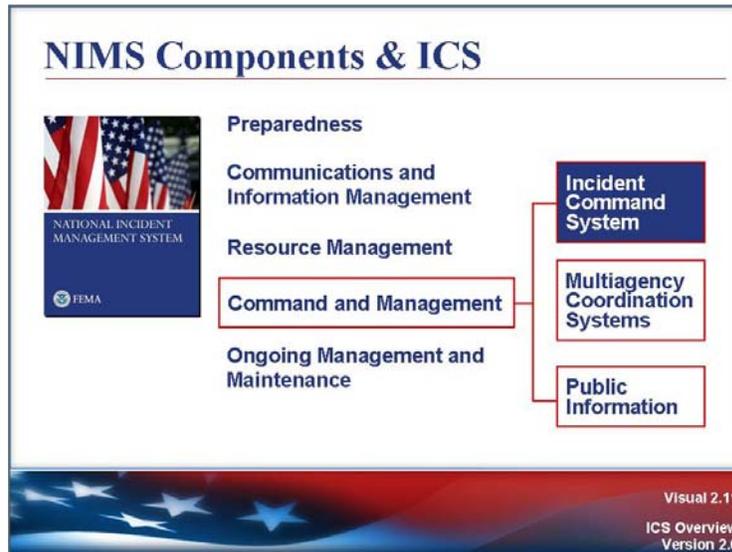
**Visual Description:** NIMS

### Instructor Notes

The NIMS provides a systematic, proactive approach guiding departments and agencies at all levels of government, the private sector, and nongovernmental organizations to work seamlessly to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property, and harm to the environment.



Visual 2.11



**Visual Description:** NIMS Components & ICS

### Instructor Notes

ICS is only one facet of NIMS. NIMS integrates existing best practices into a consistent, nationwide approach to domestic incident management that is applicable at all jurisdictional levels and across functional disciplines in an all-hazards context.

Following is a synopsis of each major component of NIMS.

- **Preparedness.** Effective incident management and incident response activities begin with a host of preparedness activities conducted on an ongoing basis, in advance of any potential incident. Preparedness involves an integrated combination of planning, procedures and protocols, training and exercises, personnel qualification and certification, and equipment certification.
- **Communications and Information Management.** Emergency management and incident response activities rely on communications and information systems that provide a common operating picture to all command and coordination sites. NIMS describes the requirements necessary for a standardized framework for communications and emphasizes the need for a common operating picture. NIMS is based on the concepts of interoperability, reliability, scalability, portability, and the resiliency and redundancy of communication and information systems.

(Continued on the next page.)

- **Resource Management.** Resources (such as personnel, equipment, and/or supplies) are needed to support critical incident objectives. The flow of resources must be fluid and adaptable to the requirements of the incident. NIMS defines standardized mechanisms and establishes the resource management process to: identify requirements, order and acquire, mobilize, track and report, recover and demobilize, reimburse, and inventory resources.
- **Command and Management.** The Command and Management component within NIMS is designed to enable effective and efficient incident management and coordination by providing flexible, standardized incident management structures. The structure is based on three key organizational constructs: the Incident Command System, Multiagency Coordination Systems, and Public Information.
- **Ongoing Management and Maintenance.** DHS/FEMA manages the development and maintenance of NIMS. This includes developing NIMS programs and processes as well as keeping the NIMS document current.

Additional information: [www.fema.gov/emergency/nims](http://www.fema.gov/emergency/nims)



Visual 2.12

### ICS Benefits

**ICS:**

- Meets the needs of incidents of any kind or size.
- Allows personnel from a variety of agencies to meld rapidly into a common management structure.
- Provides logistical and administrative support to operational staff.
- Is cost effective by avoiding duplication of efforts.

Visual 2.12  
ICS Overview  
Version 2.0

**Visual Description:** Benefits of ICS

### Instructor Notes

Explain that ICS is designed to be interdisciplinary and organizationally flexible.

Point out that ICS:

- Meets the needs of incidents of any kind or size.
- Allows personnel from a variety of agencies to meld rapidly into a common management structure.
- Provides logistical and administrative support to operational staff.
- Is cost effective by avoiding duplication of efforts.

Ask the participants if they can add any benefits to those listed on the visual. Add a personal experience that illustrates the benefits of using ICS.



Visual 2.13

### Activity: Management Challenges (1 of 2)

#### Instructions:

- Working as a team, review the scenario presented on the next visual.
- Identify the top three challenges for managing this incident. Write these challenges on chart paper.
- Using what you have learned so far, describe how ICS could be used to address these challenges.
- Select a spokesperson. Be prepared to present in 5 minutes.

Visual 2.13

ICS Overview  
Version 2.0

**Visual Description:** Activity: Management Challenges (1 of 2)

#### Instructor Notes

**Purpose:** The purpose of this activity is to illustrate how ICS can be used to address incident management issues.

**Instructions:** Follow the steps below to conduct this activity:

1. Assign the participants to groups of five or six.
2. Tell the participants to work as a team to review the scenario presented on the next visual.
3. Explain that each group should identify the top three challenges for managing this incident. Each group should write the challenges on chart paper. The groups should also discuss how ICS could be used to address these challenges.
4. Ask the participants in each group to select a spokesperson.
5. Inform the group that they will have 5 minutes to complete this activity.



Visual 2.14

### Activity: Management Challenges (2 of 2)

**Scenario:** An unexpected flash flood has struck a small community. As a result:

- Homes, schools, and the business district have been evacuated.
- Critical infrastructure has been damaged including contamination of the water supply, downed power lines, and damaged roads.
- Perimeter control and security in the business district are needed.
- Mutual aid and assistance is arriving from several surrounding communities.

Visual 2.14

ICS Overview  
Version 2.0

**Visual Description:** Activity: Management Challenges (2 of 2)

### Instructor Notes

#### Review the following scenario:

An unexpected flash flood has struck a small community. As a result:

- Homes, schools, and the business district have been evacuated.
- Critical infrastructure has been damaged including contamination of the water supply, downed power lines, and damaged roads.
- Perimeter control and security in the business district are needed.
- Mutual aid is arriving from several surrounding communities.

#### Debrief:

Monitor the time. When 5 minutes have passed, ask the spokesperson from each group to present the challenges they identified and how ICS can address each. If not mentioned, tell the participants that by using ICS, you can create an organizational structure that matches the complexities of an incident without being restricted by jurisdictional boundaries.

Point out the similarities and differences among the groups' responses.



Visual 2.15

**Summary (1 of 2)**

**Instructions:** Answer the questions below.

- What are three purposes of ICS?
- What are the requirements to use ICS?



Visual 2.15  
ICS Overview  
Version 2.0

**Visual Description:** Summary (1 of 2)

### Instructor Notes

Ask participants if they can now:

- Identify requirements to use the Incident Command System (ICS).
  - National Incident Management Systems (NIMS)
  - Superfund Amendments and Reauthorization Act (SARA) – 1986
  - Occupational Safety and Health Administration (OSHA) Rule 1910.120
  - State and Local Regulations
- Identify three purposes of ICS.
  - Using management best practices, ICS helps to ensure:
    - The safety of responders and others.
    - The achievement of tactical objectives.
    - The efficient use of resources.



Visual 2.16

**Summary (2 of 2)**

**ICS:**

- Is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations.
- Represents "best practices," and has become the standard for emergency management across the country.
- May be used for planned events, natural disasters, and acts of terrorism.
- Is a key feature of NIMS.

Visual 2.16  
ICS Overview  
Version 2.0

**Visual Description:** Summary (2 of 2)

### Instructor Notes

Summarize this unit by reminding the group that ICS:

- Is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations.
- Represents "best practices," and has become the standard for emergency management across the country.
- May be used for planned events, natural disasters, and acts of terrorism.
- Is a key feature of NIMS.

**Ask if anyone has any questions about anything covered in this unit.**

Transition to the next unit by explaining that Unit 3 will cover the basic features of ICS.

**Your Notes**

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## Unit 3: Basic Features of ICS

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## Objective

At the end of this unit, the participants should be able to describe the basic features of the Incident Command System (ICS).

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## Scope

- Unit Introduction
  - Unit Objective
  - ICS Features Overview
  - Standardization
    - Common Terminology
      - Use of Plain English
  - Command
    - Establishment and Transfer of Command
    - Chain of Command and Unity of Command
    - Unified Command
    - Knowledge Review
  - Planning/Organizational Structure
    - Management by Objectives
    - Incident Action Plan (IAP)
    - Modular Organization
    - Manageable Span of Control
    - Knowledge Review
  - Facilities and Resources
    - Comprehensive resource Management
    - Incident Locations and Facilities
    - Knowledge Review
  - Communications/Information Management
    - Integrated communications
    - Information and Intelligence Management
  - Professionalism
    - Accountability
    - Dispatch and Deployment
    - Knowledge Review
  - Summary
- 

## Methodology

The instructors will begin by explaining that this unit provides an overview of the basic features of the Incident Command System, or ICS. Instructors will display a visual that outlines the unit objectives.

### Methodology (Continued)

After reviewing the unit objectives, the instructors will explain the importance of using plain English and clear text. They will ask the participants why, even though they may use radio codes on a daily basis, they should use plain English during an incident response. The instructors will then provide two examples of incident communication and ask the participants to identify the one that uses common terminology.

The instructors will then describe the modular organization of the Incident Command System, including the fact that only functions or positions that are necessary will be filled.

The instructors will explain that ICS is managed by objectives, and they will review the steps for establishing incident objectives. The participants will then complete an activity in which they identify management challenges for a scenario-based incident.

The next ICS feature covered is the reliance on an Incident Action Plan, or IAP. They will review the four elements that every IAP must have. The participants will then work in teams to identify four items to include in the IAP for a scenario-based incident.

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.

After completing the Knowledge Reviews, the group will then learn about the importance of maintaining a manageable span of control: A supervisor optimally should not have more than 5 subordinates. The instructor will present a situation and ask the participants if the span of control is consistent with ICS guidelines. The instructors will emphasize that one key way of maintaining the optimal span of control is to use the ICS feature of modular organization. The instructors will then briefly review predesignated incident facilities. They will point out that these facilities will be covered in more depth in Unit 6.

The next ICS feature covered is resource management. Resources include personnel as well as equipment. The instructors will display a visual with three photos (a radio, an engineering specialist, and an ambulance), and ask the group what these photos have in common.

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. Then the instructors will explain the importance of developing an integrated voice and data communications system. 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.

### Methodology (Continued)

The instructors will emphasize that effective accountability during incident operations is essential, and they will outline the principles of accountability. Finally, the instructors will highlight the importance of managing resources to adjust to the changing situation. The training emphasizes the importance of personnel and equipment responding only when requested or when dispatched by an appropriate authority.

In the final Knowledge Review, the participants will answer questions about the ICS features covered. The instructors will then summarize the key ICS features, and transition to Unit 4.

### 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	5 minutes
Common Terminology	10 minutes
Establishment and Transfer of Command	10 minutes
Chain of Command and Unity of Command	5 minutes
Unified Command	5 minutes
Knowledge Review	5 minutes
Management by Objectives	15 minutes
Incident Action Plan (IAP)	10 minutes
Modular Organization	5 minutes
Manageable Span of Control	10 minutes
Knowledge Review	5 minutes
Comprehensive Resource Management	3 minutes
Incident Locations and Facilities	2 minutes
Knowledge Review	5 minutes
Integrated communications	10 minutes
Information and Intelligence Management	5 minutes
Accountability	5 minutes
Dispatch and Deployment	5 minutes
Knowledge Review	5 minutes
Summary	5 minutes
<b>Total Time</b>	<b>2 hours 10 minutes</b>



Visual 3.1



**Visual Description:** Unit Introduction

### Instructor Notes

Tell the participants that this unit will provide an overview of the basic features of the Incident Command System.



Visual 3.2

**Unit Objective**

**Describe the basic features of the Incident Command System (ICS).**



Visual 3.2  
Basic Features of ICS  
Version 2.0

**Visual Description:** Unit Objectives

### Instructor Notes

Tell the group that by the end of this unit they should be able to describe the basic features of the Incident Command System (ICS).



Visual 3.3



**Visual Description:** ICS Features

### Instructor Notes

Explain that the basic features of ICS include:

#### **Standardization**

- Common Terminology

#### **Command**

- Establishment and transfer of command
- Chain of command and unity of command
- Unified Command

#### **Planning/Organization Structure**

- Management by objectives
- Incident Action Plan (IAP)
- Modular organization
- Manageable span of control

#### **Facilities and Resources**

- Comprehensive resource management
- Incident locations and facilities

#### **Communications/Information Management**

- Integrated communications
- Information and intelligence management

#### **Professionalism**

- Accountability
- Dispatch/Deployment



Visual 3.4

**Standardization: Common Terminology**

Using common terminology helps to define:

- Organizational functions.
- Incident facilities.
- Resource descriptions.
- Position titles.



Visual 3.4  
Basic Features of ICS  
Version 2.0

**Visual Description:** Common Terminology

### Instructor Notes

Tell the group that this unit will cover each of the basic features of ICS. Start by explaining the use of common terminology.

Explain that using common terminology helps to define:

- Organizational functions.
- Incident facilities.
- Resource descriptions.
- Position titles.



Visual 3.5

**Use of Plain English**

- Communications should be in plain English or clear text.
- Do not use radio codes, agency-specific codes, or jargon.

Even if you use radio codes on a daily basis, why should you use plain English during an incident response?

Visual 3.5  
Basic Features of ICS  
Version 2.0

**Visual Description:** Use of Plain English

### Instructor Notes

**Optional Activity:** Prior to showing this visual, provide each team with a different message containing jargon or codes. Indicating an action they should take in the classroom (e.g., going to a certain corner of the report, count the number of PWDs (personal writing devices) at the table, giving the teams yellow rectangles and red circles and tell them to fold the ROs (rectangular objects), etc.). Ask the teams to read the codes and then implement the required action. Next, ask the teams if decoding the messages delayed their ability to respond.

Next, explain that using common terminology means that communications should be in plain English or clear text. It also means that you should not use radio codes, agency-specific codes, or jargon.

Ask the participants the following question:

**Even if you use radio codes on a daily basis, why should you use plain English during an incident response?**

Allow the participants time to respond.

If not mentioned by the group, tell the participants that it is important to use plain English during an incident response because often there is more than one agency involved in an incident. Ambiguous codes and acronyms have proven to be major obstacles in communications. Often agencies have a variety of codes and acronyms that they use routinely during normal operations. Not every ten code is the same nor does every acronym have the same meaning. When these codes and acronyms are used on an incident, confusion is often the result. The National Incident Management Systems (NIMS) requires that all responders use “plain English,” referred to as “clear text,” and within the United States, English is the standard language.



Visual 3.6

### Why Plain English?

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

Visual 3.6  
Basic Features of ICS  
Version 2.0

**Visual Description:** Why Plain English?

#### Instructor Notes

Refer the participants to the following examples of different meanings of a common acronym.

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

Ask the participants for examples of other codes or jargon that could be misunderstood by responders from different agencies.



Visual 3.7

**Common Terminology: Example**

Which is the example of common terminology?

**A.**  
This is Unit 1, we have a 10-37, Code 2.

**B.**  
Unit 1, the flood waters are rising and we need additional resources for sandbagging.

Visual 3.7  
Basic Features of ICS  
Version 2.0

**Visual Description:** Which is the example of common terminology? (A) This is Unit 1, we have a 10-37, Code 2. OR (B) Unit 1, the flood waters are rising and we need additional resources for sandbagging.

### Instructor Notes

Ask the participants the following question:

**Which is the example of common terminology?**

- A. This is Unit 1, we have a 10-37, Code 2.
- B. Unit 1, the flood waters are rising and we need additional resources for sandbagging.

Allow the group time to respond.

If not mentioned by the group, explain that B (Unit 1, the flood waters are rising and we need additional resources for sandbagging) is the correct choice. Point out that this is an example of common terminology.



Visual 3.8



**Visual Description:** ICS Features Overview

### Instructor Notes

Tell the participants that the next portion of this lesson focuses on the following ICS features:

#### Command

- Establishment and transfer of command
- Chain of command and unity of command
- Unified Command



Visual 3.9

**Command: Definition**

**Command:** The act of directing, ordering, or controlling by virtue of **explicit** statutory, regulatory, or delegated authority.

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

Visual 3.9  
Basic Features of ICS  
Version 2.0

**Visual Description:** Command Definition

### Instructor Notes

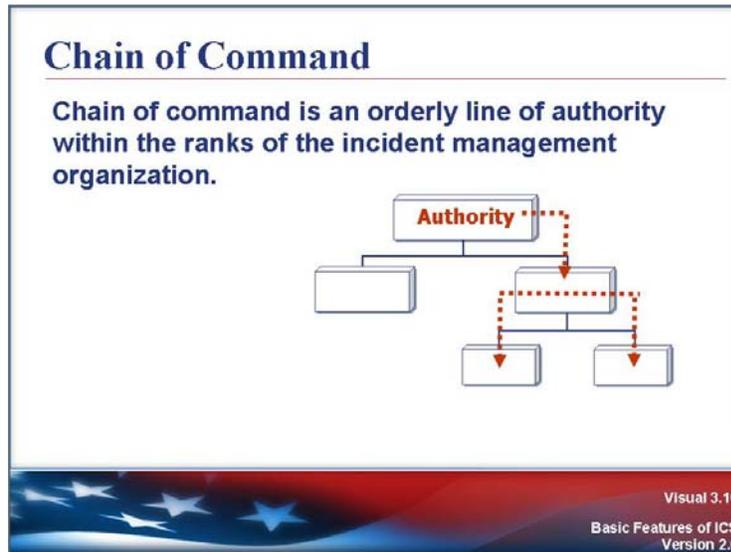
Explain that NIMS defines command as the act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

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

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



Visual 3.10



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

### Instructor Notes

Tell the participants that the next ICS feature is chain of command.

Explain that chain of command is an orderly line of authority within the ranks of the incident management organization.



Visual 3.11

### 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 3.11  
Basic Features of ICS  
Version 2.0

**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 transfer of command must include a transfer of command briefing – which may be oral, written, or a combination of both.



Visual 3.12

### Transfer of Command (2 of 2)

Transfer of command occurs when:

- A more qualified person assumes command.
- The incident situation changes over time, resulting in a legal requirement to change command.
- There is normal turnover of personnel on extended incidents.
- The incident response is concluded and responsibility is transferred to the home agency.



Visual 3.12  
Basic Features of ICS  
Version 2.0

**Visual Description:** Transfer of Command (2 of 2)

### Instructor Notes

Explain that a transfer of command occurs when:

- A more qualified person assumes command.
- The incident situation changes over time, resulting in a legal requirement to change command.
- There is normal turnover of personnel on extended incidents.
- The incident response is concluded and responsibility is transferred to the home agency.



Visual 3.13

**Unity of Command**

Under unity of command, personnel:

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



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

Visual 3.13  
Basic Features of ICS  
Version 2.0

**Visual Description:** Unity of Command

### Instructor Notes

Tell the group that under unity of command, another key ICS feature, personnel:

- Report to only one supervisor.
- Maintain formal communication relationships only with that supervisor.

Unity of command means that every individual has a designated supervisor to whom they report at the scene of the incident.

**Emphasize that together the principles of chain of command and unity of command help to 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.**

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



Visual 3.14

### Unified Command

**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 3.14  
Basic Features of ICS  
Version 2.0

**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 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.

Summarize the following key points about Unified Command:

- Unified Command is an important element in multijurisdictional or multiagency domestic incident management. It provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively.
- As a team effort, the Unified Command overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework.
- All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support participate in the Unified Command structure and contribute to the process of determining overall incident strategies; selecting objectives; and ensuring that joint tactical planning occurs.
- No agency's legal authorities will be compromised or neglected.



Visual 3.15

**Example: Unified Command**

A football team is returning home from a State tournament. Their bus is involved in an accident on the bridge that marks the county line.

- Most of the bus is in Franklin County.
- A small part of the bus is in Revere County (their home county).

Why might a Unified Command be used to manage this incident?

Visual 3.15  
Basic Features of ICS  
Version 2.0

**Visual Description:** Example: Unified Command – Why might a Unified Command be used to manage this incident?

### Instructor Notes

Review the following example with the group:

A football team is returning home from a State tournament. Their bus is involved in an accident on the bridge that marks the county line.

- Most of the bus is in Franklin County.
- A small part of the bus is in Revere County (their home county).

Ask the group the following question:

#### **Why might a Unified Command be used to manage this incident?**

Allow the participants time to respond.

Facilitate a discussion with the group about why Unified Command might be used to manage this type of incident. If not mentioned by the participants, stress these key points:

- Because this accident covers two counties, there will be at least two responsible agencies involved in responding to this incident.
- Using Unified Command allows all responsible agencies to manage the incident together by establishing a common set of incident objectives and strategies.



Visual 3.16

**Knowledge Review (1 of 4)**

Instructions: Fill in the blank.

\_\_\_\_\_ allows all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.

Visual 3.16  
Basic Features of ICS  
Version 2.0

**Visual Description:** Fill in the blank. “[Blank] allows all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.”

### Instructor Notes

Ask the participants to fill in the blank in the following sentence.

\_\_\_\_\_ allows all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies.

Allow the participants time to respond.

If not mentioned, explain that the ICS feature being described is Unified Command.



Visual 3.17

**Knowledge Review (2 of 4)**

Instructions: Answer the question below.

Who has complete responsibility for incident management?

Visual 3.17  
Basic Features of ICS  
Version 2.0

**Visual Description:** Answer the question below. “Who has complete responsibility for incident management?”

### Instructor Notes

Ask the group the following question:

**Who has complete responsibility for incident management?**

Allow the participants time to respond.

If not mentioned, point out that the correct answer is the Incident Commander has complete responsibility for incident management.



Visual 3.18

**Knowledge Review (3 of 4)**

Instructions: Fill in the blank.

\_\_\_\_\_ is an orderly line of authority within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels.

Visual 3.18  
Basic Features of ICS  
Version 2.0

**Visual Description:** Fill in the blank. “[Blank] is an orderly line of authority within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels.”

### Instructor Notes

Ask the participants to fill in the blank in the following sentence.

\_\_\_\_\_ is an orderly line of authority within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels.

Allow the participants time to respond.

If not mentioned, explain that the ICS principle being described is chain of command.



Visual 3.19

**Knowledge Review (4 of 4)**

**Instructions:** Answer the question below.

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



Visual 3.19  
Basic Features of ICS  
Version 2.0

**Visual Description:** Answer the question below. “A more qualified responder arrives on the scene and will assume command. What should happen?”

### Instructor Notes

Ask the group 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 control 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 3.20



**Visual Description:** ICS Features Overview

### Instructor Notes

Tell the participants that the next portion of this lesson focuses on the following ICS features:

#### Planning/Organizational Structure

- Management by objectives
- Incident Action Plan (IAP)
- Modular organization
- Manageable span of control



Visual 3.21

**Management by Objectives**

- ICS is managed by objectives.
- Objectives are communicated throughout the entire ICS organization through the incident planning process.



Visual 3.21  
Basic Features of ICS  
Version 2.0

**Visual Description:** Management by Objectives

### Instructor Notes

Tell the group that management by objectives is another key ICS feature. Emphasize these key points:

- ICS is managed by objectives.
- Objectives are communicated throughout the entire ICS organization through the incident planning process.

Tell the group that the next visual will outline the steps for establishing incident objectives.



Visual 3.22

### Management by Objectives: Steps

The steps for establishing incident objectives include:

- **Step 1:** Understand agency policy and direction.
- **Step 2:** Assess incident situation.
- **Step 3:** Establish incident objectives.
- **Step 4:** Select appropriate strategy or strategies to achieve objectives.
- **Step 5:** Perform tactical direction.
- **Step 6:** Provide necessary followup.

Visual 3.22

Basic Features of ICS  
Version 2.0

**Visual Description:** Management by Objectives: Steps

### Instructor Notes

Tell participants that the steps for establishing incident objectives include:

- Step 1: Understand agency policy and direction.
- Step 2: Assess incident situation.
- Step 3: Establish incident objectives.
- Step 4: Select appropriate strategy or strategies to achieve objectives.
- Step 5: Perform tactical direction.
- Step 6: Provide necessary followup.



Visual 3.23

**Overall Priorities**

Incident objectives are established based on the following priorities:

- #1: Life Safety**
- #2: Incident Stabilization**
- #3: Property Preservation**



Visual 3.23  
Basic Features of ICS  
Version 2.0

**Visual Description:** Overall Priorities

### Instructor Notes

Explain that incident objectives are established based on the following priorities:

**First Priority:** Life Safety

**Second Priority:** Incident Stabilization

**Third Priority:** Property Preservation

Ask the participants for examples of each type of priority. Present examples based on your experience.



Visual 3.24

**Activity: Objectives (1 of 2)**

**Instructions:**

- Working as a team, review the scenario presented on the next visual.
- Based on the information provided, identify the top three incident management objectives. Write these objectives on chart paper.
- Select a spokesperson. Be prepared to present in 5 minutes.

Visual 3.24  
Basic Features of ICS  
Version 2.0

**Visual Description:** Activity: Objectives (1 of 2)

### Instructor Notes

**Purpose:** The purpose of this activity is to illustrate how to develop incident management objectives.

**Instructions:** Follow the steps below to conduct this activity:

1. Assign the participants to groups of five or six.
2. Explain that the scenario describes an unexpected flash flood.
3. Tell the participants to review the scenario, and then discuss it in their groups. Point out that they will be asked to identify the top three incident management objectives.
4. Tell the groups that they should record these objectives on chart paper and they should select a spokesperson to report back to the group.
5. Inform the group that they will have 5 minutes to complete this activity.



Visual 3.25

### Activity: Objectives (2 of 2)

**Scenario:** An unexpected flash flood has struck a small community. As a result:

- Homes, schools, and the business district have been evacuated.
- Critical infrastructure has been damaged including contamination of the water supply, downed power lines, and damaged roads.
- Perimeter control and security in the business district are needed.
- Mutual aid and assistance is arriving from several surrounding communities.

Visual 3.25

Basic Features of ICS  
Version 2.0

**Visual Description:** Activity: Objectives (2 of 2)

### Instructor Notes

#### Review the following scenario:

An unexpected flash flood has struck a small community. As a result:

- Homes, schools, and the business district have been evacuated.
- Critical infrastructure has been damaged including contamination of the water supply, downed power lines, and damaged roads.
- Perimeter control and security in the business district are needed.
- Mutual aid is arriving from several surrounding communities.

#### Debrief:

Monitor the time. When 5 minutes have passed, ask the spokesperson from each group to present their top three incident management objectives. If not mentioned, add that the objectives should include:

- Securing food and drinking water for the residents.
- Finding temporary shelter for the residents.
- Ensuring that the aid that is arriving from the surrounding communities makes it to the places where it is most needed.
- Getting power back online and fixing the damaged roads.



Visual 3.26

### Reliance on an Incident Action Plan

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

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



Visual 3.26  
Basic Features of ICS  
Version 2.0

**Visual Description:** Reliance on an Incident Action Plan

### Instructor Notes

Tell the participants that the next ICS feature that this unit covers is the reliance on an Incident Action Plan. Explain that every incident must have an IAP that:

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

Tell the participants that the next visual outlines the elements included in an IAP.



Visual 3.27

### Elements of an Incident Action Plan

Every IAP must have four elements:

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



Visual 3.27  
Basic Features of ICS  
Version 2.0

**Visual Description:** Elements of an Incident Action Plan

### Instructor Notes

Explain that every IAP must answer the following four questions:

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



Visual 3.28

**Activity: Incident Action Plan**

**Instructions:**

- Working as a team, identify four items you would include in the IAP, based on the incident objectives identified earlier.
- Write these items on chart paper.
- Select a spokesperson. Be prepared to present in 5 minutes.

Visual 3.28  
Basic Features of ICS  
Version 2.0

**Visual Description:** Activity: Incident Action Plan

### Instructor Notes

**Purpose:** The purpose of this activity is to illustrate how to develop an IAP.

**Instructions:** Follow the steps below to conduct this activity:

1. Assign the participants to groups of five or six.
2. Explain that the participants should, based on the incident objectives identified earlier, identify four items they would include in the Incident Action Plan.
3. Tell the groups that they should record the IAP elements on chart paper and they should select a spokesperson to report back to the group.
4. Inform the group that they will have 5 minutes to complete this activity.

**Debrief:** Monitor the time. When 5 minutes have passed, ask the spokesperson from each group to present the elements of their IAP. Their answers will depend on the incident objectives that were developed in the previous activity, but, at a minimum, should include:

- What they want to do.
- Who is responsible for doing it.
- How they will communicate with one another.
- The procedures if someone is injured.



Visual 3.29

### Modular Organization (1 of 2)

**Modular organization:**

- Develops in a top-down, modular fashion.
- Is based on the size and complexity of the incident.
- Is based on the hazard environment created by the incident.

Visual 3.29  
Basic Features of ICS  
Version 2.0

**Visual Description:** Modular Organization (1 of 2)

#### Instructor Notes

Tell participants that another important ICS feature is modular organization, which means that the Incident Command System:

- Develops in a top-down, modular fashion.
- Is based on the size and complexity of the incident
- Is based on the hazard environment created by the incident.

When needed, separate functional elements can be established, each of which may be further subdivided to enhance internal organizational management and external coordination.



Visual 3.30

### Modular Organization (2 of 2)

With modular organization:

- Incident objectives determine the organizational size.
- Only functions/positions that are necessary will be filled.
- Each element must have a person in charge.

Visual 3.30  
Basic Features of ICS  
Version 2.0

**Visual Description:** Modular Organization (2 of 2)

#### Instructor Notes

Explain that employing a modular organization means that:

- Incident objectives determine the organizational size.
- Only functions/positions that are necessary will be filled.
- Each element must have a person in charge.

**Optional:** Distribute examples of organizational charts from recent incidents that demonstrate how the ICS organization adjusts to fit the requirements of the incident.

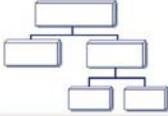


Visual 3.31

### ICS Organization

In the ICS organization:

- There is no correlation with the administrative structure of any other agency or jurisdiction. This organization's uniqueness helps to avoid confusion over different position titles and organizational structures.
- Someone who serves as a chief every day may not hold that title when deployed under an ICS structure.



Visual 3.31  
Basic Features of ICS  
Version 2.0

**Visual Description:** ICS Organization

### Instructor Notes

Explain that in the ICS organization:

- There is no correlation with the administrative structure of any other agency or jurisdiction. This organization's uniqueness helps to avoid confusion over different position titles and organizational structures.
- Someone who serves as a chief every day may not hold that title when deployed under an ICS structure.



Visual 3.32



**Visual Description:** Manageable Span of Control

### Instructor Notes

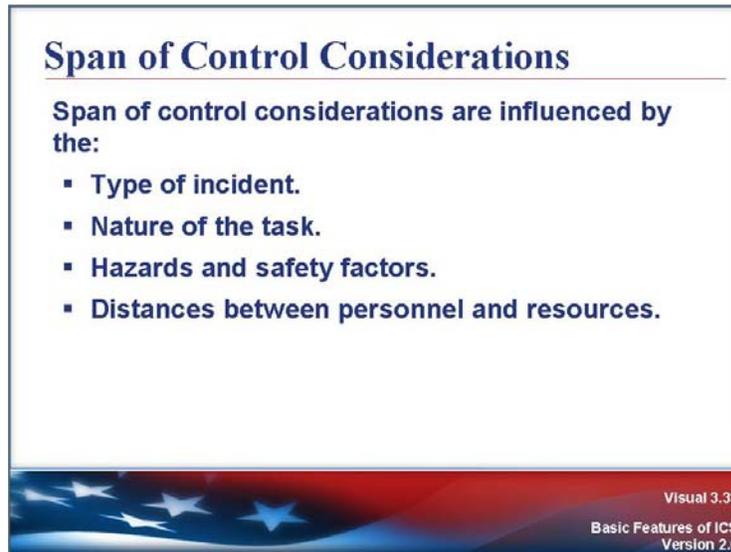
Explain that the next ICS feature that this unit covers is manageable span of control. Point out that span of control:

- Pertains to the number of individuals or resources that one supervisor can manage effectively during an incident.
- Is key to effective and efficient incident management.

Emphasize that supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.



Visual 3.33



**Visual Description:** Span of Control Considerations

### Instructor Notes

Explain that span of control considerations are influenced by the:

- Type of incident.
- Nature of the task.
- Hazards and safety factors.
- Distances between personnel and resources.

Ask the participants if there are other factors that could influence the span of control.



Visual 3.34

### ICS Management: Span of Control

ICS span of control for any supervisor:

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

Visual 3.34  
Basic Features of ICS  
Version 2.0

**Visual Description:** ICS Management: Span of Control

#### Instructor Notes

Emphasize that ICS span of control for any supervisor:

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

Note that the ICS modular organization can be expanded or contracted to maintain an optimal span of control.



Visual 3.35

**Discussion Question**

What types of situations or factors would warrant a span of control of 1:3 or 1:4?



Visual 3.35  
Basic Features of ICS  
Version 2.0

**Visual Description:** What types of situations or factors would warrant a span of control of 1:3 or 1:4?

### Instructor Notes

Ask the participants the following discussion question:

**What types of situations or factors would warrant a span of control of 1:3 or 1:4?**

Facilitate a discussion. There are no right or wrong answers. If not mentioned by the participants, add that incidents that pose a great threat to the safety of responders or victims may require a lower ratio of supervisors to responders.



Visual 3.36



**Visual Description:** Determine if the span of control is consistent with ICS guidelines. Situation: Flash flooding has occurred throughout the municipality. Response actions have begun, with eight resources reporting to the Operations Section Chief.

### Instructor Notes

Tell the participants to review the situation on the visual.

**Situation:** Flash flooding has occurred throughout the municipality. Response actions have begun, with eight resources reporting to the Operations Section Chief.

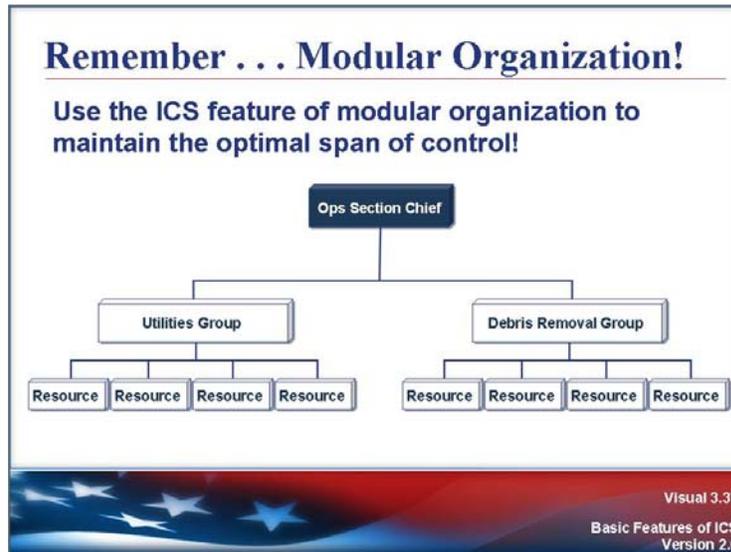
Ask the participants to determine if the span of control is consistent with ICS guidelines.

Allow the participants time to respond.

If not mentioned, point out that the span of control is NOT consistent with ICS guidelines. Remind them that ICS span of control for any supervisor is between 3 and 7 subordinates and optimally does not exceed 5 subordinates.



Visual 3.37

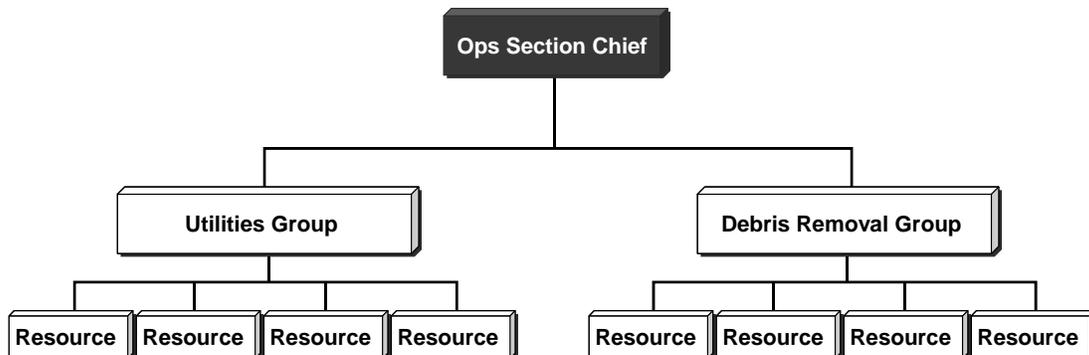


**Visual Description:** Use the ICS feature of modular organization to maintain the optimal span of control.

### Instructor Notes

Emphasize that the participants should use the ICS feature of modular organization to maintain the optimal span of control.

Point out that in the chart on the visual, the Operations Section Chief has two groups reporting to him or her, and each group has only four resources under it.



Because the ICS organization develops in a top-down modular fashion, you can add positions as the needs of the incident grow and still maintain an optimal span of control.

Note that the participants will learn more about the standard ICS organizational structures in the next units.



Visual 3.38



**Visual Description:** ICS Features Overview

### Instructor Notes

Tell the participants that the next portion of this lesson focuses on the following ICS features:

#### Facilities and Resources

- Comprehensive resource management
- Incident locations and facilities



Visual 3.39

### Comprehensive 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 3.39  
Basic Features of ICS  
Version 2.0

**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.

Explain that in ICS, resources are defined as **personnel, teams, equipment, supplies, and facilities**.

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



Visual 3.40

### Resources: Tactical & Support



Operations Section Chief



ICS resources include:

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

Visual 3.40  
Basic Features of ICS  
Version 2.0

**Visual Description:** Resources: Tactical & Support

### Instructor Notes

Explain that ICS identifies resources as tactical or support resources. Provide the following definitions:

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



Visual 3.41

### 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).

Visual 3.41  
Basic Features of ICS  
Version 2.0

**Visual Description:** Tactical Resources Classifications

#### Instructor Notes

Explain that ICS classifies tactical resources into one of three categories. These categories include:

- **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)



Visual 3.42



**Visual Description:** Predesignated Incident Facilities

### Instructor Notes

Explain that various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes, such as decontamination, donated goods processing, mass care, and evacuation. Note that ICS uses predesignated incident facilities. The Incident Commander establishes these facilities based on the requirements and complexity of the incident. Facilities may include:

- **Incident Command Post (ICP):** The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.
- **Base:** The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base.
- **Staging Area:** Location established where resources can be placed while awaiting a tactical assignment.
- **Camp:** A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Ask the participants why they think it is important that predesignated incident facilities be established.

Explain that Unit 6: ICS Facilities will cover these facilities in more detail.



Visual 3.43

**Knowledge Review**

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



Engineering Specialist

Visual 3.43  
Basic Features of ICS  
Version 2.0

**Visual Description:** Review the photos of radios, an engineering specialist, and an 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 3.44



**Visual Description:** ICS Features Overview

### Instructor Notes

Tell the participants that the next portion of this lesson focuses on the following ICS features:

#### **Communications/Information Management**

- Integrated communications
- Information and intelligence management



Visual 3.45

**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 3.45  
Basic Features of ICS  
Version 2.0

**Visual Description:** Integrated Communications

### Instructor Notes

Explain to the group that another important feature of ICS is the use of integrated communications. Incident communications are facilitated through:

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

Emphasize the importance of developing an integrated voice and data communications system (equipment, systems, and protocols) before an incident.

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



Visual 3.46

### Interoperability Saves Lives

**Jan. 13, 1982:** Air Florida Flight 90 crashed into the 14th St. Bridge in Washington, DC, during a snowstorm. More than 70 people lost their lives. Police, fire, and EMS crews responded quickly to the scene but discovered that they couldn't coordinate their efforts because they couldn't talk to each other by radio.

**Sept. 11, 2001:** When American Airlines Flight 77 crashed into the Pentagon, 900 users from 50 different agencies were able to communicate with one another. Response agencies had learned an invaluable lesson from the Air Florida tragedy.

**Interoperability makes sense. It's a cost-saver, a resource saver, and a lifesaver.**

Visual 3.46  
Basic Features of ICS  
Version 2.0

**Visual Description:** Interoperability Saves Lives

### Instructor Notes

Review the following incidents in order to point out the importance of interoperability:

- Jan. 13, 1982: Air Florida Flight 90 crashed into the 14th St. Bridge in Washington, DC, during a snowstorm. More than 70 people lost their lives. Police, fire and EMS crews responded quickly to the scene but discovered that they couldn't coordinate their efforts because they couldn't talk to each other by radio.
- Sept. 11, 2001: When American Airlines Flight 77 crashed into the Pentagon, 900 users from 50 different agencies were able to communicate with one another. Response agencies had learned an invaluable lesson from the Air Florida tragedy. Washington-area agencies had instituted a formal Incident Command System for large emergencies before the attack, so the chain of command was clear.

The Public Safety Wireless Network Program, a joint effort sponsored by the U.S. Departments of Justice and the Treasury, issued a report titled, "Answering the Call: Communications Lessons Learned from the Pentagon Attack." The report noted that:

"During the initial response, the majority of local public safety responders experienced no difficulty in establishing interoperable communications on the scene. This was because of the high level of regional coordination and agreements previously established. However, as the number of state and federal agencies (secondary responders) increased at the site, interoperability presented new challenges. No means of direct interoperability was immediately available to these secondary response agencies."



Visual 3.47

### 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 3.47  
Basic Features of ICS  
Version 2.0

**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.

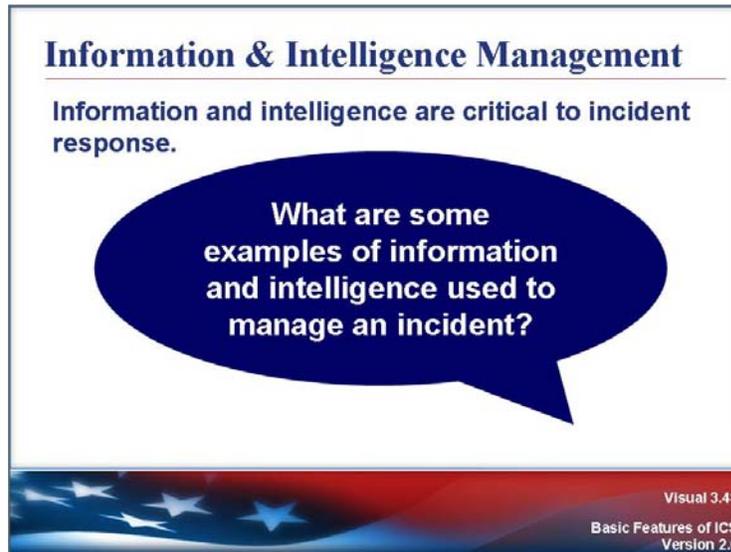
Disadvantages: Limitations include incompatible systems and software, dependence on power and phone lines, security and access issues, and lack of familiarity on the part of human operators.

- **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.



Visual 3.48



**Visual Description:** Information and Intelligence Management – What are some examples of information and intelligence used to manage an incident?

### Instructor Notes

Tell the participants that another important ICS feature is the management of information and intelligence. It is important that the incident management organization establishes a process for gathering, sharing, and managing incident-related information and intelligence.

Ask the participants the following question:

#### **What are some examples of information and intelligence used to manage an incident?**

If not mentioned by the group, provide the following examples of information and intelligence used to manage an incident:

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



Visual 3.49



**Visual Description:** ICS Features Overview

### Instructor Notes

Tell the participants that the next portion of this lesson focuses on the following ICS features:

#### Professionalism

- Accountability
- Dispatch/Deployment



Visual 3.50

### Accountability (1 of 2)

The following principles must be adhered to:

- **Check-In.** All responders must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
- **Incident Action Plan.** Response operations must be coordinated as outlined in the IAP.
- **Unity of Command.** Each individual will be assigned to only one supervisor.



Visual 3.50  
Basic Features of ICS  
Version 2.0

**Visual Description:** Accountability (1 of 2)

### Instructor Notes

Explain that effective accountability during incident operations is essential. Point out that individuals must abide by their agency policies and guidelines and any applicable local, State\*, or Federal rules and regulations.

Explain that the following principles must be adhered to:

- **Check-In.** All responders must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
- **Incident Action Plan.** Response operations must be coordinated as outlined in the IAP.
- **Unity of Command.** Each individual will be assigned to only one supervisor.

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

\* Throughout this course, discussion of authorities and roles of States is also intended to incorporate those of U.S. territories and possessions and tribal nations.



Visual 3.51

### Accountability (2 of 2)

- **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 3.51  
Basic Features of ICS  
Version 2.0

**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 3.52

### Dispatch/Deployment

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 3.52  
Basic Features of ICS  
Version 2.0

**Visual Description:** Dispatch/Deployment

### Instructor Notes

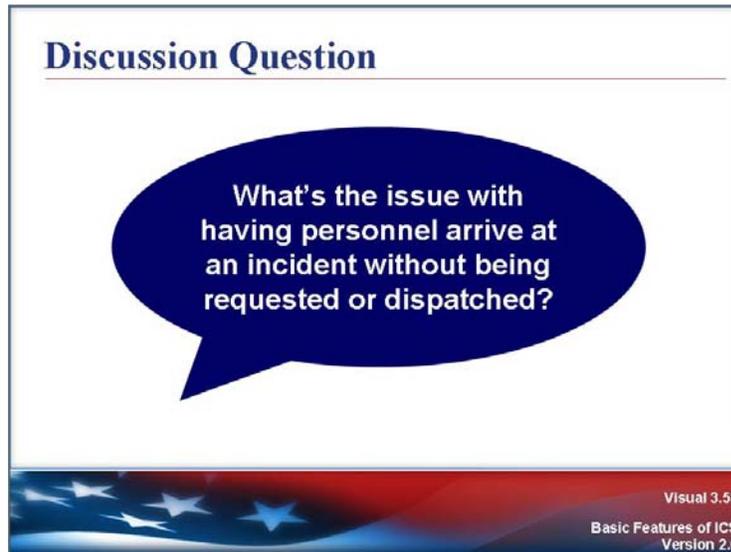
Point out that another key feature of ICS is the importance of managing resources to adjust to changing conditions.

Emphasize that 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 3.53



**Visual Description:** What's the issue 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 3.54

**Knowledge Review (1 of 2)**

Instructions: Decide if the statement is TRUE or FALSE.

Accountability means that individuals must abide by their agency policies and guidelines and any applicable local, tribal, State, or Federal rules and regulations.

Visual 3.54  
Basic Features of ICS  
Version 2.0

**Visual Description:** Decide if the statement is true or false. Accountability means that individuals must abide by their agency policies and guidelines and any applicable local, tribal, State, or Federal rules and regulations.

### Instructor Notes

Ask the participants if the statement is true or false.

**Accountability means that individuals must abide by their agency policies and guidelines and any applicable local, tribal, State, or Federal rules and regulations.**

Allow the participants time to respond.

If not mentioned, note that this statement is TRUE.



Visual 3.55

**Knowledge Review (2 of 2)**

**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.**

Visual 3.55  
Basic Features of ICS  
Version 2.0

**Visual Description:** Decide if the statement is 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 3.56

**Summary (1 of 2)**

ICS:

- Utilizes management features including the use of common terminology and a modular organizational structure.
- Utilizes the principles of chain of command, unity of command, Unified Command, and transfer of command.
- Emphasizes effective planning through the use of management by objectives and Incident Action Plans.

Visual 3.56  
Basic Features of ICS  
Version 2.0

**Visual Description:** Summary (1 of 2)

### Instructor Notes

Review the key points on the visual.

ICS:

- Utilizes management features including the use of common terminology and a modular organizational structure.
- Utilizes the principles of chain of command, unity of command, Unified Command, and transfer of command.
- Emphasizes effective planning through the use of management by objectives and Incident Action Plans.



Visual 3.57

**Summary (2 of 2)**

**ICS:**

- **Supports responders by providing data they need through effective information and intelligence management.**
- **Helps ensure that resources are ready through accountability and dispatch/deployment processes.**
- **Ensures full utilization of incident resources by maintaining a manageable span of control, implementing resource management practices, and ensuring integrated communications.**

Visual 3.57  
Basic Features of ICS  
Version 2.0

**Visual Description:** Summary (2 of 2)

### Instructor Notes

Review the key points on the visual.

ICS:

- Supports responders by providing data they need through effective information and intelligence management.
- Helps ensure that resources are ready through accountability and dispatch/deployment processes.
- Ensures full utilization of incident resources by maintaining a manageable span of control, establishing predesignated incident facilities, implementing resource management practices, and ensuring integrated communications.

Ask if anyone has any questions about content covered in this unit.

Transition to the next unit by explaining that Unit 4 will cover the Incident Commander and Command Staff functions.

**Your Notes**

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## Unit 4: Incident Commander and Command Staff Functions

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## Objectives

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

- Describe the role and function of the Incident Commander.
  - Describe the role and function of the Command Staff.
- 

## Scope

- Unit Introduction
  - Unit Objectives
  - Incident Commander
    - Audio Clip: Incident Commander Role
    - Audio Clip: Incident Commander Responsibilities
    - Deputy Incident Commander
    - Changing Incident Commanders
    - Transferring Incident Commanders
  - Knowledge Review
  - Command Staff
    - Public Information Officer (PIO)
    - Safety Officer
    - Liaison Officer
    - Knowledge Review
  - Activity: Command Staff Roles
  - Summary
- 

## Methodology

The instructors will outline the objectives for this unit, and will then overview the role of the Incident Commander. The participants will listen to an audio clip in which an Incident Commander talks about his role. Next, the instructors will summarize the Incident Commander's responsibilities. The participants will then listen to another audio clip in which an Incident Commander talks about responsibilities. After the audio clip, the instructors will introduce the role of the Deputy Incident Commander.

After a Knowledge Review, the instructors will transition to the Command Staff. The presentation outlines the responsibilities of the Public Information Officer, Safety Officer, and Liaison Officer. To check for comprehension about the Command Staff, the participants will listen to three audio clips and identify which member of the Command Staff is speaking.

The instructors will then lead an activity in which the participants apply the roles of the Command Staff to a scenario. To summarize the unit, the instructors will review the unit objectives and then 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.

<b>Topic</b>	<b>Time</b>
Unit Objectives	5 minutes
Incident Commander	10 minutes
Knowledge Review	5 minutes
Command Staff	10 minutes
Activity: Command Staff Roles	15 minutes
Summary	5 minutes
<b>Total Time</b>	<b>50 minutes</b>



Visual 4.1



**Visual Description:** Unit Introduction

### Instructor Notes

Tell the group that this unit will provide an overview of the role of the Incident Commander and Command Staff.



Visual 4.2

### Unit Objectives

- Describe the role and function of the Incident Commander.
- Describe the role and function of the Command Staff.



Visual 4.2  
Incident Commander and Command Staff Functions  
Version 2.0

**Visual Description:** Unit Objectives

### Instructor Notes

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

- Describe the role and function of the Incident Commander.
- Describe the role and function of the Command Staff.



Visual 4.3

**Incident Commander (1 of 2)**

Upon arriving at an incident, the higher ranking person will either assume command, maintain command as is, or transfer command to a third party.



In some situations or agencies, a **lower ranking but more qualified person** may be designated as the Incident Commander.

Visual 4.3  
Incident Commander and Command Staff Functions  
Version 2.0

**Visual Description:** Incident Commander (1 of 2)

### Instructor Notes

Explain that upon arriving at an incident, the higher ranking person will either assume command, maintain command as is, or transfer command to a third party.

Point out that in some situations or agencies, a lower ranking but more qualified person may be designated as the Incident Commander.

Ask the participants the following question:

**Why is it critical to establish command from the beginning of the incident operations?**

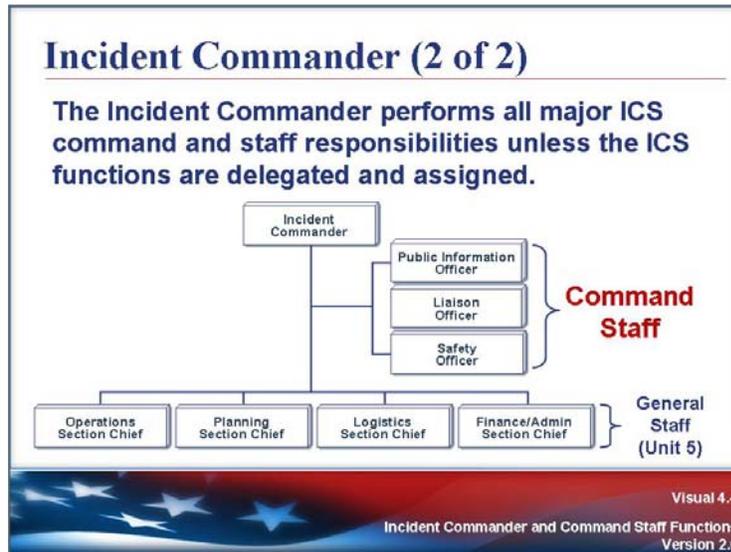
If not mentioned by the participants, add the following key points:

- Lack of command becomes a safety hazard for responders.
- Size up and decisionmaking is impossible without a command structure.
- It is difficult to expand a disorganized organization if the incident escalates.

Emphasize that all incident responses begin by establishing command.



Visual 4.4

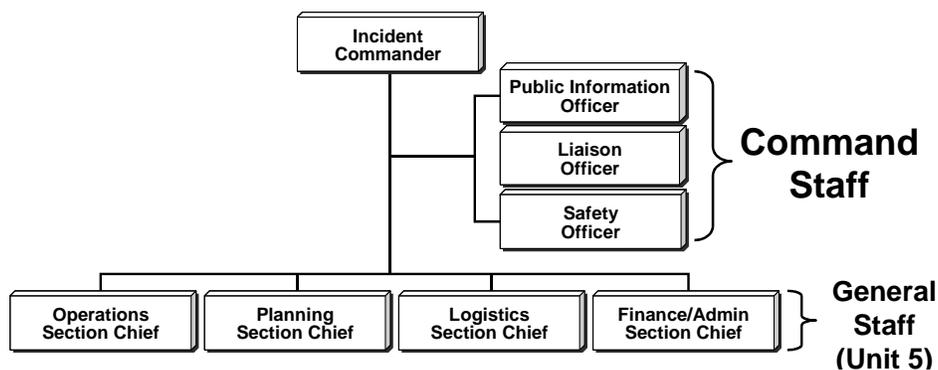


**Visual Description:** Incident Commander (2 of 2)

### Instructor Notes

Tell the participants that the Incident Commander performs all major ICS command and staff responsibilities unless these functions are delegated and assigned. As illustrated on the chart in the visual, ICS organization may be expanded to include:

- **Command Staff:** Public Information Officer, Liaison Officer, Safety Officer
- **General Staff:** Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Administration Section Chief



Note that this unit covers the Incident Commander and Command Staff. The next unit presents information on the General Staff.

**Remind the participants that not all Command and General Staff positions are filled on each incident. However, if a position isn't filled, then the Commander assumes that ICS management function.**



Visual 4.5

**Incident Commander Role**

**The Incident Commander:**

- Provides overall leadership for incident response.
- Delegates authority to others.
- Takes general direction from agency administrator/official.

Incident Commander

Visual 4.5  
Incident Commander and Command Staff Functions  
Version 2.0

**Visual Description:** Incident Commander Role

### Instructor Notes

Tell the group that they will now listen to an audio clip in which an Incident Commander talks about his role.

To play the audio, click on the icon. The total running time for this clip is 26 seconds.

### Transcript:

My job is to provide the overall leadership for incident response. I am able to delegate my authority to others to manage the ICS organization. Like any other organization, I have bosses, too. I take general direction and receive my delegation of authority from the accountable agency administrator. It's important to note that the agency administrator may or may not include my real-life boss.



Visual 4.6

### Incident Commander Responsibilities

The Incident Commander is specifically responsible for:

- Ensuring incident safety.
- Providing information services to internal and external stakeholders.
- Establishing and maintaining liaison with other agencies participating in the incident.



Visual 4.6  
Incident Commander and Command Staff Functions  
Version 2.0

**Visual Description:** Incident Commander Responsibilities

### Instructor Notes

Explain that the Incident Commander is specifically responsible for:

- Ensuring incident safety.
- Providing information services to internal and external stakeholders.
- Establishing and maintaining liaison with other agencies participating in the incident.



Visual 4.7

**Incident Commander Responsibilities**

**The Incident Commander:**

- Is responsible for all activities and functions until delegated and assigned to staff.
- Assesses need for staff.
- Establishes incident objectives.
- Directs staff to develop the Incident Action Plan.

  
Incident Commander

Visual 4.7  
Incident Commander and Command Staff Functions  
Version 2.0

**Visual Description:** Incident Commander Responsibilities

### Instructor Notes

Tell the group that they will now listen to an audio clip in which an Incident Commander talks about his responsibilities.

To play the audio, click on the icon. The total running time for this clip is 41 seconds.

### Transcript:

As the Incident Commander, I am responsible for all activities and functions until I staff them. So, one of the first things I do is assess my need for staff. I know that for an incident that is both complex and long term, I will need more staff. In addition, I may decide that I need a Deputy.

Also, I establish incident objectives for the organization based on the situation and direction given by the agency director. The type of plan depends on the magnitude of the incident. During a complex incident, I'll direct my staff to develop a written Incident Action Plan. The benefit of ICS is that the organization can be tailored to match the need.



Visual 4.8

### Deputy Incident Commander

A Deputy Incident Commander may be designated to:

- Perform specific tasks as requested by the Incident Commander.
- Perform the incident command function in a relief capacity.
- Represent an assisting agency that shares jurisdiction.



Visual 4.8  
Incident Commander and Command Staff Functions  
Version 2.0

**Visual Description:** Deputy Incident Commander

### Instructor Notes

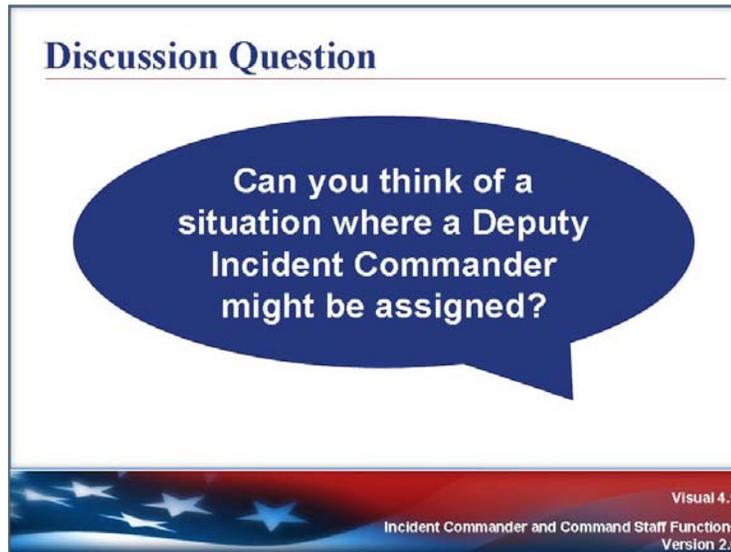
Tell the group that a Deputy Incident Commander may be designated to:

- Perform specific tasks as requested by the Incident Commander.
- Perform the incident command function in a relief capacity.
- Represent an assisting agency that shares jurisdiction.

Note that if a deputy is assigned, he or she must be fully qualified to assume the Incident Commander's position.



Visual 4.9



**Visual Description:** Can you think of a situation where a Deputy Incident Commander might be assigned?

### Instructor Notes

Ask the following question:

**Can you think of a situation where a Deputy Incident Commander might be assigned?**

Allow time to respond.

If not mentioned, tell the participants that examples of situations where a Deputy Incident Commander may be assigned is if the Incident Commander needs to:

- Leave the incident scene for an extended time period.
- Provide leadership during a large, complex incident.

Add examples based on your experiences.



Visual 4.10

### Changing Incident Commanders

Command may change to meet the needs of the incident when incidents:

- Expand or contract.
- Change in jurisdiction or discipline.
- Become more or less complex.



Visual 4.10  
Incident Commander and Command Staff Functions  
Version 2.0

**Visual Description:** Changing Incident Commanders

### Instructor Notes

Explain that incident command may change to meet the needs of the incident when incidents:

- Expand or contract.
- Change in jurisdiction or discipline.
- Become more or less complex.



Visual 4.11

### Transferring Incident Commanders

Transfer of command requires:

- A transfer of command briefing for the incoming Incident Commander.
- Notification to all personnel that a change in command is taking place.



Visual 4.11  
Incident Commander and Command Staff Functions  
Version 2.0

**Visual Description:** Transferring Incident Commanders

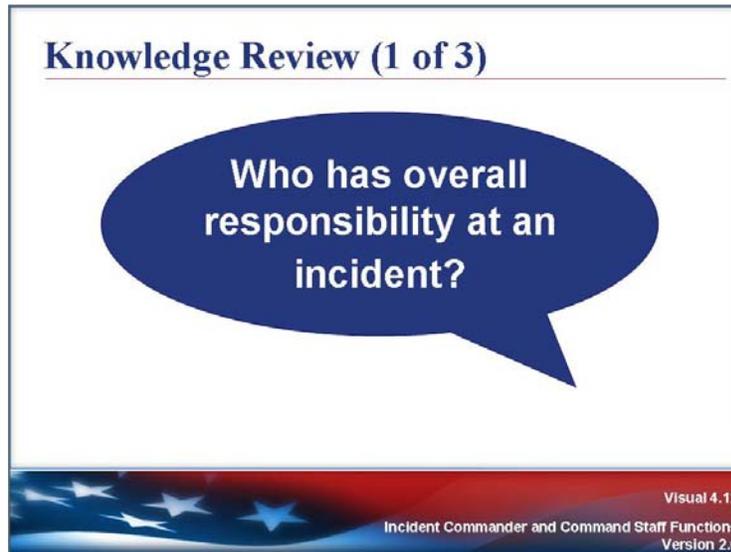
### Instructor Notes

Explain that a transfer of command requires:

- A transfer of command briefing for the incoming Incident Commander.
- Notification to all personnel that a change in command is taking place.



Visual 4.12



**Visual Description:** Who has overall responsibility at an incident?

### Instructor Notes

Ask the following question:

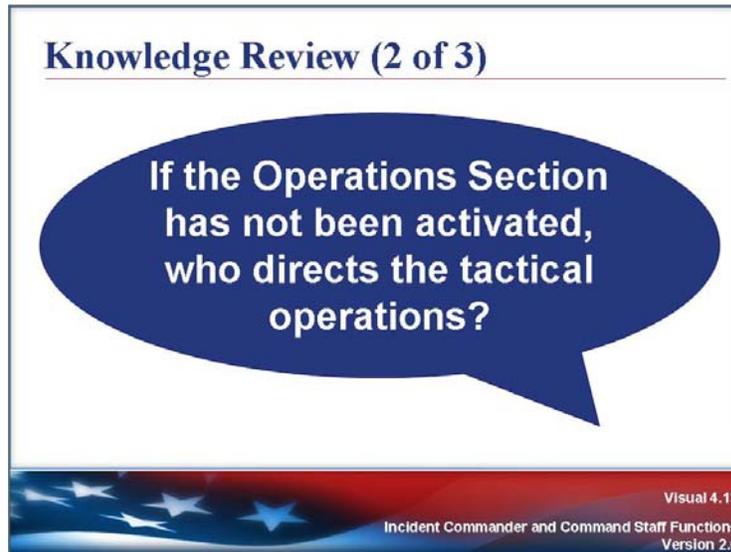
**Who has overall responsibility at an incident?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is that the Incident Commander has overall responsibility at an incident.



Visual 4.13



**Visual Description:** If the Operations Section has not been activated, who directs the tactical operations?

### Instructor Notes

Ask the following question:

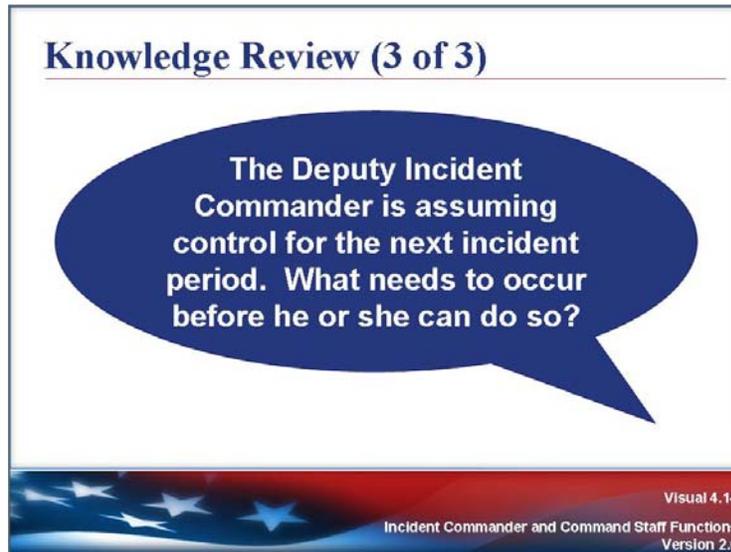
**If the Operations Section has not been activated, who directs the tactical operations?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is that the Incident Commander directs the tactical operations if the Operations Section has not been activated.



Visual 4.14



**Visual Description:** The Deputy Incident Commander is assuming control for the next incident period. What needs to occur before he or she can do so?

### Instructor Notes

Ask the participants the following question:

**The Deputy Incident Commander is assuming control for the next incident period. What needs to occur before he or she can do so?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is that before the Deputy Incident Commander can assume control for the next incident period, there must be a transfer of command briefing and notification to all personnel that a change in command is taking place.



Visual 4.15



**Visual Description:** Command Staff includes Public Information Officer, Liaison Officer, and Safety Officer

### Instructor Notes

Tell the participants that the next section of this unit will focus on the Command Staff. It may be necessary for the Incident Commander to designate a Command Staff who:

- Provide information, liaison, and safety services for the entire organization.
- Report directly to the Incident Commander.

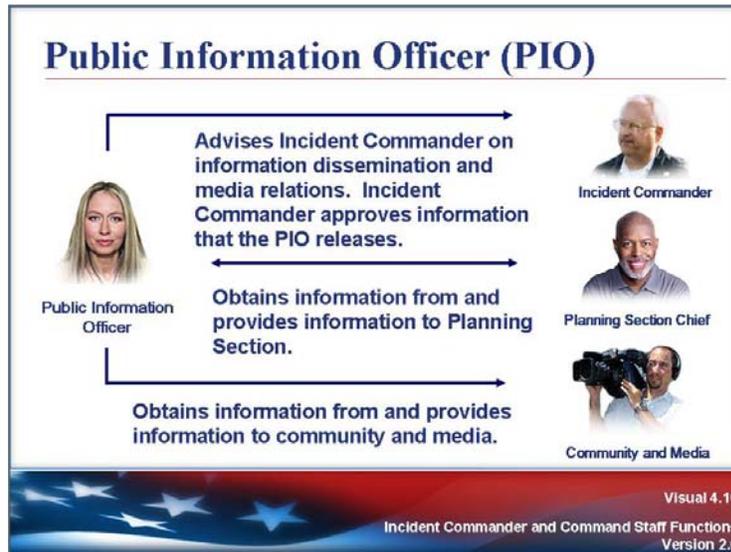
Explain that as the chart on the visual shows, the Command Staff includes the following positions:

- Public Information Officer
- Liaison Officer
- Safety Officer

The next visuals will provide details about the roles of the Command Staff.



Visual 4.16



**Visual Description:** Public Information Officer

### Instructor Notes

Explain that the Public Information Officer (PIO) serves as the conduit for information to internal and external stakeholders. The PIO:

- Advises the Incident Commander on information dissemination and media relations.
- Obtains information from and provides information to the Planning Section.
- Obtains information from and provides information to the community and media.

Emphasize that the Incident Commander approves all information that the PIO releases.



Visual 4.17



**Visual Description:** Safety Officer

### Instructor Notes

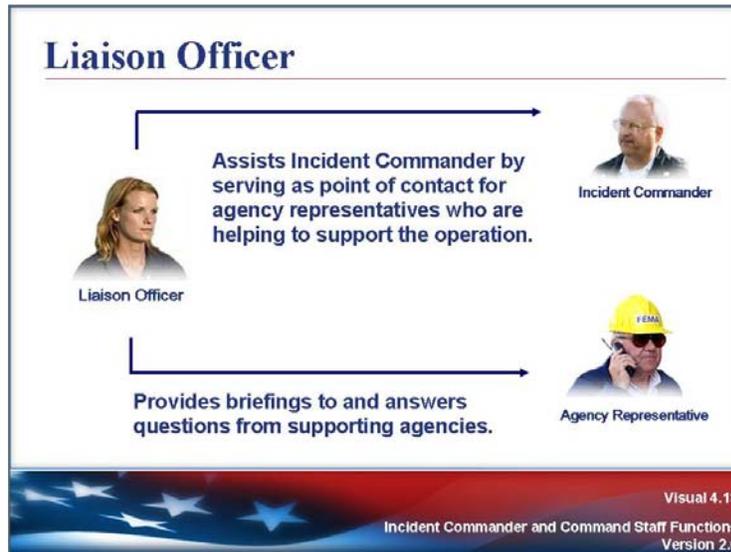
Explain that the Safety Officer monitors safety conditions. The Safety Officer:

- Advises the Incident Commander on issues regarding incident safety.
- Works with the Operations Section to ensure the safety of field personnel.
- Ensures safety of all incident personnel.

**Ask the participants to identify types of incidents where it would be critical to assign a Safety Officer.**



Visual 4.18



**Visual Description:** Liaison Officer

### Instructor Notes

Point out that the Liaison Officer serves as the primary contact for supporting agencies assisting at an incident. The Liaison Officer:

- Assists the Incident Commander by serving as a point of contact for agency representatives who are helping to support the operation.
- Provides briefings to and answers questions from supporting agencies.

**Ask the participants to identify types of incidents that would warrant the assignment of a Liaison Officer.**



Visual 4.19

**Knowledge Review (1 of 3)**

Instructions: Identify which member of the Command Staff performs the following tasks.



Tasks:

- Advises Incident Commander on issues related to information dissemination and media relations.
- Serves as primary contact for anyone who wants information about the incident.
- Serves external and internal audiences.
- Obtains information from Planning Section.

Visual 4.19  
Incident Commander and Command Staff Functions  
Version 2.0

**Visual Description:** Knowledge Review (1 of 3)

### Instructor Notes

Tell the participants to listen to the audio clip and decide which member of the Command Staff is speaking.

To play the audio, click on the icon. The total running time for this clip is 50 seconds.

### Transcript:

I report directly to the Incident Commander and advise him or her on issues related to information dissemination and media relations. I am the primary contact for anyone who wants information about the incident and our response to it. I serve both an external audience through the media, and an internal audience including both incident staff and agency personnel. It's very important for me to coordinate with other public information staff to ensure that we do not issue confusing or conflicting information. Since the Planning Section is gathering intelligence and other information pertinent to the incident, I get a lot of my information from them. Because I get a lot of information from the community, the media, and others, I also provide information to the Planning Section Chief and the Incident Commander.

Allow participants time to decide which member of the Command Staff is speaking.

If not mentioned, tell the participants that it is the **Public Information Officer**.



Visual 4.20

### Knowledge Review (2 of 3)

**Instructions:** Identify which member of the Command Staff performs the following tasks.



**Tasks:**

- Makes sure everyone does their job safely.
- Advises Incident Commander on issues regarding incident safety.
- Conducts risk analyses and implements safety measures.
- Promotes safe driving habits.
- Eliminates tripping hazards.

Visual 4.20  
Incident Commander and Command Staff Functions  
Version 2.0

**Visual Description:** Knowledge Review (2 of 3)

### Instructor Notes

Tell the participants to listen to the audio clip and decide which member of the Command Staff is speaking.

To play the audio, click on the icon. The total running time for this clip is 1:00.

### Transcript:

My job is to make sure everyone does the job safely and gets home in one piece. I advise the Incident Commander on issues regarding incident safety, but I would like to emphasize that safety is everyone's responsibility. I work very closely with Operations to make sure that our people in the field are as safe as possible under the circumstances, including wearing appropriate protective equipment and implementing the safest tactical options. I conduct risk analyses and implement safety measures. I normally do this through the planning process, but I do have the authority to stop any unsafe activity that I observe. While a lot of my attention is focused on Operations, I am also concerned about safety for the rest of the organization. I minimize other employee risks by promoting safe driving habits, eliminating tripping hazards, ensuring safe food handling, things like that. I spend a lot of time out of the command post looking at what's going on. During a complex incident, I will need quite a few assistants to be my eyes and ears.

Allow the participants time to decide which member of the Command Staff is speaking.

If not mentioned, tell the participants that it is the **Safety Officer**.



Visual 4.21

**Knowledge Review (3 of 3)**

**Instructions:** Identify which member of the Command Staff performs the following tasks.



**Tasks:**

- Serves as point of contact for assisting and cooperating agency representatives.
- Identifies problems between supporting agencies.
- Participates in planning meetings by providing the status on current resources, resource limitations, and resource capabilities of other agencies.

Visual 4.21  
Incident Commander and Command Staff Functions  
Version 2.0

**Visual Description:** Knowledge Review (3 of 3)

### Instructor Notes

Tell the participants to listen to the audio clip and decide which member of the Command Staff is speaking.

To play the audio, click on the icon. The total running time for this clip is 59 seconds.

### Transcript:

I'm the go between. I assist the Incident Commander by serving as the point of contact for the assisting and cooperating Agency Representatives that are supporting the incident. My job is to remain visible on the incident to all incoming cooperating and assisting agencies. I provide briefings to Agency Representatives and work with them to address their questions and concerns about the operation. I respond to requests from incident personnel for contacts among the assisting and cooperating agencies. I also monitor incident operations in order to identify any current or potential problems between the supporting agencies. I participate in planning meetings by providing the status on current resources, resource limitation, and resource capabilities of other agencies. During a complex incident, I may have a lot of agency representatives, but I can usually handle the job myself.

Allow the participants time to decide which member of the Command Staff is speaking.

If not mentioned, tell the participants that it is the **Liaison Officer**.



Visual 4.22

### Activity: Command Staff Roles (1 of 2)

#### Instructions:

1. Working as a team, review the scenario presented on the next visual.
2. Identify which Command Staff positions would be assigned.
3. Next, if you were the Incident Commander, what specific activities would you delegate to each Command Staff member?
4. Select a spokesperson. Be prepared to present in 10 minutes.

Visual 4.22

Incident Commander and Command Staff Functions  
Version 2.0

**Visual Description:** Activity: Command Staff Roles (1 of 2)

#### Instructor Notes

**Purpose:** The purpose of this activity is to illustrate how ICS can be used to address incident management issues.

**Instructions:** Follow the steps below to conduct this activity:

1. Working as a team, review the scenario presented on the next visual.
2. Identify which Command Staff positions would be assigned.
3. Next, if you were the Incident Commander, what specific activities would you delegate to each Command Staff member?
4. Select a spokesperson. Be prepared to present in 10 minutes.



Visual 4.23

### Activity: Command Staff Roles (2 of 2)

**Scenario:** An unexpected flash flood has struck a small community. As a result:

- Homes, schools, and the business district are being evacuated.
- Critical infrastructure has been damaged including contamination of the water supply, downed power lines, and damaged roads.
- Perimeter control and security in the business district are needed.
- Mutual aid is arriving from several surrounding communities.
- Media representatives are arriving at the scene.

Visual 4.23

Incident Commander and Command Staff Functions  
Version 2.0

**Visual Description:** Activity: Command Staff Roles (2 of 2)

### Instructor Notes

#### Review the following scenario that was first presented in Unit 2:

An unexpected flash flood has struck a small community. As a result:

- Homes, schools, and the business district are being evacuated.
- Critical infrastructure has been damaged including contamination of the water supply, downed power lines, and damaged roads.
- Perimeter control and security in the business district are needed.
- Mutual aid is arriving from several surrounding communities.
- Media representatives are arriving at the scene.

**Debrief:** Monitor the time. When 10 minutes have passed, ask the spokesperson from each group to present their command staff assigned and the activities that are delegated. If not mentioned by the group, add the following potential activities:

- **Public Information Officer:** Work with the media to ensure that evacuation orders are communicated to affected neighbors. Prepare releases with information about the status of the business district prior to the next morning. Arrange a press briefing in advance of the next news cycle.
- **Liaison Officer:** Coordinate with communities that are providing mutual aid and with private-sector utilities that are supporting the response. Work with the business community to identify response needs.
- **Safety Officer:** Ensure the safety of incident personnel from contaminated water, electrical hazards, and fatigue.



Visual 4.24

**Summary**

Are you able to describe the roles and functions of the:

- Incident Commander?
- Public Information Officer?
- Safety Officer?
- Liaison Officer?

Visual 4.24  
Incident Commander and Command Staff Functions  
Version 2.0

**Visual Description:** Summary

### Instructor Notes

Ask the participants if they are able to describe the roles and functions of the:

- Incident Commander.
- Public Information Officer.
- Safety Officer.
- Liaison Officer.

Answer any questions the participants might have about this unit. Explain that the next unit will discuss the roles and responsibilities of the General Staff.

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## Unit 5: General Staff Functions

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## Objectives

At the end of this unit, the participants should be able to describe the roles and functions of the:

- Operations Section.
  - Planning Section.
  - Logistics Section.
  - Finance/Administration Section.
- 

## Scope

- Unit Introduction
  - Unit Objectives
  - Expanding Incidents
  - General Staff
  - Operations Section
    - Responsibilities
    - Modular Structure
  - Position Titles
  - Planning Section
    - Resources Unit
    - Situation Unit
    - Documentation Unit
    - Demobilization Unit
    - Technical Specialists
  - Logistics Section
    - Service Branch – Communications Unit, Medical Unit, Food Unit
    - Support Branch – Supply Unit, Facilities Unit, Ground Support Unit
  - Finance/Administration Section
    - Time Unit
    - Procurement Unit
    - Compensation/Claims Unit
    - Cost Unit
  - General Staff Functions: Case Study
  - Summary
-

## Methodology

The instructors will outline this unit's objectives. They will then explain that as incidents expand, there may be need to add supervisory layers to the organization structure. This unit will describe these layers in depth and, specifically, will explain the role of the General Staff in the ICS structure.

The instructors will start with the Operations Section, having the participants listen to an audio clip of an Operations Section Chief describing her role. The instructors will then overview the key Operations Section tasks. Next, the participants will listen to an audio clip in which the Operations Section Chief describes the importance of maintaining an optimal span of control. The instructors will then outline how use of Divisions, Groups, and Branches helps manage the span of control. The instructors will explain these supervisory levels and when they are used. The participants will then watch a video describing how the Operations Section may expand or contract. The instructors will further explain the role of Task Forces, Strike Teams, and Single Resources.

The instructors will then explain the importance of using specific ICS position titles. They will identify the titles for all ICS supervisory levels. To check their understanding, the participants will answer five questions about the Operations Section. The instructors will then transition to the next section of the unit – the Planning Section.

To introduce the Planning Section, the instructors will present an audio clip of a Planning Section Chief describing his job. The instructors will then overview the key Planning Section tasks, and discuss the roles of the four Planning Section Units. They will also explain the use of Technical Specialists. To ensure comprehension, the participants will answer questions about which Planning Section Unit they would go to in order to complete a specific task.

The instructors will then identify the tasks of the Logistics Section. The participants will listen to an audio clip of the Logistics Section Chief describing his role. The instructors will then describe the Service Branch and the Support Branch and their corresponding Units. To ensure comprehension, the participants will answer questions about which Logistics Section Unit they would go to in order to complete a specific task.

The instructors will then present an audio clip of a Finance/Administration Section Chief describing her role. The instructors will then outline the major tasks of the Finance/Administration Section. The instructors will then describe each of the four Finance/Administration Section Units. To ensure comprehension, the participants will answer questions about which Unit they would go to in order to complete a specific task.

To summarize the unit, the instructors will present a scenario in which the participants must answer questions that assess their understanding of the role of the General Staff. After discussing the questions based on the scenario, the instructors will ask the participants if they have met the learning objectives for this unit.

**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.

<b>Topic</b>	<b>Time</b>
Unit Objectives	5 minutes
Expanding Incidents	5 minutes
General Staff	5 minutes
Operations Section & Position Titles	25 minutes
Planning Section	20 minutes
Logistics Section	20 minutes
Finance/Administration Section	20 minutes
Summary	5 minutes
<b>Total Time</b>	<b>1 hour 45 minutes</b>



Visual 5.1



**Visual Description:** Unit Introduction

### Instructor Notes

Tell the participants that this unit will provide an overview of ICS General Staff functions.



Visual 5.2

**Unit Objective**

Describe the roles and functions of the General Staff including:

- Operations Section
- Planning Section
- Logistics Section
- Finance/  
Administration  
Section



Visual 5.2  
General Staff Functions  
Version 2.0

**Visual Description:** Unit Objectives

### Instructor Notes

Tell participants that by the end of this unit, they should be able to describe the roles and functions of the:

- Operations Section
- Planning Section
- Logistics Section
- Finance/Administration Section



Visual 5.3



**Visual Description:** Expanding Incidents

### Instructor Notes

Explain that as incidents expand, there may be the need to add supervisory layers to the organizational structure.

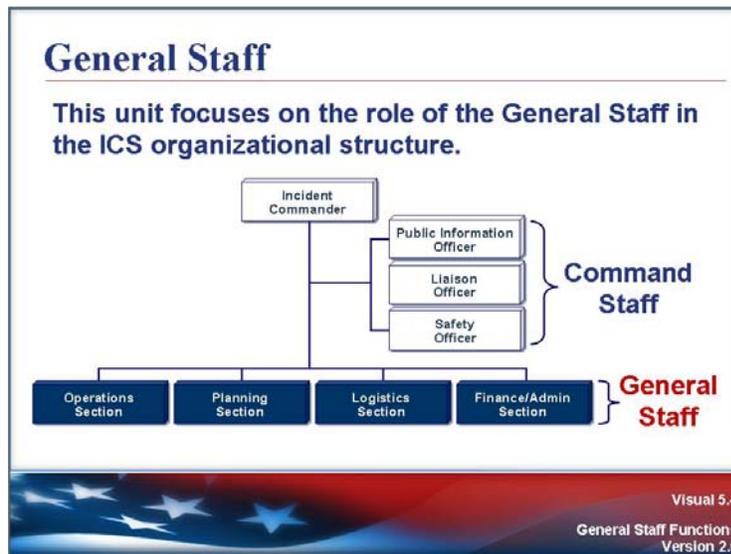
Point out that as the graphic on the visual shows, the Incident Commander may need to add Sections – such as an Operations Section. In addition:

- The Operations Section may need to add Branches.
- If the incident expands further, the Operations Section may divide the Branches into Divisions or Groups.
- For even larger incidents, the Groups may need to be divided into Units or Single Resources.

Tell the participants that this unit will explain these components of the ICS organizational structure in depth.



Visual 5.4



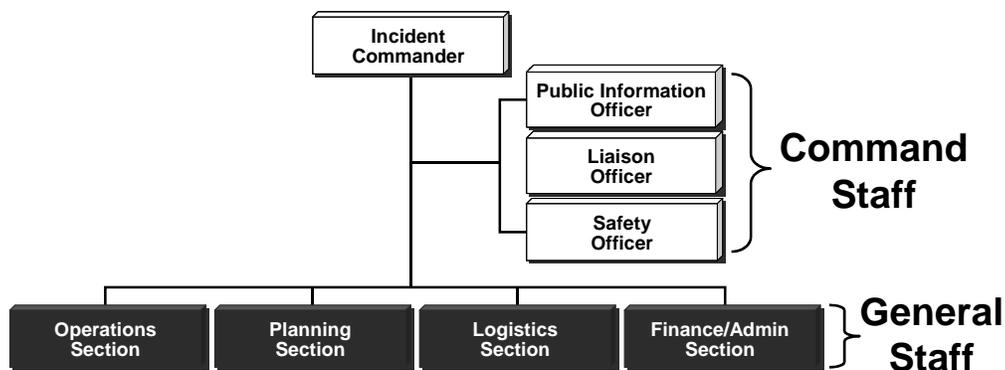
**Visual Description:** General Staff includes the Operations Section, Planning Section, Logistics Section, and the Finance/Admin Section.

### Instructor Notes

Tell the group that as the previous visual showed, there may be the need to add to the ICS organizational structure. This unit focuses on the role of the General Staff.

As illustrated on the visual and below, the General Staff includes the:

- Operations Section.
- Planning Section.
- Logistics Section.
- Finance/Administration Section.





Visual 5.5

**Operations Section Chief**

**The Operations Section Chief:**

- Develops and implements strategy and tactics to carry out the incident objectives.
- Organizes, assigns, and supervises the tactical field resources.
- Supervises air operations and those resources in a Staging Area.

Operations Section Chief

Visual 5.5  
General Staff Functions  
Version 2.0

**Visual Description:** Role of Operations Section Chief

### Instructor Notes

Tell the participants that they will listen to an audio clip of an Operations Section Chief describing her role.

To play the audio, click on the icon. The total running time for this clip is 24 seconds.

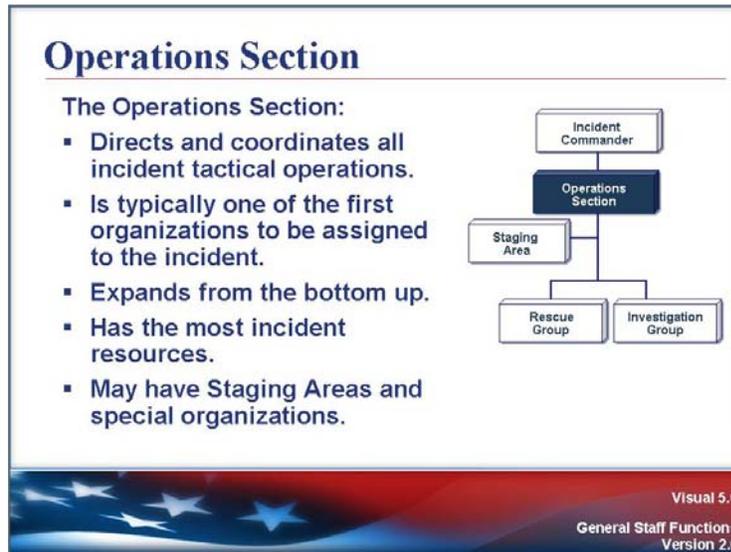
### Transcript:

I'm responsible for developing and implementing strategy and tactics to carry out the incident objectives. This means that I organize, assign, and supervise all of the tactical field resources assigned to an incident, including air operations and those resources in a Staging Area.

I work very closely and coordinate my activities with the other members of the Command and General Staff.



Visual 5.6



**Visual Description:** Operations Section

### Instructor Notes

Explain that the Operations Section is responsible for directing and coordinating all incident tactical operations.

Review the following key points with the group:

#### The Operations Section:

- Is typically one of the first organizations to be assigned to the incident.
- Develops from the bottom up.
- Has the most incident resources.
- May have Staging Areas and special organizations.



Visual 5.7

**Operations Section Challenges**

  
Operations Section Chief

- It is critical to organize field resources and maintain span of control by using Branches and Groups.
- In complex incidents, there may be a Deputy Operations Section Chief.
- The Operations Section Chief depends on the rest of the General Staff for support.

Visual 5.7  
General Staff Functions  
Version 2.0

**Visual Description:** Operations Section Challenges

### Instructor Notes

Tell the class that they will listen to an audio clip of an Operations Section Chief describing the management challenges associated with her job.

To play the audio, click on the icon. The total running time for this clip is 53 seconds.

### Transcript:

In a recent incident, there were hundreds of resources deployed to the Operations Section. I couldn't possibly manage them all directly. Trying to do so would result in inefficient resource management at best, and personal injury at worst. While there are any number of ways to organize field resources, I might decide to use Branches for each agency, as well as Groups, to organize resources and maintain the recommended span of control of one supervisor to five resources.

It can be a big job and with all of the tactics often needed in an incident, I have to depend on my Branch Directors to help me. For complex incidents, I may also have a Deputy. I also depend on the rest of the General Staff to support me. I can't develop detailed situation analyses—or worry about where the staff and meals are coming from or who's paying for them—and still do my job.



Visual 5.8

### Maintaining Span of Control

The following supervisory levels can be added to help manage span of control:

<b>Divisions</b> Divide an incident geographically.	<b>Groups</b> Describe functional areas of operation.	<b>Branches</b> Are used when the number of Divisions or Groups exceeds the span of control. Can be either geographical or functional.
--	--	---

Visual 5.8  
General Staff Functions  
Version 2.0

**Visual Description:** Maintaining Span of Control

#### Instructor Notes

Explain that the Operations function is where the tactical fieldwork is done. Therefore, most incident resources are assigned to the Operations Section. Often the most hazardous activities are carried out there, so it is necessary to carefully monitor the number of resources that report to any one supervisor.

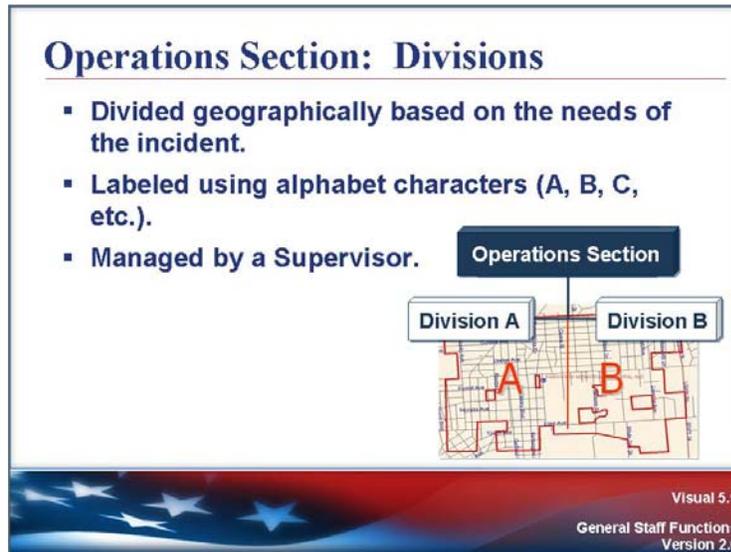
Tell participants that the following supervisory levels can be added to help manage the span of control in the Operations Section:

- **Divisions** are used to divide an incident geographically.
- **Groups** are used to describe functional areas of operation.
- **Branches** are used when the number of Divisions or Groups exceeds the span of control and can be either geographical or functional.

Tell the participants that the next visuals will explain Divisions, Groups, and Branches in more detail.



Visual 5.9



**Visual Description:** Operations Section: Divisions

### Instructor Notes

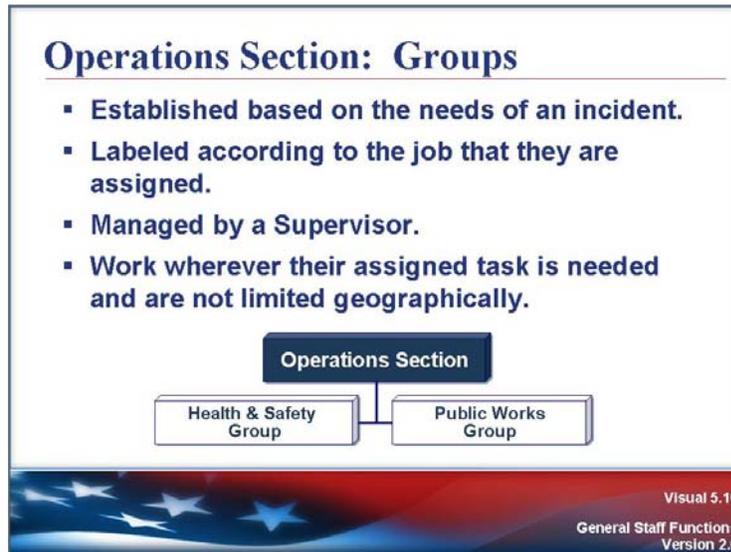
Tell the participants that Divisions are used to divide an incident geographically. Explain that:

- Divisions are usually labeled using alphabet characters (A, B, C, etc.). Other identifiers may be used as long as Division identifiers are known by assigned responders.
- A Division is managed by a Supervisor.

Emphasize that the important thing to remember about ICS Divisions is that they are established to divide an incident into geographical areas of operation.



Visual 5.10



**Visual Description:** Operations Section: Groups

### Instructor Notes

Tell the participants that Groups are used to describe functional areas of operation.

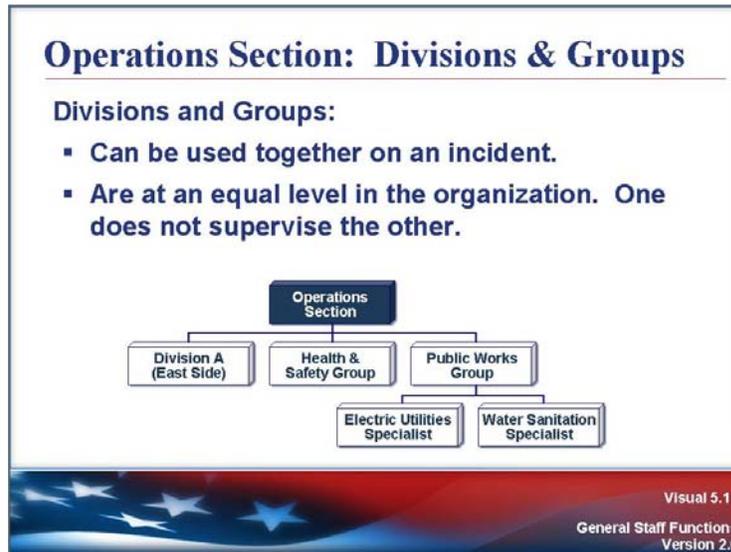
Review the following key points about Groups with the participants.

Groups:

- Are established based on the needs of an incident.
- Are labeled according to the job that they are assigned (e.g., Health and Safety Group, Public Works Group).
- Are managed by a Supervisor.
- Work wherever their assigned task is needed and are not limited geographically.



Visual 5.11



**Visual Description:** Operations Section: Divisions and Groups

### Instructor Notes

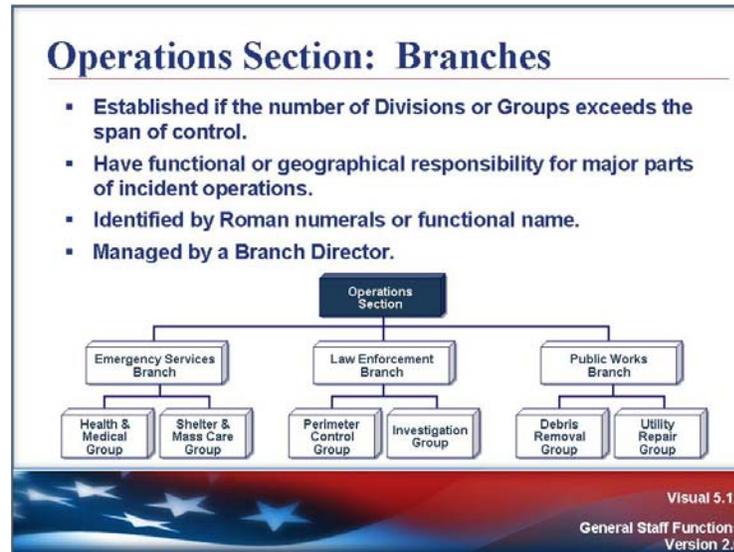
Explain that Divisions and Groups:

- Can be used together on an incident.
- Are at an equal level in the organization. One does not supervise the other.

Emphasize that when a Group is working within a Division on a special assignment, Division and Group Supervisors must closely coordinate their activities.



Visual 5.12

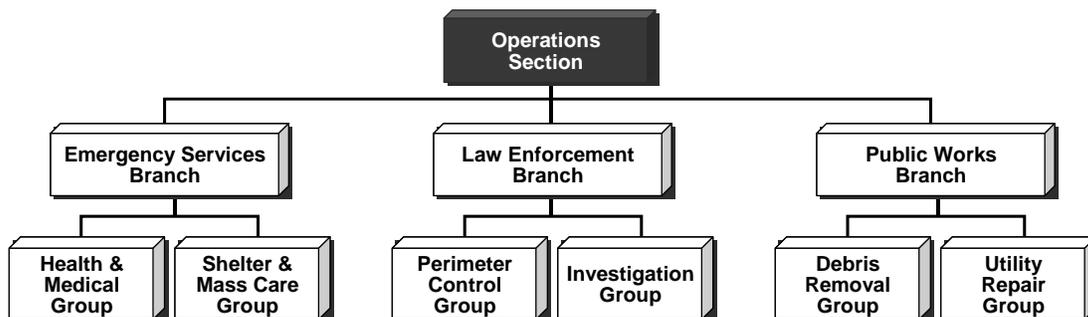


**Visual Description:** Operations Section: Branches

### Instructor Notes

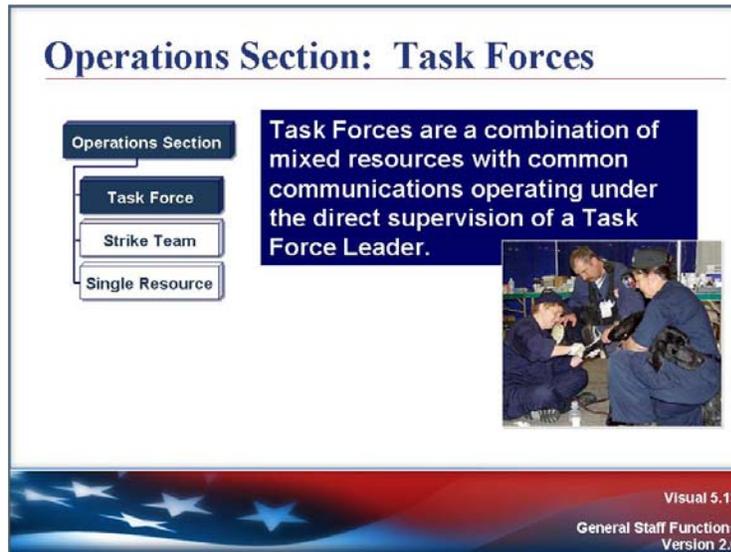
Explain that if the number of Divisions or Groups exceeds the span of control, it may be necessary to establish another level of organization within the Operations Section, called Branches.

Point out that the chart on the visual shows the Operations Section being divided into 3 Branches and then each Branch being further divided into 2 Groups.





Visual 5.13



**Visual Description:** Operations Section: Task Forces

### Instructor Notes

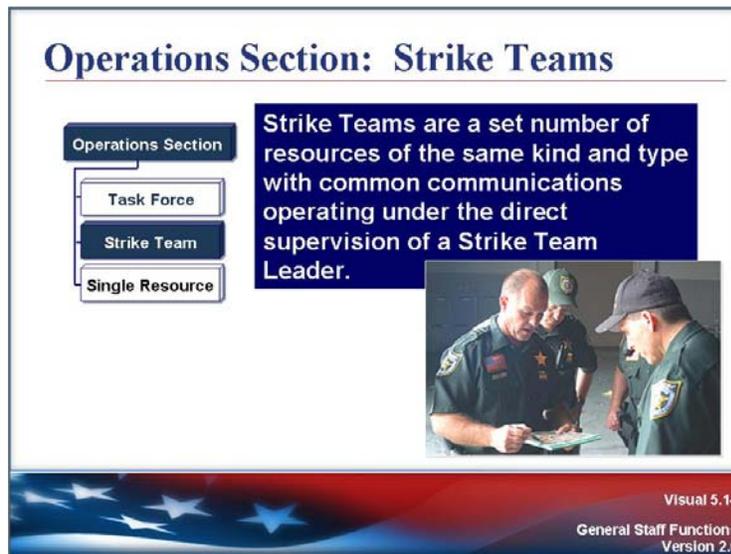
Tell the participants that the next visuals will summarize the information presented in the video.

Explain that Task Forces are a combination of mixed resources with common communications operating under the direct supervision of a Task Force Leader.

As the chart on the visual shows, Task Forces are part of the Operations Section.



Visual 5.14



**Visual Description:** Operations Section: Strike Teams

#### Instructor Notes

Tell the participants that Strike Teams are a set number of resources of the same kind and type with common communications operating under the direct supervision of a Strike Team Leader.

As the chart on the visual shows, Strike Teams are part of the Operations Section.



Visual 5.15



**Visual Description:** Operations Section: Single Resources

### Instructor Notes

Tell the participants that Single Resources may be:

- Individuals.
- A piece of equipment and its personnel complement.
- A crew or team of individuals with an identified supervisor

As the chart on the visual shows, Single Resources are part of the Operations Section.



Visual 5.16



**Visual Description:** Name That Resource

### Instructor Notes

Refer the participants to the following graphics on the visual:

- A. Three identical fire engines. One fire engine is designated the Leader.
- B. Four firefighters and one fire engine.
- C. Fire Engine, Fire Chief's Vehicle (designated as the Leader), Patrol Car, and Ambulance.

Ask the participants to name each type of resource. Make sure that the participants understand the following correct answers:

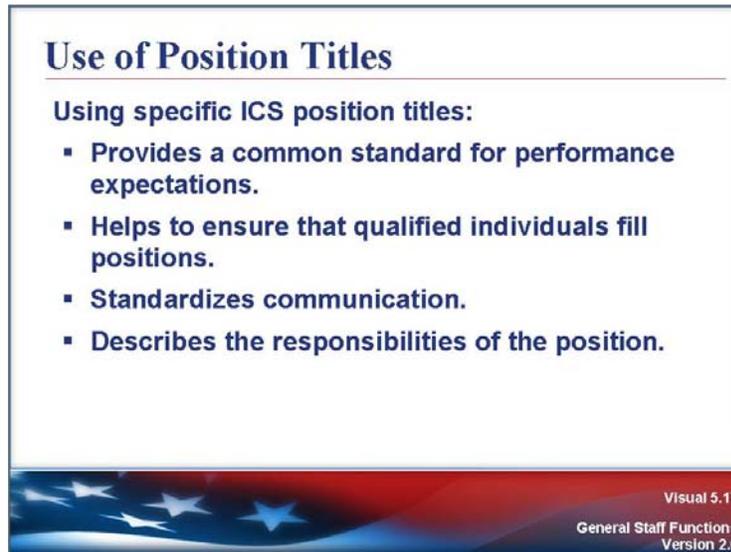
**A. = Strike Team:** A specified combination of the same kind and type of resources with common communications and a Leader.

**B. = 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.

**C. = Task Force:** A combination of single resources assembled for a particular tactical need with common communications and a Leader.



Visual 5.17



**Use of Position Titles**

Using specific ICS position titles:

- Provides a common standard for performance expectations.
- Helps to ensure that qualified individuals fill positions.
- Standardizes communication.
- Describes the responsibilities of the position.

Visual 5.17  
General Staff Functions  
Version 2.0

**Visual Description:** Use of Position Titles

### Instructor Notes

Explain that throughout the ICS organization, individuals with primary responsibility positions have distinct titles.

Tell the participants that using specific ICS position titles:

- Provides a common standard for performance expectations.
- Helps ensure that qualified individuals fill positions.
- Standardizes communication.
- Describes the responsibilities of the position.



Visual 5.18

**ICS Supervisory Position Titles**

Titles for all ICS supervisory levels are shown in the table below.

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss

Visual 5.18  
General Staff Functions  
Version 2.0

**Visual Description:** Table of ICS Supervisory Position Titles

### Instructor Notes

Explain that this visual includes titles for all ICS supervisory levels.

Review the information in the table:

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss



Visual 5.19

**Knowledge Review (1 of 5)**

Two Supervisors have been dispatched with resources (personnel and equipment) to evacuate homes within the potential hazard zone. One Supervisor has responsibility for the east side of the community and the other has responsibility for the west side.

**What type of ICS organizational structure is being described?**



Visual 5.19  
General Staff Functions  
Version 2.0

**Visual Description:** Knowledge Review (1 of 5)

### Instructor Notes

Tell the participants to review the situation on the visual:

Two Supervisors have been dispatched with resources (personnel and equipment) to evacuate homes within the potential hazard zone. One Supervisor has responsibility for the east side of the community and the other has responsibility for the west side.

Ask the participants the following question:

**What type of ICS organizational structure is being described?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is Divisions. Divisions are used to divide an incident geographically. The person in charge of each Division is designated as a Supervisor.

These resources (personnel and equipment) would be organized into Divisions because they are assigned different geographic areas to evacuate.



Visual 5.20

**Knowledge Review (2 of 5)**

Several utility crews have been organized under a single Supervisor in order to coordinate their repairs of downed power lines.

**What type of ICS organizational structure is being described?**



Visual 5.20  
General Staff Functions  
Version 2.0

**Visual Description:** Knowledge Review (2 of 5)

### Instructor Notes

Tell participants to review the situation on the visual.

Several utility crews have been organized under a single Supervisor in order to coordinate their repairs of downed power lines.

Ask the group the following question:

**What type of ICS organizational structure is being described?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is Groups. Groups are used to describe functional areas of operation. The person in charge of each Group is designated as a Supervisor.



Visual 5.21

**Knowledge Review (3 of 5)**

HazMat specialists, sanitation workers, and disposal equipment are grouped together, under the direct supervision of a Leader, to handle the removal of hazardous waste.

**What type of ICS organizational structure is being described?**



Visual 5.21  
General Staff Functions  
Version 2.0

**Visual Description:** Knowledge Review (3 of 5)

### Instructor Notes

Tell participants to review the situation on the visual.

HazMat specialists, sanitation workers, and disposal equipment are grouped together, under the direct supervision of a Leader, to handle the removal of hazardous waste.

Ask the group the following question:

**What type of ICS organizational structure is being described?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is Task Force. Task Forces are a combination of mixed resources with common communications operating under the direct supervision of a Leader.

HazMat specialists, sanitation workers, and disposal equipment would be grouped together in a Task Force. A Leader is assigned to supervise a Task Force.



Visual 5.22

**Knowledge Review (4 of 5)**

As incident objectives and resources expand, the Operations Section Chief begins organizing resources into functional areas that are managed by a Supervisor.

```

graph TD
    OS[Operations Section] --- M["Medical (EMS) ?"]
    OS --- H["HazMat ?"]
  
```

On the organizational chart, the title of each component would be a \_\_\_\_\_.

Visual 5.22  
General Staff Functions  
Version 2.0

**Visual Description:** Knowledge Review (4 of 5)

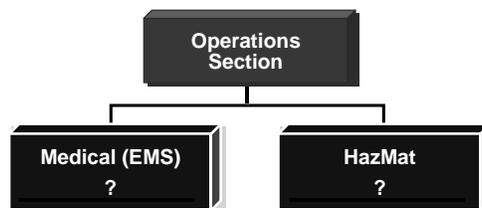
### Instructor Notes

Tell the participants to review the situation on the visual.

As incident objectives and resources expand, the Operations Section Chief begins organizing resources into functional areas that are managed by a Supervisor.

Ask the group the following question:

**On the organizational chart, the title of each component would be a \_\_\_\_\_.**

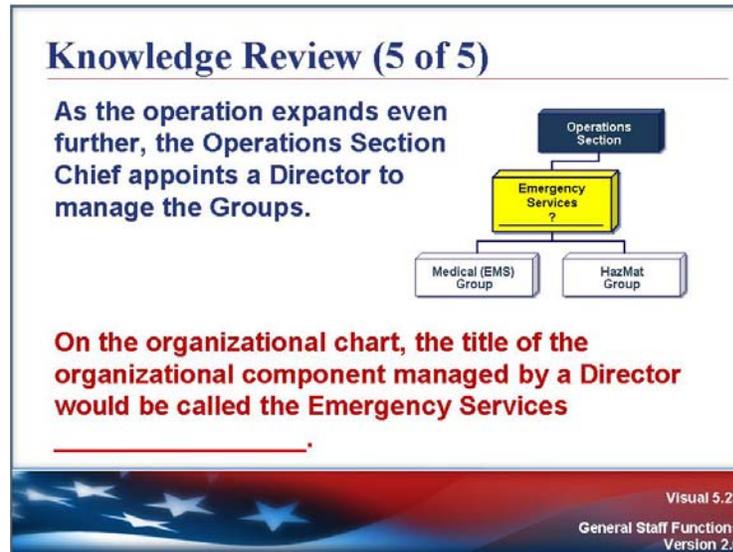


Caption: Organizational chart showing Operations Section and below it two components titled "Medical (EMS)" and "HazMat."

Allow time to respond. If not mentioned, tell the participants that the correct answer is Group. Groups describe functional areas of operation.



Visual 5.23

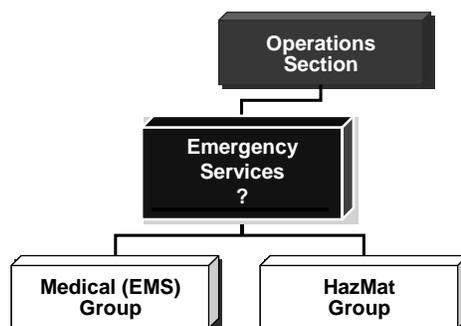


**Visual Description:** Knowledge Review (5 of 5)

### Instructor Notes

Tell participants to review the situation on the visual. As the operation expands even further, the Operations Section Chief appoints a Director to manage the Groups.

Ask the group the following question: **On the organizational chart, the title of the organizational component managed by a Director would be called the Emergency Services \_\_\_\_\_.**



**Caption:** Organizational chart showing Operations Section and below it a component titled "Emergency Services". Under that are two components titled "Medical (EMS) Group" and "HazMat Group".

Allow time to respond. If not mentioned, tell the participants that the correct answer is Branch. Branches are used when the number of Divisions or Groups exceeds the span of control and can be either geographical or functional.



Visual 5.24

**Planning Section Chief**

**The Planning Section Chief:**

- Gathers, analyzes, and disseminates information and intelligence.
- Manages the planning process.
- Compiles the Incident Action Plan.
- Manages Technical Specialists.

Visual 5.24  
General Staff Functions  
Version 2.0

**Visual Description:** Planning Section Chief

### Instructor Notes

Tell the group that they will listen to an audio clip of a Planning Section Chief describing his job.

To play the audio, click on the icon. The total running time for this clip is 46 seconds.

### Transcript:

My job is to gather and analyze information so that we'll be ready for tomorrow and the next day. I'm responsible for intelligence and information gathering, analysis, and dissemination. Also, our Section manages the planning process and compiles the Incident Action Plan using input from the rest of the organization.

For large incidents, and when the Incident Commander has directed, we will develop a written Incident Action Plan. I also may be responsible for managing the activities of Technical Specialists, who are individuals with technical knowledge that will be useful in the management of this incident.

I work closely with the Incident Commander and other members of the General Staff to be sure that information is shared effectively and results in an efficient planning process to meet the needs of the Incident Commander and Operations.



Visual 5.25

**Planning Section**

- Maintains resource status.
- Maintains and displays situation status.
- Prepares the Incident Action Plan.
- Develops alternative strategies.
- Provides documentation services.
- Prepares the Demobilization Plan.
- Provides a primary location for Technical Specialists assigned to an incident.



Visual 5.25  
General Staff Functions  
Version 2.0

**Visual Description:** Planning Section

### Instructor Notes

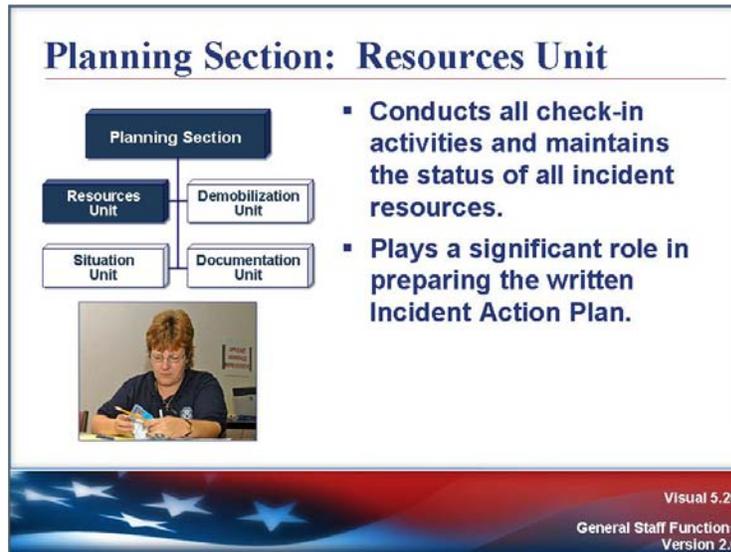
Tell the group that now that they have heard from the Planning Section Chief, they will learn about the roles and responsibilities for the rest of the Planning Section.

#### The Planning Section:

- Maintains resource status.
- Maintains and displays situation status.
- Prepares the Incident Action Plan.
- Develops alternative strategies.
- Provides documentation services.
- Prepares the Demobilization Plan.
- Provides a primary location for Technical Specialists assigned to an incident.



Visual 5.26



**Visual Description:** Planning Section: Resources Unit

### Instructor Notes

Tell the participants that the Planning Section can be further staffed with four Units:

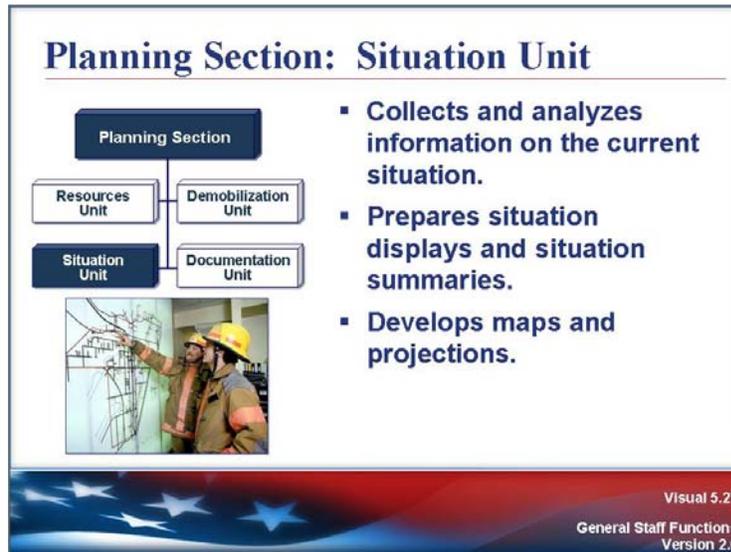
- Resources Unit
- Situation Unit
- Demobilization Unit
- Documentation Unit

This visual explains the role of the Resources Unit. **The Resources Unit:**

- Conducts all check-in activities and maintains the status of all incident resources.
- Plays a significant role in preparing the written Incident Action Plan.



Visual 5.27



**Visual Description:** Planning Section: Situation Unit

### Instructor Notes

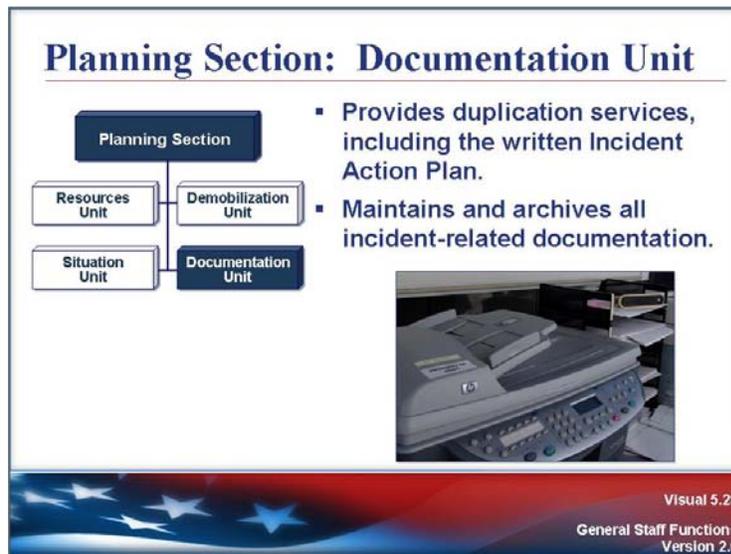
Tell the group that the Planning Section may also include a Situation Unit.

#### The Situation Unit:

- Collects and analyzes information on the current situation.
- Prepares situation displays and situation summaries.
- Develops maps and projections.



Visual 5.28



**Visual Description:** Planning Section: Documentation Unit

### Instructor Notes

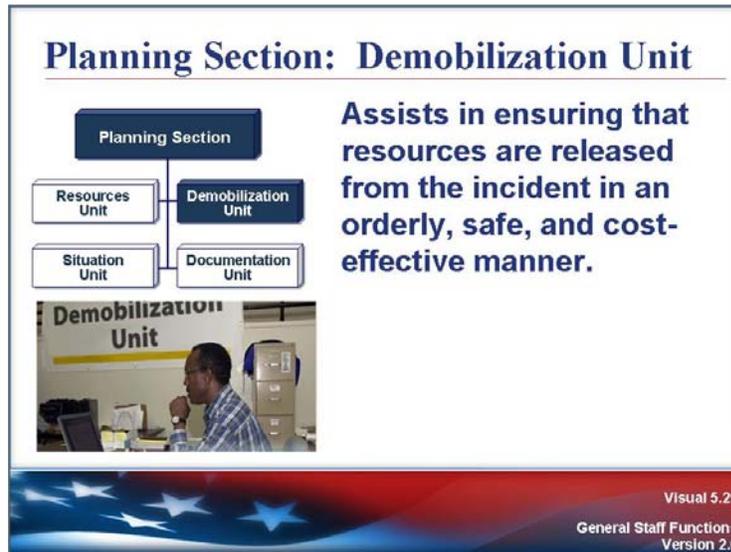
Tell the participants that the next Planning Section Unit we will cover is the Documentation Unit.

#### The Documentation Unit:

- Provides duplication services, including the written Incident Action Plan.
- Maintains and archives all incident-related documentation.



Visual 5.29



**Visual Description:** Planning Section: Demobilization Unit

### Instructor Notes

Tell the group that the last Planning Section Unit we will cover is the Demobilization Unit.

The Demobilization Unit assists in ensuring that resources are released from the incident in an orderly, safe, and cost-effective manner.



Visual 5.30

**Planning Section: Technical Specialists**

- Provide special expertise useful in incident management and response.
- May be assigned to work in the Planning Section or in other Sections.



Visual 5.30  
General Staff Functions  
Version 2.0

**Visual Description:** Planning Section: Technical Specialists

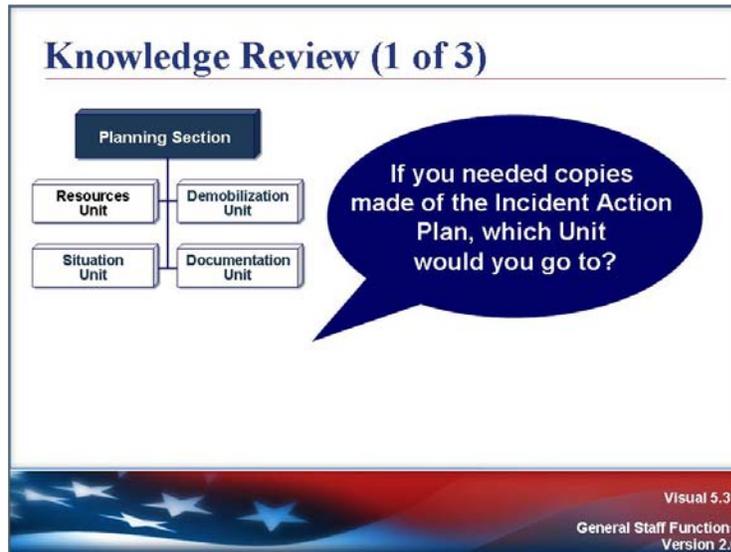
### Instructor Notes

Explain that the Planning Section may also include Technical Specialists who provide special expertise.

Point out that Technical Specialists may be assigned to work in the Planning Section or in other Sections.



Visual 5.31



**Visual Description:** Knowledge Review – If you needed copies made of the Incident Action Plan, which Unit would you go to? The options are Resources Unit, Demobilization Unit, Situation Unit, or Documentation Unit.

### Instructor Notes

Ask the participants the following question:

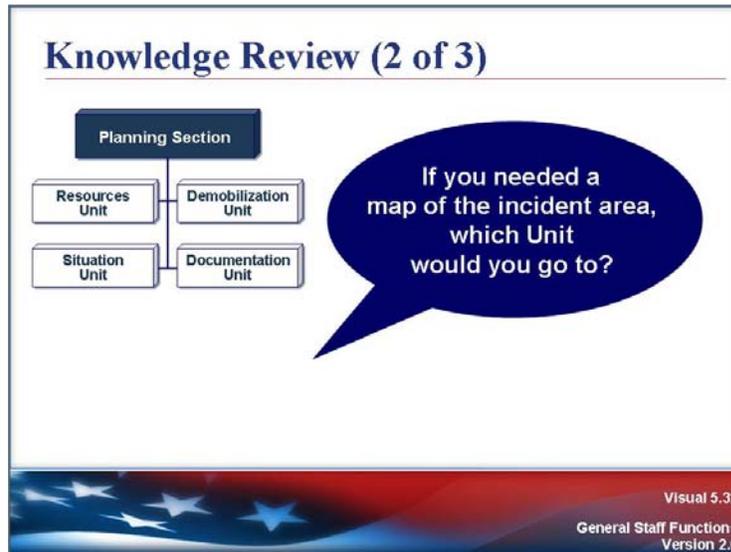
**If you needed copies made of the Incident Action Plan, which Planning Section Unit would you go to?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is the Documentation Unit. The Documentation Unit provides all duplication services.



Visual 5.32



**Visual Description:** Knowledge Review – If you needed a map of the incident area, which Unit would you go to? The options are Resources Unit, Demobilization Unit, Situation Unit, or Documentation Unit.

### Instructor Notes

Ask the group the following question:

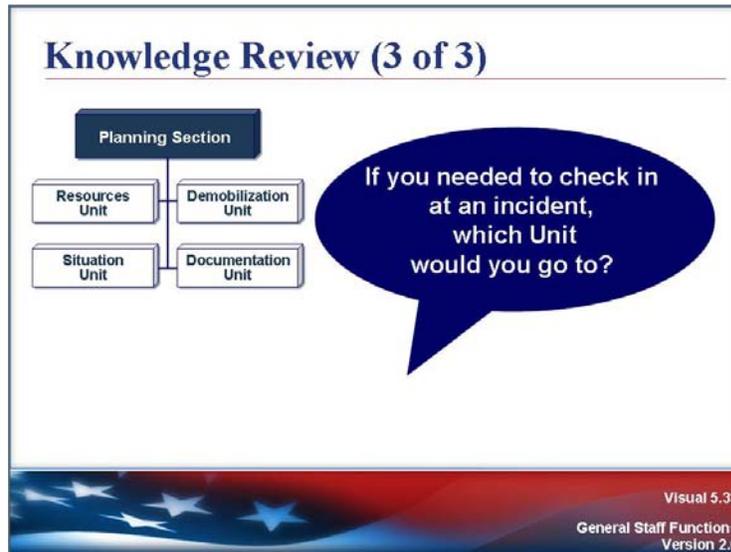
**If you needed a map of the incident area, which Planning Section Unit would you go to?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is the Situation Unit. The Situation Unit develops maps and projections and prepares situation displays and situation summaries.



Visual 5.33



**Visual Description:** Knowledge Review – If you needed to check in at an incident, which Unit would you go to? The options are Resources Unit, Demobilization Unit, Situation Unit, or Documentation Unit.

### Instructor Notes

Ask the participants the following question:

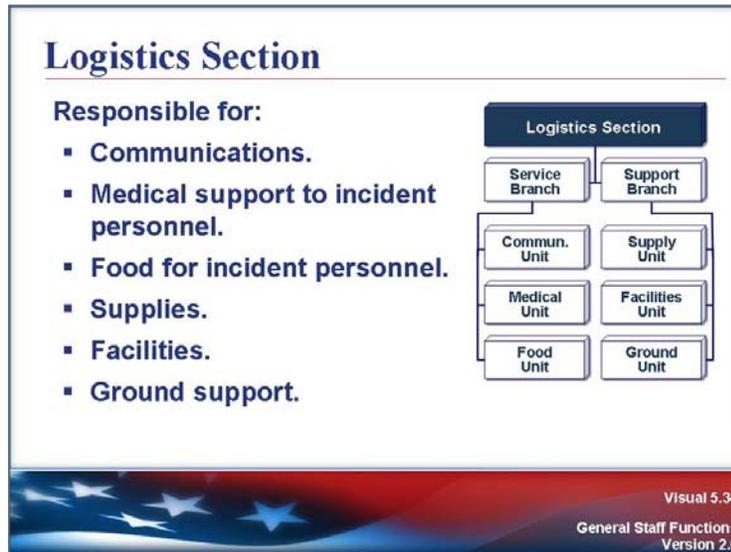
**If you needed to check in at an incident, which Planning Section Unit would you go to?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is the Resources Unit. The Resources Unit conducts all check-in activities and maintains the status of all incident resources.



Visual 5.34



**Visual Description:** Logistics Section with an organizational chart showing the Service Branch and its Units (Communications Unit, Medical Unit, Food Unit) and the Support Branch and its Units (Supply Unit, Facilities Unit, Ground Unit)

### Instructor Notes

Tell the participants that they will now learn about the Logistics Section. The Incident Commander will determine if there is a need for a Logistics Section. The size of the incident, complexity of support needs, and incident length will determine whether a separate Logistics Section is established.

Explain that the Logistics Section is responsible for:

- Communications.
- Medical support to incident personnel.
- Food for incident personnel.
- Supplies.
- Facilities.
- Ground support.

Point out that, as the chart on the visual shows, the Logistics Section can include two Branches and six Units:

- Service Branch: Communications Unit, Medical Unit, Food Unit
- Support Branch: Supply Unit, Facilities Unit, Ground Unit



Visual 5.35

**Logistics Section Chief**

The Logistics Section Chief:

- Provides resources and services required to support incident activities.
- Develops portions of Incident Action Plan and forwards them to Planning Section.
- Contracts for and purchases goods and services needed at the incident.

Visual 5.35  
General Staff Functions  
Version 2.0

**Visual Description:** Logistics Section Chief

### Instructor Notes

Tell the group that they will now hear an audio clip in which the Logistics Section Chief describes his role in the ICS.

To play the audio, click on the icon. The total running time of this audio clip is 47 seconds.

### Transcript:

Logistics can make or break an incident response. I assist the Incident Commander by providing the resources and services required to support incident activities. I coordinate my activities very closely with the other members of the Command and General Staff.

The Logistics Section develops several portions of the written Incident Action Plan and forwards them to the Planning Section. Logistics and Finance have to work closely to contract for and purchase goods and services needed at the incident. I may have up to six Unit Leaders who report to me. When an incident becomes highly complex, I need them all. So, I would have to reduce my span of control by ordering Service and Support Branch Directors to supervise the Unit Leaders.



Visual 5.36



**Visual Description:** Logistics Section: Service Branch

### Instructor Notes

Remind the group that the Logistics Section may include two Branches – the Service Branch and the Support Branch. Explain that we will first cover the Units in the Service Branch.

The Service Branch may include the following Units:

- Communications Unit
- Medical Unit
- Food Unit



Visual 5.37



**Visual Description:** Service Branch: Communications Unit

### Instructor Notes

Tell the participants that the first Service Branch Unit we will learn about is the Communications Unit.

#### The Communications Unit:

- Prepares and supports the Incident Communication Plan (ICS Form 205).
- Distributes and maintains communications equipment.
- Supervises the Incident Communications Center.
- Establishes adequate communications over the incident.



Visual 5.38



**Visual Description:** Service Branch: Medical Unit

### Instructor Notes

Explain that the Service Branch may also include a Medical Unit.

#### The Medical Unit:

- Develops the Medical Plan (ICS Form 206).
- Provides first aid and light medical treatment.
- Prepares procedures for a major medical emergency.



Visual 5.39



**Visual Description:** Service Branch: Food Unit

### Instructor Notes

Tell the participants that the last Unit that may be part of the Service Branch is the Food Unit.

#### The Food Unit:

- Supplies the food and potable water.
- Obtains equipment and supplies to operate food service facilities.



Visual 5.40



**Visual Description:** Logistics Section: Support Branch

### Instructor Notes

Explain that in addition to the Service Branch, there also may be a Support Branch in the Logistics Section.

The Support Branch may include a:

- Supply Unit
- Facilities Unit
- Ground Support Unit



Visual 5.41



**Visual Description:** Support Branch: Supply Unit

### Instructor Notes

Tell the group that the first Support Branch Unit that they will learn about is the Supply Unit.

### The Supply Unit:

- Assists in determining the type and amount of supplies needed to support the incident.
- Orders, receives, stores, and distributes supplies.
- Services nonexpendable equipment.
- Places all resource orders.
- Maintains inventory of supplies and equipment.



Visual 5.42



**Visual Description:** Support Branch: Facilities Unit

### Instructor Notes

Explain that there may also be a Facilities Unit as part of the Support Branch.

#### The Facilities Unit:

- Sets up and maintains facilities.
- Provides managers for Base and Camps.
- Provides facility security and maintenance services (sanitation, lighting, cleanup).



Visual 5.43



**Visual Description:** Support Branch: Ground Support Unit

### Instructor Notes

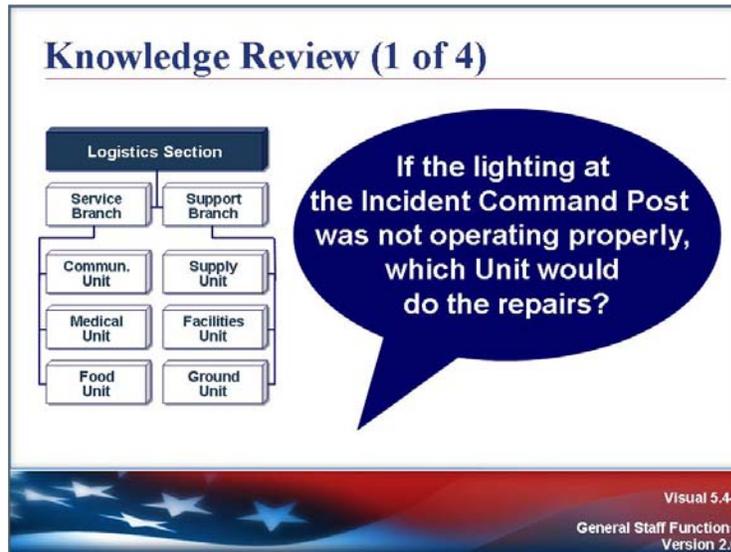
Tell the group that the Support Branch may also have a Ground Support Unit.

### The Ground Support Unit:

- Prepares the Transportation Plan.
- Arranges for, activates, and documents the fueling and maintenance of ground resources.
- Arranges for transportation of personnel, supplies, food, and equipment.



Visual 5.44



**Visual Description:** Knowledge Review - If the lighting at the Incident Command Post was not operating properly, which Unit would do the repairs? The options are: Communications Unit, Medical Unit, Food Unit, Supply Unit, Facilities Unit, or Ground Unit.

### Instructor Notes

Ask the participants the following question:

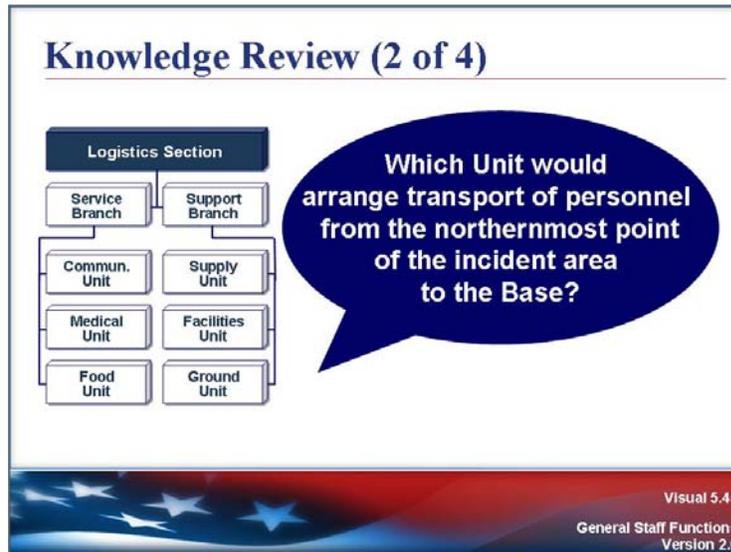
**If the lighting at the Incident Command Post was not operating properly, which Unit would do the repairs?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is the Facilities Unit. The Facilities Unit is responsible for facility security and facility maintenance services such as sanitation, lighting, and cleanup.



Visual 5.45



**Visual Description:** Knowledge Review - Which Unit would arrange transport of personnel from the northernmost point of the incident area to the Base? The options are: Communications Unit, Medical Unit, Food Unit, Supply Unit, Facilities Unit, or Ground Unit.

### Instructor Notes

Ask the group the following question:

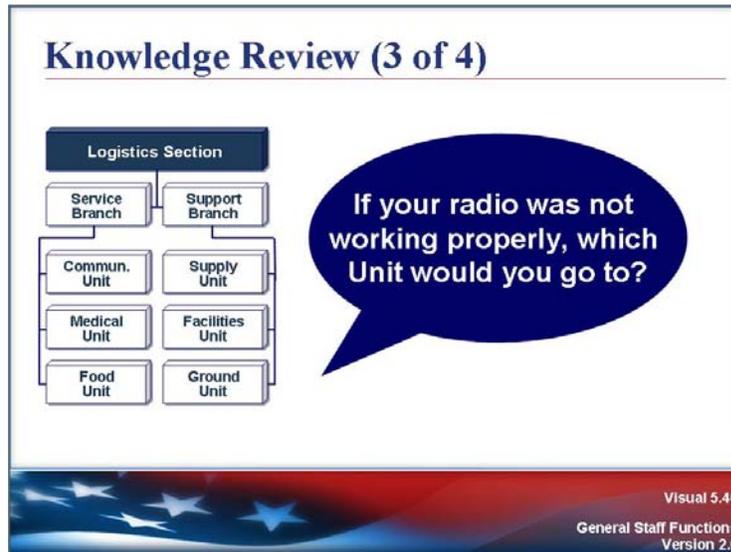
**Which Unit would arrange transport of personnel from the northernmost point of the incident area to the Base?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is the Ground Support Unit. The Ground Support Unit arranges transportation of personnel, supplies, food, and equipment.



Visual 5.46



**Visual Description:** Knowledge Review - If your radio was not working properly, which Logistics Section Unit would you go to? The options are: Communications Unit, Medical Unit, Food Unit, Supply Unit, Facilities Unit, or Ground Unit.

### Instructor Notes

Ask the group the following question:

**If your radio was not working properly, which Logistics Section Unit would you go to?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is the Communications Unit. The Communications Unit distributes and maintains communications equipment such as radios.



Visual 5.47



**Visual Description:** Knowledge Review – If you needed to place an order for additional protective equipment, which Logistics Section Unit would you go to? The options are: Communications Unit, Medical Unit, Food Unit, Supply Unit, Facilities Unit, or Ground Unit.

### Instructor Notes

Ask the group the following question:

**If you needed to place an order for additional protective equipment, which Logistics Section Unit would you go to?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is the Supply Unit. All resource orders are placed through the Supply Unit.



Visual 5.48

**Finance/Administration Section Chief**

The Finance/Admin Section Chief:

- Is responsible for financial and cost analysis.
- Oversees contract negotiations.
- Tracks personnel and equipment time.
- Processes claims for accidents and injuries.
- Works with Logistics to ensure resources are procured.

Visual 5.48  
General Staff Functions  
Version 2.0

**Visual Description:** Finance/Administration Section Chief

### Instructor Notes

Tell the group that they will now hear an audio clip in which the Finance/Administration Section Chief describes her role in the ICS.

To play the audio, click on the icon. The total running time of this audio clip is 57 seconds.

### Transcript:

I'm the one who worries about paying for the response efforts. I'm responsible for all of the financial and cost analysis aspects of an incident. These include contract negotiation, tracking personnel and equipment time, documenting and processing claims for accidents and injuries occurring at the incident, and keeping a running tally of the costs associated with the incident. Sometimes I wish I had financial veto authority, but I don't.

Because of the large scope of some incidents, the number of agencies involved, and the amount of financial activity it will generate, I might need to activate all four units that report to me. These include the Time, Cost, Compensation and Claims, and Procurement Units. I coordinate with all members of the Command and General Staff, but I work most closely with Logistics to be sure that we are able to contract for and procure the resources necessary to manage an incident.



Visual 5.49



**Visual Description:** Finance/Administration Section

### Instructor Notes

Tell the participants that the Finance/Administration Section is responsible for:

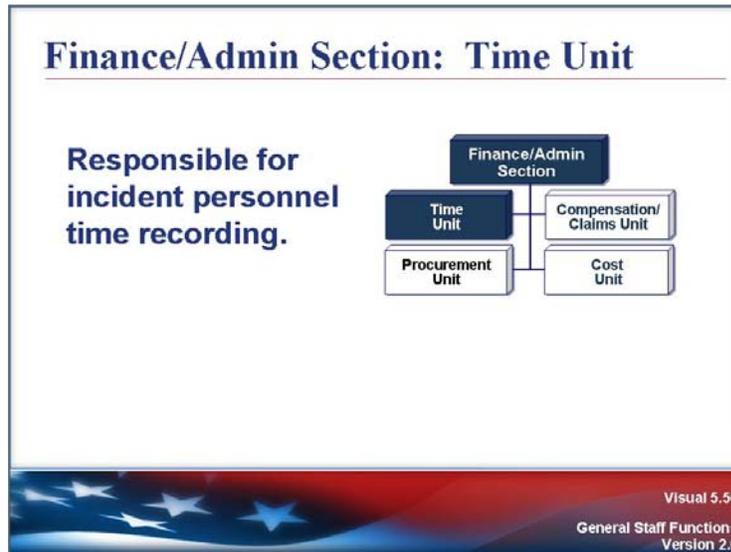
- Contract negotiation and monitoring.
- Timekeeping.
- Cost analysis.
- Compensation for injury or damage to property.

Point out that as the chart on the visual shows, the Finance/Administration Section may include the following Units:

- Time Unit
- Procurement Unit
- Compensation/Claims Unit
- Cost Unit



Visual 5.50



**Visual Description:** Finance/Administration Section: Time Unit

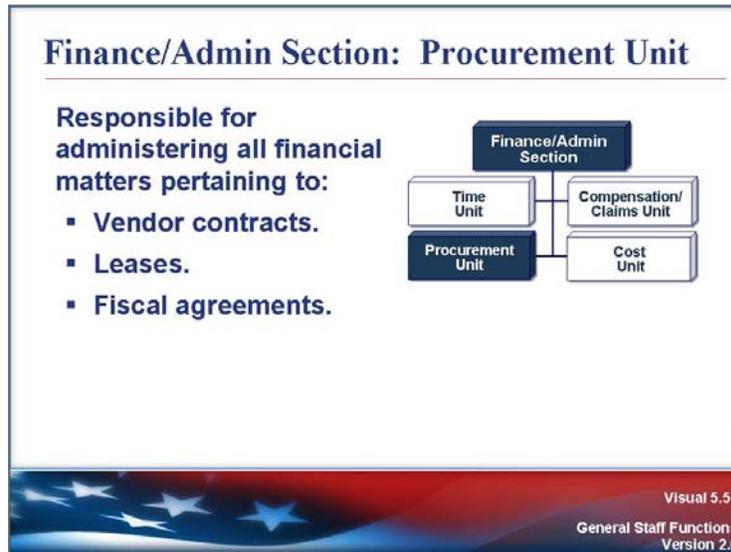
### Instructor Notes

Tell the participants that the first Finance/Administration Section Unit that they will learn about is the Time Unit.

Explain that the Time Unit is responsible for incident personnel time recording.



Visual 5.51



**Visual Description:** Finance/Administration Section: Procurement Unit

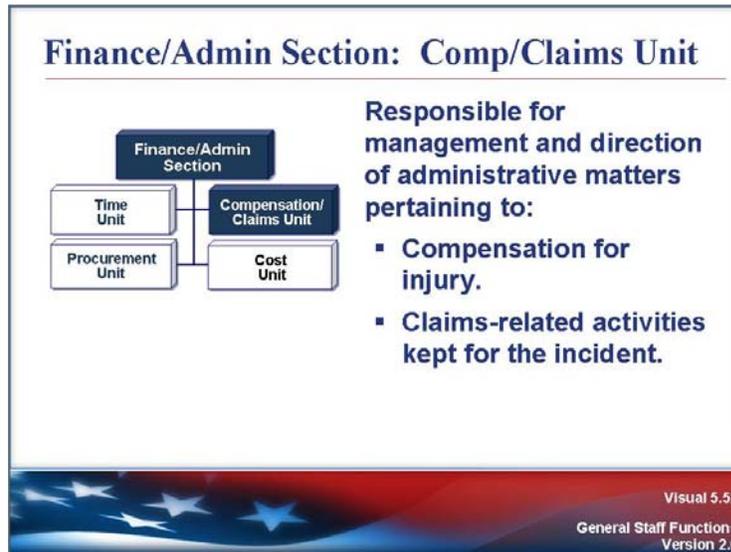
### Instructor Notes

Explain that the Procurement Unit is responsible for administering all financial matters pertaining to:

- Vendor contracts.
- Leases.
- Fiscal agreements.



Visual 5.52



**Visual Description:** Finance/Administration Section: Compensation/Claims Unit

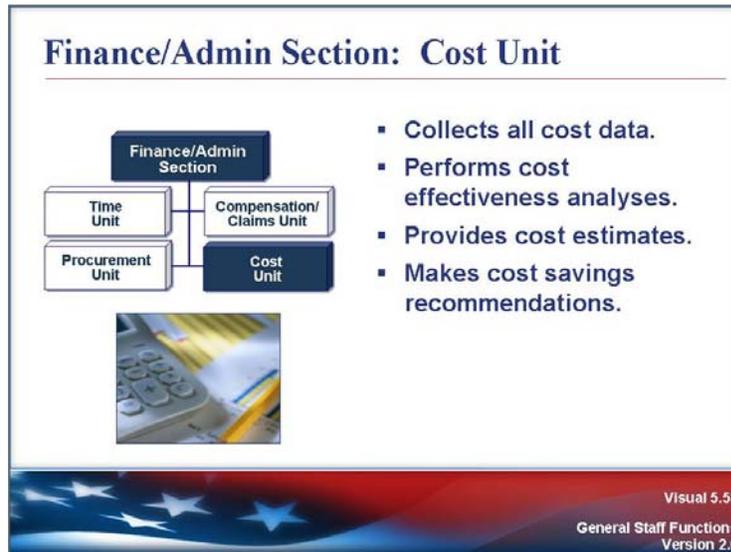
### Instructor Notes

Explain that the Compensation/Claims Unit is responsible for management and direction of administrative matters pertaining to:

- Compensation for injury.
- Claims-related activities kept for the incident.



Visual 5.53



**Visual Description:** Finance/Administration Section: Cost Unit

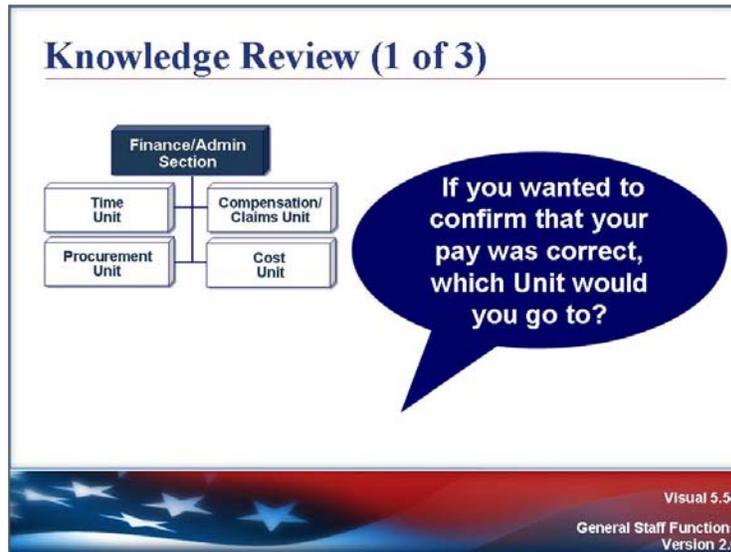
### Instructor Notes

Tell participants that the last Unit in the Finance/Administration Section is the Cost Unit. The Cost Unit:

- Collects all cost data.
- Performs cost effectiveness analyses.
- Provides cost estimates.
- Makes cost savings recommendations.



Visual 5.54



**Visual Description:** Knowledge Review: If you wanted to confirm that your pay was correct, which Unit would you go to? The options are the Time Unit, Procurement Unit, Compensation/Claims Unit, or Cost Unit.

### Instructor Notes

Ask the group the following question:

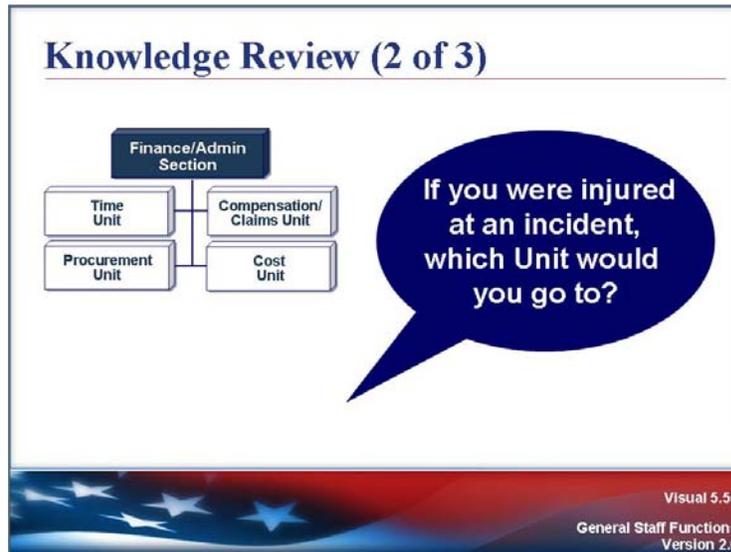
**If you wanted to confirm that your pay was correct, which Unit would you go to?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is the Time Unit. The Time Unit is responsible for incident personnel time recording.



Visual 5.55



**Visual Description:** Knowledge Review – If you were injured at an incident, which Unit would you go to? The options are the Time Unit, Procurement Unit, Compensation/Claims Unit, or Cost Unit.

### Instructor Notes

Ask the group the following question:

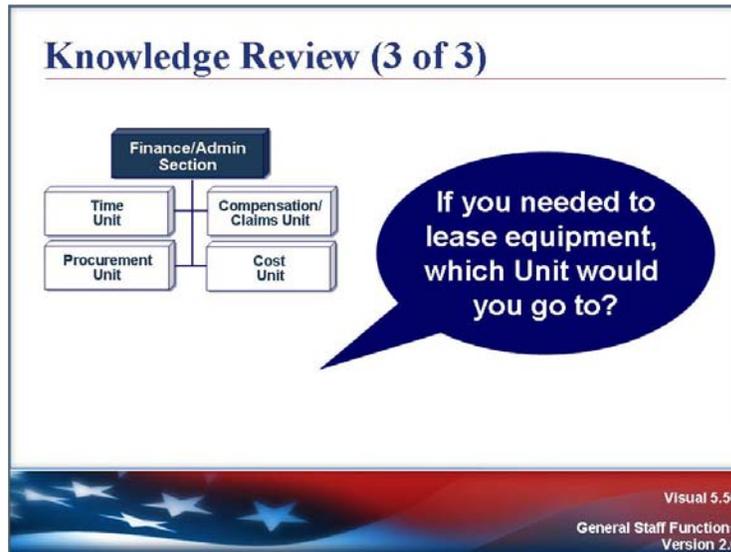
**If you were injured at an incident, which Unit would you go to?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is the Compensation/Claims Unit. This Unit is responsible for the management of all matters pertaining to compensation for injury and claims-related activities.



Visual 5.56



**Visual Description:** Knowledge Review – If you needed to lease equipment, which Unit would you go to? The options are the Time Unit, Procurement Unit, Compensation/Claims Unit, or Cost Unit.

### Instructor Notes

Ask the group the following question:

**If you needed to lease equipment, which Unit would you go to?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is the Procurement Unit. This Unit administers all financial matters pertaining to vendor contracts, leases, and fiscal agreements.



Visual 5.57

**General Staff Functions: Case Study (1 of 7)**

**Instructions:** Read the scenario below and then answer the question.

**The Scenario:** At 4:30 p.m. on a chilly autumn day, a parent calls 911 to report a missing 3-year-old child. The child was outside playing and may have wandered off into a vast wooded area adjacent to the home. A local police officer arrives at the scene, establishing the initial ICS organization.

**?**  
(Police Officer Unit 1)

**In the ICS organization described above, Police Officer Unit 1 has assumed which role?**

Visual 5.57  
General Staff Functions  
Version 2.0

**Visual Description:** General Staff Functions: Case Study (1 of 7)

### Instructor Notes

Tell the participants to review the scenario described on the visual.

**At 4:30 p.m. on a chilly autumn day, a parent calls 911 to report a missing 3-year-old child. The child was outside playing and may have wandered off into a vast wooded area adjacent to the home. A local police officer arrives at the scene, establishing the initial ICS organization.**

Ask the group the following question:

**In the ICS organization described above, Police Officer Unit 1 has assumed which role?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is the Incident Commander. The Police Officer was the first on the scene and was responsible for establishing the initial ICS organization. He or she was functioning as the Incident Commander.



Visual 5.58

**General Staff Functions: Case Study (2 of 7)**



**The Scenario Continues:**  
A Police Chief arrives at the scene, along with news crews and numerous volunteers.

**What must happen before the Chief assumes the Incident Commander role?**

Visual 5.58  
General Staff Functions  
Version 2.0

**Visual Description:** General Staff Functions: Case Study (2 of 7)

### Instructor Notes

Tell the group to review the scenario described on the visual.

**A Police Chief arrives at the scene, along with news crews and numerous volunteers.**

Ask the class the following question:

**What must happen before the Chief assumes the Incident Commander role?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is that there must be a transfer of command briefing for the incoming Incident Commander. In this case, the Police Chief must be briefed by Police Officer Unit I.



Visual 5.59

**General Staff Functions: Case Study (3 of 7)**

The Scenario Continues:  
A transfer of command briefing occurs and the Chief assumes the Incident Commander role. All Command Staff positions are filled.

```

graph TD
    IC[Incident Commander] --- SO[Safety Officer]
    IC --- Q[Officer]
    IC --- LO[Liaison Officer]
    IC --- EMTE[Emergency Medical Technician]
    IC --- SG[Search Group]
    IC --- IG[Investigation Group]
  
```

What is the correct title of the Command Staff member who will manage the media and ensure that the correct messages are communicated?

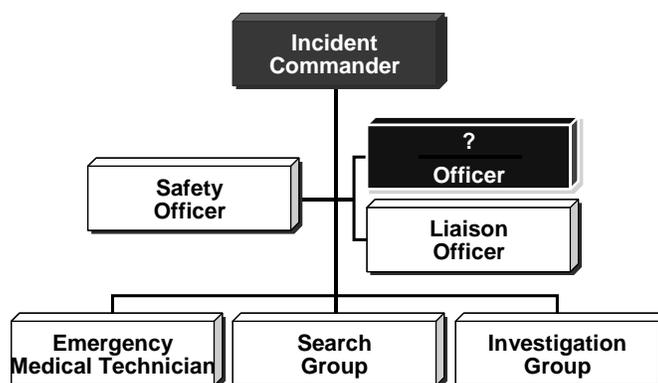
Visual 5.59  
General Staff Functions  
Version 2.0

**Visual Description:** General Staff Functions: Case Study (3 of 7)

### Instructor Notes

Tell the group to review the scenario described on the visual. **The Chief assumes the Incident Commander role and assigns personnel to fill all Command Staff positions.**

Ask the participants the following question: **What is the correct title of the Command Staff member who will manage the media and ensure that the correct messages are communicated?**



Caption: Organizational chart with Incident Commander, Safety Officer, [?] Officer, Liaison Officer, Emergency Medical Technician, Search Group, and Investigation Group.

Allow time to respond. If not mentioned, tell the participants that the correct answer is the Public Information Officer (PIO). The PIO serves as the conduit for information to internal and external stakeholders, including the media.



Visual 5.60

**General Staff Functions: Case Study (4 of 7)**

**The Scenario Continues:** The Incident Commander establishes an Operations Section.

Within the Search Group, four canine search teams are assigned. The teams have identical resources. The teams are using common communications and are operating under the direct supervision of a Leader.

**What is the correct title of this organization? If the resources continue to expand, what might the Operations Section Chief do?**

```

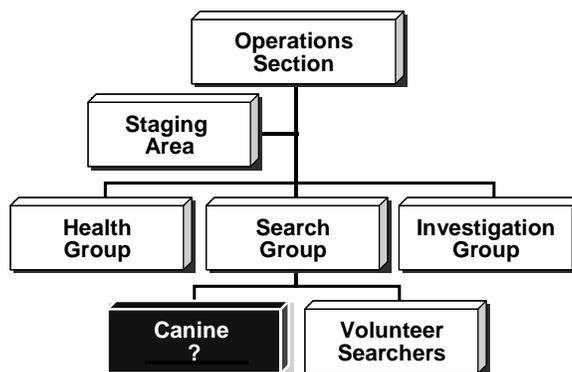
graph TD
    OS[Operations Section] --- SA[Staging Area]
    OS --- HG[Health Group]
    OS --- SG[Search Group]
    OS --- IG[Investigation Group]
    SG --- C[Canine ?]
    SG --- VS[Volunteer Searchers]
  
```

Visual 5.60  
General Staff Functions  
Version 2.0

**Visual Description:** General Staff Functions: Case Study (4 of 7)

### Instructor Notes

Tell the group to review the scenario described on the visual. (See enlarged chart below.) **The Incident Commander establishes an Operations Section. Within the Search Group, four canine search teams are assigned. The teams have identical resources. The teams are using common communications and are operating under the direct supervision of a Leader.**



Caption: Organizational chart showing the Operations Section. Reporting to the Operations Section are the following: Staging Area, Health Group, Search Group, Investigation Group, Canine [?], and Volunteer Searchers.

Ask the group the following question: **What is the correct title of this organization?**

Allow time to respond. If not mentioned, tell the participants that the correct answer is the Strike Team.

Ask the group the following question: **If the resources continue to expand, what might the Operations Section Chief do?**

Allow time to respond. Facilitate a discuss about how the Operations Section Chief could add levels of supervisors including the addition of:

- **Divisions**, which are used to divide an incident geographically.
- **Branches**, which are used when the number of Divisions or Groups exceeds the span of control and can be either geographical or functional.



Visual 5.61

**General Staff Functions: Case Study (5 of 7)**

The Scenario Continues:  
After the first hour, the Incident Commander establishes a second Section that will develop the Incident Action Plan and track the status of resources on the scene.

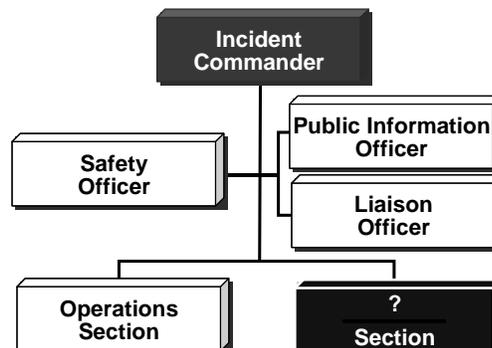
What is the correct title of this Section?

Visual 5.61  
General Staff Functions  
Version 2.0

**Visual Description:** General Staff Functions: Case Study (5 of 7)

### Instructor Notes

Tell participants to review the scenario described on the visual. **After the first hour, the Incident Commander establishes a second Section that will develop the Incident Action Plan and track the status of resources on the scene.**



Caption: Organizational chart with Incident Commander, Command Staff, and Operations Section. A second Section has been added.

Ask the group the following question: **What is the correct title of this Section?**

Allow time to respond. If not mentioned, tell the participants that the correct answer is the Planning Section. As part of its many responsibilities, the Planning Section prepares and documents the Incident Action Plan (IAP).



Visual 5.62

**General Staff Functions: Case Study (6 of 7)**



**The Scenario Continues:**  
As night falls, more than 100 personnel are on the scene searching for the missing child. Given the number of personnel on the scene, there is a need to provide meals, food, first aid, and rest areas for responders.

**Which Section is responsible for providing these support resources?**

Visual 5.62  
General Staff Functions  
Version 2.0

**Visual Description:** General Staff Functions: Case Study (6 of 7)

### Instructor Notes

Tell participants to review the scenario described on the visual. **As night falls, more than 100 personnel are on the scene searching for the missing child. Given the number of personnel on the scene, there is a need to provide meals, food, first aid, and rest areas for responders.**

Ask the group the following question:

**Which Section is responsible for providing these support resources?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is the Logistics Section. As part of its responsibilities, the Logistics Section is responsible for all services and support needs, such as food and medical services.



Visual 5.63

**General Staff Functions: Case Study (7 of 7)**



**The Scenario Continues:**  
Just before noon the child is found.

**Which resources would you demobilize first? Why?**

Visual 5.63  
General Staff Functions  
Version 2.0

**Visual Description:** General Staff Functions: Case Study (7 of 7)

### Instructor Notes

Tell participants to review the scenario described on the visual. **Just before noon the child is found.**

Ask the group the following question:

**Which resources would you demobilize first? Why?**

Facilitate a discussion. There is no single correct answer. Use this activity as an opportunity to have the participants think about the need for demobilization planning.

Some of the factors that should be considered during the demobilization of this incident include: continued need for investigative resources, continued media coverage, recognition of volunteers, etc.



Visual 5.64

**Summary**

Are you able to describe the roles and functions of the:

- Operations Section?
- Planning Section?
- Logistics Section?
- Finance/Administration Section?



Visual 5.64  
General Staff Functions  
Version 2.0

**Visual Description:** Summary

### Instructor Notes

Ask the participants if they are able to describe the role and function of the:

- Operations Section.
- Planning Section.
- Logistics Section.
- Finance/Administration Section.

Tell the group that the next unit will focus on ICS facilities.

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## Unit 6: ICS Facilities

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## Objectives

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

- Describe the six basic ICS facilities.
- Identify facilities that may be located together.
- Identify facility map symbols.

## Scope

- Unit Introduction
- Unit Objectives
- Predesignated Incident Facilities
- Video: Incident Facilities Virtual Tour and Review
- Activity: Incident Facilities Map
- Knowledge Review
- Activity: Locate the ICS Facilities
- Summary

## Methodology

The instructors will outline the unit objectives. After reviewing the unit objectives, the instructors will present a visual that provides an overview of incident facilities. They will then present a video that takes the participants on a virtual tour of incident facilities. To ensure comprehension, the participants will then answer questions about each of the incident facilities. The lesson ends with an activity in which participants locate facilities based upon a scenario.

After answering any questions that the participants have, the instructors will summarize the key points from the unit and transition to Unit 7.

## 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	5 minutes
Predesignated Incident Facilities	5 minutes
Video: Incident Facilities Virtual Tour and Review	10 minutes
Knowledge Review	5 minutes
Activity: Locate the ICS Facilities	10 minutes
Summary	5 minutes
<b>Total Time</b>	<b>40 minutes</b>



Visual 6.1



**Visual Description:** Unit Introduction

### Instructor Notes

The instructors will explain that this unit covers ICS facilities.



Visual 6.2

### Unit Objectives

- Describe the six basic ICS facilities.
- Identify facilities that may be located together.
- Identify facility map symbols.



Visual 6.2  
ICS Facilities  
Version 2.0

**Visual Description:** Unit Objectives

### Instructor Notes

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

- Describe the six basic ICS facilities.
- Identify facilities that may be located together.
- Identify facility map symbols.



Visual 6.3

### Predesignated Incident Facilities

Incident facilities are:

- Established by the Incident Commander depending on the requirements and complexity of the incident or event.
- Activated only when needed. Some incidents may require facilities not included on the standard list.



Visual 6.3  
ICS Facilities  
Version 2.0

**Visual Description:** Predesignated Incident Facilities

#### Instructor Notes

Review the following key points. Incident facilities are:

- Established by the Incident Commander depending on the requirements and complexity of the incident or event.
- Activated only when needed. Some incidents may require facilities not included on the standard list.



Visual 6.4

### Incident Facilities: Incident Command Post



**Incident Command Post (ICP):**

- Is the location from which the Incident Commander oversees all incident operations.
- May change locations during the event.
- May be located in a vehicle, trailer, tent, or within a building.
- Should be positioned outside of the present and potential hazard zone but close enough to the incident to maintain command.

**Every incident must have some form of an Incident Command Post.**

Visual 6.4  
ICS Facilities  
Version 2.0

**Visual Description:** Incident Facilities Review

### Instructor Notes

Briefly review the following points about the Incident Command Post.

Incident Command Post (ICP):

- Is the location from which the Incident Commander oversees all incident operations.
- May change locations during the event.
- May be located in a vehicle, trailer, tent, or within a building.
- Should be positioned outside of the present and potential hazard zone but close enough to the incident to maintain command.

Every incident must have some form of an Incident Command Post.

**Ask the participants what considerations are important when deciding where to locate the Incident Command Post.**

If not mentioned by the participants, add that the Incident Command Post should be upwind from any hazardous materials releases, easily accessible to responders, and likely to have sustained communications systems and power.



Visual 6.5

### Incident Facilities: Staging Area



**Staging Areas:**

- Are temporary locations at an incident where available personnel and equipment are kept while waiting for tactical assignments. There may be more than one Staging Area at an incident.
- Should be located close enough to the incident for a timely response, but far enough away to be out of the immediate impact zone.
- May be collocated with the ICP, Bases, Camps, Helibases, or Helispots.

**S**  
Symbol

Visual 6.5  
ICS Facilities  
Version 2.0

**Visual Description:** Incident Facilities Review

### Instructor Notes

Briefly review the following points about Staging Areas.

Staging Areas:

- Are temporary locations at an incident where personnel and equipment are kept while waiting for tactical assignments. There may be more than one Staging Area at an incident.
- Should be located close enough to the incident for a timely response, but far enough away to be out of the immediate impact zone.
- May be collocated with the ICP, Bases, Camps, Helibases, or Helispots.

**Emphasize that resources in the Staging Area are always in available status. Therefore, resources that are resting or sleeping would NOT be in the Staging Area.**



Visual 6.6

### Incident Facilities: Base



**Base:**

- Is the location from which primary logistics and administrative functions are coordinated and administered. There is only one Base per incident, and it is designated by the incident name.
- May be collocated with the Incident Command Post.
- Is established and managed by the Logistics Section. The resources in the Base are always out of service.

**B**  
Symbol

Visual 6.6  
ICS Facilities  
Version 2.0

**Visual Description:** Incident Facilities Review

### Instructor Notes

Briefly review the following points about the Base.

The Base:

- Is the location from which primary logistics and administrative functions are coordinated and administered. There is only one Base per incident, and it is designated by the incident name.
- May be collocated with the Incident Command Post.
- Is established and managed by the Logistics Section.

**Emphasize that resources in the Base are always out of service.**



Visual 6.7

### Incident Facilities: Camps



**Camps:**

- Are where resources may be kept to support incident operations if a Base is not accessible. Multiple Camps may be used, but not all incidents will have Camps.
- Are temporary locations within the general incident area that are equipped and staffed to provide food, water, sleeping areas, and sanitary services.
- Are designated by geographic location or number.

**C**  
Symbol

Visual 6.7  
ICS Facilities  
Version 2.0

**Visual Description:** Incident Facilities Review

### Instructor Notes

Briefly review the following points about Camps.

Camps:

- Are where resources may be kept to support incident operations if a Base is not accessible to all resources. Multiple Camps may be used, but not all incidents will have Camps.
- Are temporary locations within the general incident area that are equipped and staffed to provide food, water, sleeping areas, and sanitary services.
- Are designated by geographic location or number.

Emphasize that not all incidents have camps. Point out that a hotel or feeding area can be a camp. A camp does not have to be a location with tents.



Visual 6.8

### Incident Facilities: Helibase/Helisports

**H**

**H-3**

Symbols

- A **Helibase** is the location from which helicopter-centered air operations are conducted. Helibases are generally used on a more long-term basis and include such services as fueling and maintenance.
- **Helispots** are more temporary locations at the incident, where helicopters can safely land and take off. Multiple Helispots may be used.



Visual 6.8  
ICS Facilities  
Version 2.0

**Visual Description:** Incident Facilities Review

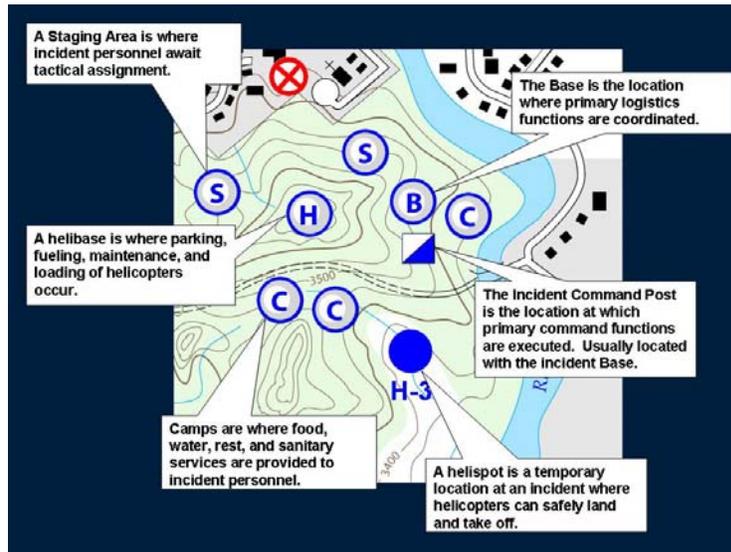
### Instructor Notes

Briefly review the following points:

- A Helibase is the location from which helicopter-centered air operations are conducted. Helibases are generally used on a more long-term basis and include such services as fueling and maintenance.
- Helispots are more temporary locations at the incident, where helicopters can safely land and take off. Multiple Helispots may be used.



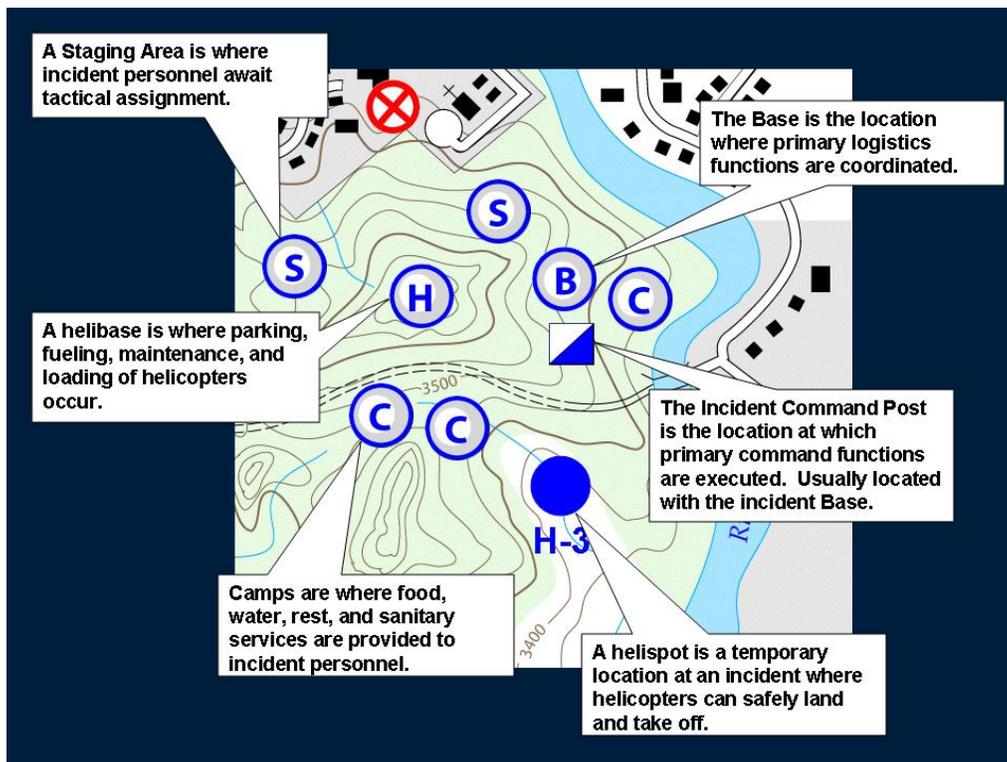
Visual 6.9



Visual Description: Incident Facilities Map

### Instructor Notes

Refer the participants to the following summary of incident facilities:





Visual 6.10

**Knowledge Review (1 of 6)**

Instructions: Answer the question below.

Where would you find search and rescue teams that are awaiting tactical assignments?

Visual 6.10  
ICS Facilities  
Version 2.0

**Visual Description:** Where would you find search and rescue teams who are awaiting tactical assignments?

### Instructor Notes

Ask the group the following question:

**Where would you find search and rescue teams that are awaiting tactical assignments?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is a Staging Area. Staging Areas are temporary locations at an incident where personnel and equipment are kept while awaiting tactical assignments.



Visual 6.11

**Knowledge Review (2 of 6)**

**Instructions:** Answer the question below.

You are working at an incident in a remote area. A facility has been set up to provide you and other responders with water, food, and areas to nap. What is the ICS term for this facility?

Visual 6.11  
ICS Facilities  
Version 2.0

**Visual Description:** You are working at an incident in a remote area. A facility has been set up to provide you and other responders with water, food, and areas to nap. What is the ICS term for this facility?

### Instructor Notes

Ask the group the following question:

**You are working at an incident in a remote area. A facility has been set up to provide you and other responders with water, food, and areas to nap. What is the ICS term for this facility?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is a Camp. A Camp is a temporary location located within the general incident area. Camps are equipped and staffed to provide food, water, sleeping areas, and sanitary services.



Visual 6.12

**Knowledge Review (3 of 6)**

**Instructions:** Answer the question below.

You need to deliver something to the Incident Commander. What is the name of the location from which the Incident Commander oversees incident operations?

Visual 6.12  
ICS Facilities  
Version 2.0

**Visual Description:** You need to deliver something to the Incident Commander. What is the name of the location from which the Incident Commander oversees incident operations?

### Instructor Notes

Ask the group the following question:

**You need to deliver something to the Incident Commander. What is the name of the location from which the Incident Commander oversees incident operations?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is the Incident Command Post, or ICP. The ICP is the location from which the Incident Commander oversees all incident operations.



Visual 6.13

**Knowledge Review (4 of 6)**

Instructions: Answer the question below.

You need to refuel a helicopter that is being used to transport incident personnel. What incident facility would you go to?

Visual 6.13  
ICS Facilities  
Version 2.0

**Visual Description:** You need to refuel a helicopter that is being used to transport incident personnel. What incident facility would you go to?

### Instructor Notes

Ask the group the following question:

**You need to refuel a helicopter that is being used to transport incident personnel. What incident facility would you go to?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is the helibase. A helibase is the location from which helicopter-centered air operations are conducted. Helibases usually include such services as fueling and maintenance.



Visual 6.14

**Knowledge Review (5 of 6)**

**Instructions:** Answer the question below.

**You need to copy some maps and submit an order for supplies. What incident facility would you go to?**

Visual 6.14  
ICS Facilities  
Version 2.0

**Visual Description:** You need to copy some maps and submit an order for supplies. What incident facility would you go to?

### Instructor Notes

Ask the group the following question:

**You need to copy some maps and submit an order for supplies. What incident facility would you go to?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is the Base. The Base is the location from which primary logistics and administrative functions, such as duplication services and supply ordering, are administered.



Visual 6.15

**Knowledge Review (6 of 6)**

**Instructions:** Answer the question below.

What is the name of the temporary ICS facility where helicopters can land and take off?

Visual 6.15  
ICS Facilities  
Version 2.0

**Visual Description:** What is the name of the temporary ICS facility where helicopters can land and take off?

### Instructor Notes

Ask the group the following question:

**What is the name of the temporary ICS facility where helicopters can land and take off?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is the helispot. The helispot is usually a temporary location where helicopters can safely land and take off.



Visual 6.16

**Activity: Locate the ICS Facilities**

Severe weather caused the collapse of the school gymnasium.

More than 50 students are critically injured. Numerous resources are on scene or have been dispatched including air ambulance helicopters.

It is projected that the operations will continue for at least the next 15 hours.

ICS High School

Visual 6.16  
ICS Facilities  
Version 2.0

**Visual Description:** Activity: Locate the ICS Facilities

### Instructor Notes

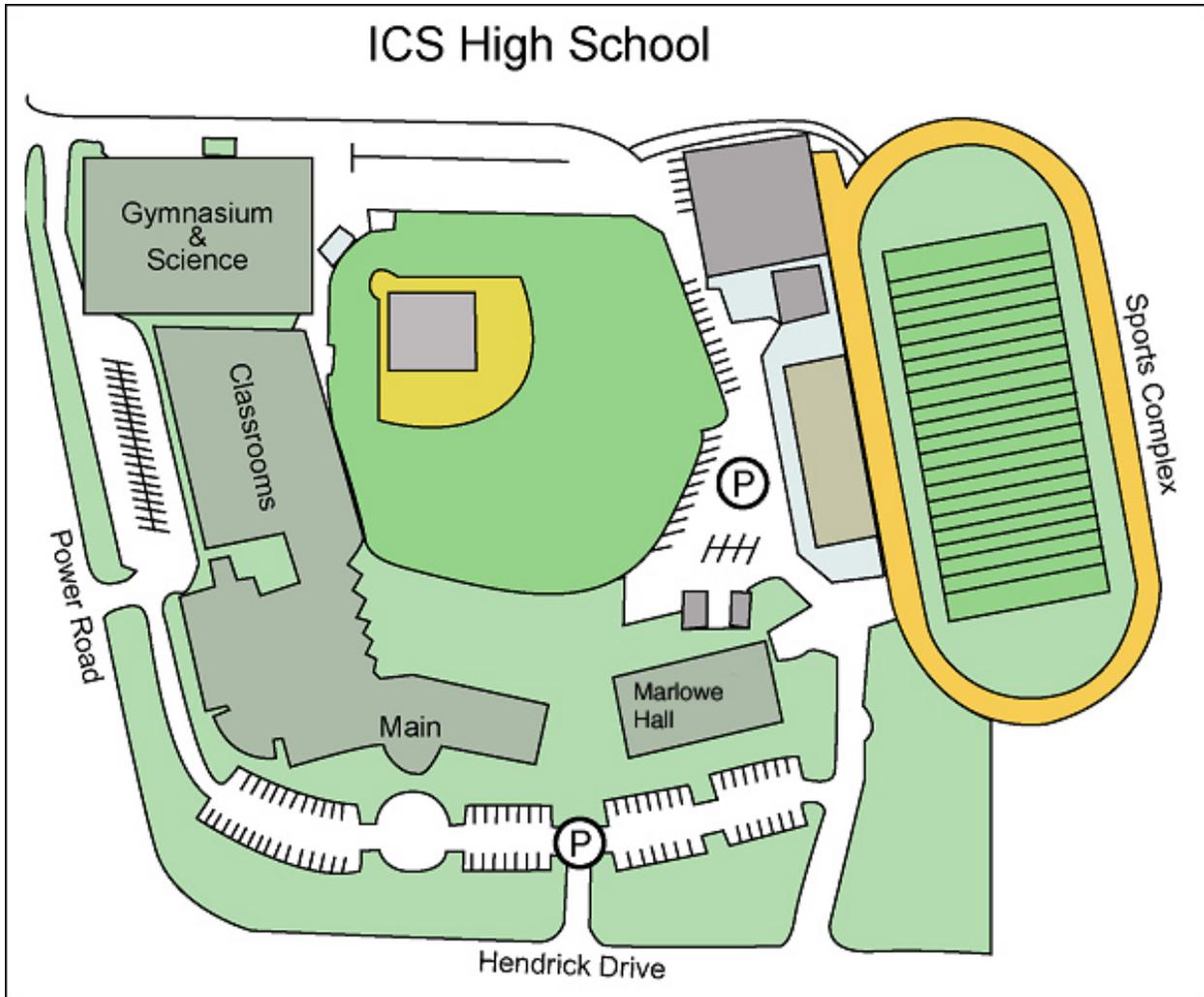
Review the scenario:

- Severe weather caused the collapse of the school gymnasium.
- More than 50 students are critically injured. Numerous resources are on scene or have been dispatched including air ambulance helicopters.
- It is projected that the operations will continue for at least the next 15 hours.

Ask the participants to use the information presented and work in teams to:

- Determine which ICS facilities are required.
- Indicate where the ICS facilities will be located on the larger version of the map. (See next page.)

Give the teams 5 minutes to establish their ICS facilities. At the end of 5 minutes, ask each team to present their decisions about which ICS facilities are required, and where the ICS facilities should be located.





Visual 6.17

**Summary**

Do you know how to:

- Describe the six basic ICS facilities?
- Identify facilities that may be located together?
- Identify facility map symbols?

Visual 6.17  
ICS Facilities  
Version 2.0

**Visual Description:** Summary

### Instructor Notes

Summarize this unit by asking the group if they can:

- Describe the six basic ICS facilities.
- Identify facilities that may be located together.
- Identify facility map symbols.

**Ask if anyone has any questions about anything covered in this unit.**

Transition to the next unit by explaining that Unit 7 will review common responsibilities.

**Your Notes**

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## Unit 7: Common Responsibilities

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## Objectives

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

- Describe common mobilization responsibilities.
  - Describe common responsibilities at an incident.
  - List individual accountability responsibilities.
  - Describe common demobilization responsibilities.
- 

## Scope

- Unit Introduction
  - Unit Objectives
  - Mobilization and Deployment
  - Check-In at the Incident
  - Initial Incident Briefing
  - Incident Recordkeeping
  - Accountability
  - Incident Demobilization
  - Summary
- 

## Methodology

The instructors will outline the unit objectives. The instructors will then review the mobilization and deployment basics. Next the unit covers the importance of checking in at an incident and what procedures you should follow at check-in.

After covering the check-in procedures, the instructors will review the contents of the initial incident briefing. To transition to the next topic, the instructors will ask the participants why incident recordkeeping is important and what some challenges are for maintaining records at an incident. After reviewing the participants' answers to these questions, the instructors will outline guidelines for recordkeeping.

Next, the instructors will cover personal accountability including the prohibition of sexual harassment, discrimination, and the use of illegal drugs or alcohol. Finally, the instructors will present guidelines for incident demobilization. To summarize this topic, the instructors will ask the participants what they should do before leaving an incident and what they should do when they return home from an incident. After answering any questions that the participants have, the instructors will summarize the key points from the unit and transition to Unit 8.

**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.

<b>Topic</b>	<b>Time</b>
Unit Objectives	2 minutes
Mobilization and Deployment Briefing	5 minutes
Check-In at the Incident	5 minutes
Initial Incident Briefing	5 minutes
Incident Recordkeeping	5 minutes
Accountability	5 minutes
Incident Demobilization	5 minutes
Summary	3 minutes
<b>Total Time</b>	<b>35 minutes</b>



Visual 7.1



**Visual Description:** Unit Introduction

### Instructor Notes

Explain that Unit 7 provides an overview of common responsibilities.



Visual 7.2

**Unit Objectives**

- Describe common dispatch/deployment responsibilities.
- Describe common responsibilities at an incident.
- List individual accountability responsibilities.
- Describe common demobilization responsibilities.



Visual 7.2  
Common Responsibilities  
Version 2.0

**Visual Description:** Unit Objectives

### Instructor Notes

Review the unit objectives with the class. Tell the participants that by the end of this unit, they should be able to:

- Describe common dispatch/deployment responsibilities.
- Describe common responsibilities at an incident.
- List individual accountability responsibilities.
- Describe common demobilization responsibilities.



Visual 7.3

### Dispatch/Deployment

- Only deploy to an incident when requested or when dispatched by an appropriate authority.
- Make sure that you receive a complete deployment briefing.



Visual 7.3

Common Responsibilities  
Version 2.0

**Visual Description: Dispatch/Deployment**

### Instructor Notes

Remind the participants that they should only deploy to an incident when requested or when dispatched by an appropriate authority. The first ICS responsibility is to avoid self-dispatching or freelancing!

Note that when possible, responders should get a complete deployment briefing.



Visual 7.4



**Visual Description:** Deployment Briefing Contents

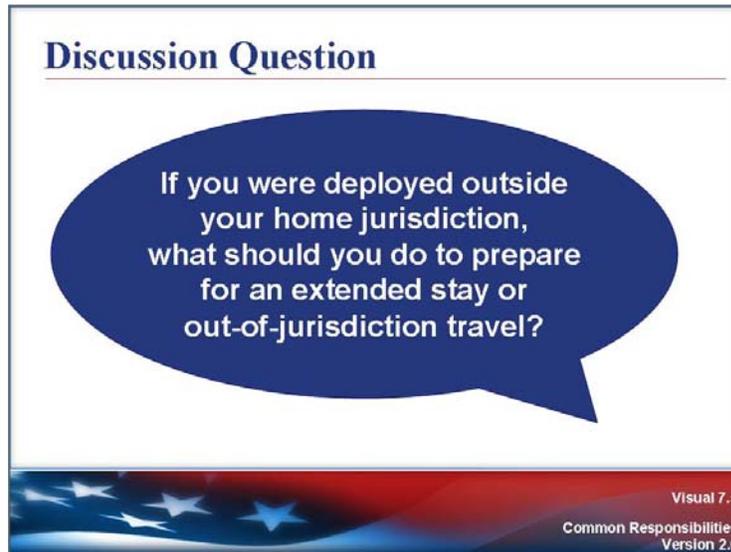
### Instructor Notes

Tell the participants that upon receiving their incident assignment, their deployment briefing will most likely include the following:

- Descriptive location and response area
- Incident check-in location
- Specific assignment (e.g., position, team designation, etc.)
- Reporting time
- Communications instructions (e.g., incident frequencies)
- Special support requirements (e.g., facilities, equipment transportation and off-loading, etc.)
- Travel arrangements (if needed) including authorization for air, rental car, lodging, meals, and incidental expenses



Visual 7.5



**Visual Description:** If you were deployed outside your home jurisdiction, what should you do to prepare for an extended stay or out-of-jurisdiction travel?

### Instructor Notes

Ask the group the following question:

**If you were deployed outside your home jurisdiction, what should you do to prepare for an extended stay or out-of-jurisdiction travel?**

Allow time to respond. After a discussion, refer the participant to the checklist on the next page.

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**Checklist: Preparing for a Lengthy Deployment Outside Your Jurisdiction**

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- ✓ 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.
  - ✓ Determine appropriate travel authorizations.
  - ✓ Familiarize yourself with travel and transportation arrangements.
  - ✓ Determine your return mode of transportation.
  - ✓ Determine payroll procedures.
  - ✓ Take your passport, if you are going on a foreign assignment.
  - ✓ Review who you will report to and what your position will be.
  - ✓ Establish a clear understanding of your decisionmaking authority.
  - ✓ Determine communications procedures for contacting your headquarters or home office.
  - ✓ Identify purchasing authority and procedures.
  - ✓ Identify procedures for obtaining food and lodging.
-



Visual 7.6

### Check-In at the Incident: Purpose

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 7.6

Common Responsibilities  
Version 2.0

**Visual Description:** Check-In at the Incident: Purpose

### Instructor Notes

Explain to the group that they must check in at the incident. Checking in 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 7.7

### Check-In at the Incident: Procedures

Check in only once at an authorized location:

- At the Incident Command Post
- At the Base or Camp(s)
- At the Staging Areas
- At the helibase
- With the Division/Group Supervisor

Check-in information is usually recorded on ICS Form 211, Check-In List.



Visual 7.7  
Common Responsibilities  
Version 2.0

**Visual Description:** Check-In at the Incident: Procedures

### Instructor Notes

Emphasize that they should check in **only once** at an authorized location. Check-in locations are usually:

- At the Incident Command Post.
- At the Base or Camp(s).
- At the Staging Areas.
- At the helibase.
- With the Division/Group Supervisor.

Tell the group that check-in information is usually recorded on ICS Form 211, Check-In List.



Visual 7.8

**Knowledge Review**

**Instructions:** Answer the question below.

You arrive at your deployment location and complete your check-in at the Incident Command Post. The next day you report to begin working in the Logistics Section at the Base.

**Do you need to check in again when you report to Base?**

Visual 7.8  
Common Responsibilities  
Version 2.0

**Visual Description:** Knowledge Review

### Instructor Notes

Ask the participants the following question:

**You arrive at your deployment location and complete your check-in at the Incident Command Post. The next day you report to begin working in the Logistics Section at the Base.**

**Do you need to check in again when you report to Base?**

Allow time to respond.

If not mentioned, tell the participants that the correct answer is no. They should NOT check in again when reporting to the Base. They should check in only once at the incident.



Visual 7.9

**Initial Incident Briefing**

Make sure that you receive an initial incident briefing.

✓ Current situation assessment and objectives	✓ Procedural instructions for obtaining additional resources
✓ Specific job responsibilities	✓ Safety hazards and required safety procedures/Personal Protective Equipment (PPE), as appropriate
✓ Location of work area	

Visual 7.9  
Common Responsibilities  
Version 2.0

**Visual Description:** Initial Incident Briefing:

### Instructor Notes

Tell the participants that after check-in, they will need to locate their incident supervisor and obtain their initial briefing. This briefing will most likely include:

- Current situation assessment and incident objectives.
- Specific job responsibilities.
- Location of work area.
- Procedural instructions for obtaining resources (additional supplies, services, and personnel).
- Safety hazards and required safety procedures/Personal Protective Equipment (PPE), as appropriate.



Visual 7.10



**Visual Description:** Discussion 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 out in the field without easy access to a computer.



Visual 7.11

### Keep Accurate Incident Records



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

Visual 7.11  
Common Responsibilities  
Version 2.0

**Visual Description:** Keep Accurate Incident Recordkeeping

### Instructor Notes

Tell the participants that all incidents require some form of recordkeeping. Requirements vary depending upon the agencies involved and the nature of the incident. Review the following general recordkeeping guidelines:

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



Visual 7.12

### Supervisory Responsibilities

If you are 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.
- Provide briefings to your subordinates, adjacent forces, and replacement personnel.



Visual 7.12  
Common Responsibilities  
Version 2.0

**Visual Description:** Supervisory Responsibilities

### Instructor Notes

Tell the participants that if they are a supervisor, they 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 7.13

### Be Accountable for Your Actions

- Maintain chain of command and unity of command. Take direction from a single supervisor.
- Communicate potential hazards and changing conditions using clear text and Plain English.
- Act professionally and avoid/report prohibited activities such as:
  - Sexual harassment or discrimination.
  - Use of illegal drugs or alcohol.

Visual 7.13  
Common Responsibilities  
Version 2.0

**Visual Description:** Be Accountable for Your Actions

### Instructor Notes

Tell the participants that they must be accountable for their personal actions by:

- Maintaining chain of command and unity of command, and taking direction from a single supervisor.
- Communicating potential hazards and changing conditions using clear text and Plain English.
- Acting professionally and avoiding/reporting prohibited activities such as:
  - Sexual harassment or discrimination.
  - Use of illegal drugs or alcohol.

Remind the participants that incident response can produce high-stress situations.

Remember . . . Be patient and act in a professional manner at all times.



Visual 7.14



**Visual Description:** Discussion Question: Before leaving an incident, what should you do?

### Instructor Notes

Ask participants the following question:

**Before leaving an incident, what should you do?**

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

- Complete all work assignments.
- Brief replacements, subordinates, and supervisor.
- Provide followup contact information.
- Complete post-incident reports.
- Return any incident-issued equipment or supplies.



Visual 7.15

### When Demobilizing (1 of 2)

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



Visual 7.15  
Common Responsibilities  
Version 2.0

**Visual Description:** Incident Demobilization (1 of 2)

### Instructor Notes

Explain that agency requirements for demobilization may vary considerably. However, you can review these general demobilization guidelines:

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

Tell the group that these guidelines are continued on the next visual.



Visual 7.16

### When Demobilizing (2 of 2)

- Return any incident-issued equipment or other nonexpendable supplies.
- Complete post-incident reports, critiques, evaluations, and medical followup.
- Complete any administration issues.
- Upon arrival at home, notify the home unit (i.e., whoever is tracking you) of your arrival and ensure your readiness for your next assignment.

Visual 7.16

Common Responsibilities  
Version 2.0

**Visual Description:** Incident Demobilization (2 of 2)

### Instructor Notes

Explain that additional demobilization guidelines include:

- 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.
- Upon arrival at home, notify the home unit (i.e., whoever is tracking you) of your arrival and ensure your readiness for your next assignment.



Visual 7.17

**Summary**

Are you able to:

- Describe common dispatch/deployment responsibilities?
- Describe common responsibilities at an incident?
- List individual accountability responsibilities?
- Describe common demobilization responsibilities?

Visual 7.17  
Common Responsibilities  
Version 2.0

**Visual Description:** Summary

### Instructor Notes

Summarize this unit by asking the group if they can:

- Describe common dispatch/deployment responsibilities.
- Describe common responsibilities at an incident.
- List individual accountability responsibilities.
- Describe common demobilization responsibilities.

**Ask if anyone has any questions about anything covered in this unit.**

Transition to the next unit by explaining that Unit 8 will provide a summary of the course.

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## Unit 8: Course Summary

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## Objectives

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

- Identify the course objectives.
  - Take the final exam.
- 

## Scope

- Unit Introduction
  - Review ICS-100 Course Objectives
  - Taking the Exam
  - Feedback
- 

## Methodology

The instructors will begin this unit by telling the group that they should ask themselves if the course met their learning objectives.

The instructors will then provide instructions on taking the final exam. To conclude the unit, the instructors will emphasize to the group the importance of providing course feedback.

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## 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.

<b>Topic</b>	<b>Time</b>
Review ICS-100 Course Objectives	5 minutes
Taking the Exam and Feedback	10 minutes
Final Exam	30 minutes
<b>Total Time</b>	<b>45 minutes</b>



Visual 8.1



**Visual Description:** Unit Introduction

### Instructor Notes

Explain that this unit will summarize the lessons learned in ICS-100.



Visual 8.2

**Review ICS-100 Course Objective**

Are you now able to . . .  
. . . Describe the Incident Command System (ICS) organization?



Visual 8.2  
Course Summary  
Version 2.0

**Visual Description:** Review ICS-100 Course Objective

### Instructor Notes

Tell the group that as part of the course summary, they should ask themselves if the course met their learning objectives.

Ask the participants if they are now able to describe the Incident Command System (ICS) organization.



Visual 8.3

### Taking the Exam

**Instructions:**

1. Take a few moments to review your Student Manuals and identify any questions.
2. Make sure that you get all of your questions answered prior to beginning the final test.
3. When taking the test . . .
  - Read each item carefully.
  - Circle your answer on the test.
  - Check your work and transfer your answers to the computer-scan (bubble) answer sheet or enter the answers online.

→ You may refer to your Student Manuals when completing this test.

Visual 8.3  
Course Summary  
Version 2.0

**Visual Description:** Taking the Exam

### Instructor Notes

**Note:** Additional guidance appears on the next page.

Present the following instructions:

1. Take a few moments to review your Student Manuals and identify any questions.
2. Make sure that you get all of your questions answered prior to beginning the final test.
3. When taking the test . . .
  - Read each item carefully.
  - Circle your answer on the test.
  - Check your work and transfer your answers to the computer-scan (bubble) answer sheet or enter the answers online.

Tell the participants that they may refer to their Student Manuals when completing this test.

**Important Instructor Note:** It is important that you allow the participants enough time to review the course materials prior to taking the exam. If time permits, you can facilitate a structured review of the materials using the following techniques:

- Assign each team a lesson and have them summarize and present the key points to remember.
- Select five to seven of the most critical points from each lesson. Present a brief review of these points. Ask questions to ensure that the participants remember the most important information.

When the review is completed, distribute the exams. Remain in the room to monitor the exam and to be available for questions. Collect the completed exams.

**Instructor Note:**

To receive a certificate of completion, students must take the 25-question multiple-choice posttest, submit an answer sheet (to EMI's Independent Study Office), and score 75% on the test. Two options exist for test submission:

Students submit their tests online, and receive a certificate in the mail.

- Go to <http://training.fema.gov/EMIWeb/IS/> and click on the link for ICS-100.
- Click on "Download Final Exam Questions" (found at the bottom of the page). You may want to print the test.
- Click on "Take Final Exam" (found at the bottom of the page).

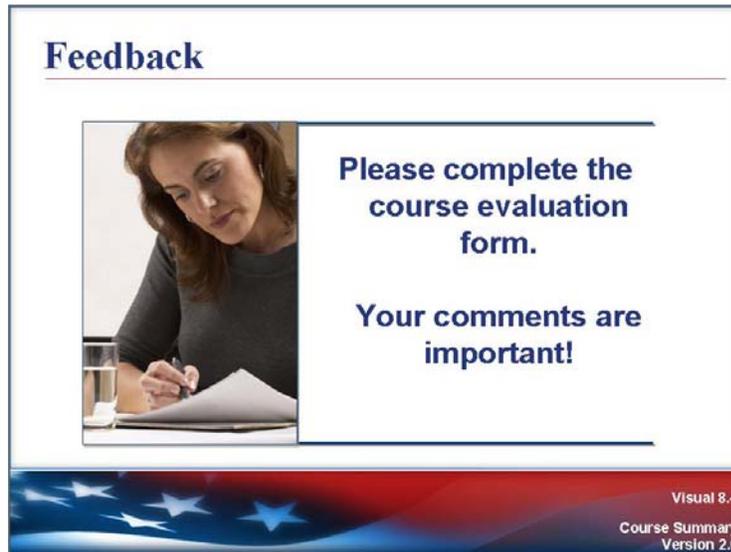
Instructions for group delivery: Tests can be provided upon request by calling (301) 447-1200. The completed tests can then be submitted as a group to:

EMI Independent Study  
16825 South Seton Ave.  
Emmitsburg, MD 21727

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Visual 8.4



**Visual Description:** Feedback

### Instructor Notes

Emphasize that completing the course evaluation form is important. Participants' comments will be used to evaluate the effectiveness of this course and make changes for future versions.

Please use the course evaluation form provided by the organization sponsoring this course.