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# ICS for Single Resource and Initial Action Incidents (ICS 200)

Instructor Guide

August 2010



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**IS-200.b – ICS for Single Resources  
and Initial Action Incidents**

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**Instructor Guide  
August 2010**

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## Background Information

<b>Purpose</b>	<p>This course is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System (ICS). This course focuses on the management of single resources.</p> <hr/>
<b>Who Should Attend</b>	<p>IS-200.b provides training on and resources for personnel who are likely to assume a supervisory position within the ICS.</p> <p>The primary target audience is response personnel at the supervisory level.</p> <hr/>
<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.” The NIC provides guidelines for 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>• Instructor Levels<ul style="list-style-type: none"><li>○ Lead instructors must have sufficient experience in presenting all units of the course to be capable of last-minute substitution for unit instructors.</li><li>○ Unit instructors must be experienced in the lesson content they are presenting.</li><li>○ Adjunct instructors 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></ul></li><li>• Training Requirements for Lead and Unit Instructors<ul style="list-style-type: none"><li>○ Instructors should have formal instructor training (National Wildfire Coordinating Group (NWCG) M-410 Facilitative Instructor course, EMI Master Trainer Program, Office for Domestic Preparedness Instructor Course, or equivalent).</li></ul></li></ul> <hr/>
<b>ICS-200 Instructor Qualifications</b>	<p>It is recommended that this ICS-200 training be team taught by two instructors with the following minimum qualifications:</p> <ul style="list-style-type: none"><li>• Lead Instructor should have successfully completed ICS-300;</li><li>• Unit Instructors should have successfully completed ICS-200; and</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> <hr/>

## Background Information

### Course Objectives

The course objectives are to allow course participants to:

- Describe the ICS organization appropriate to the complexity of the incident or event.
- Use ICS to manage an incident or event.

### Training Content

The training is comprised of the following units:

- Unit 1: Course Overview
- Unit 2: Leadership & Management
- Unit 3: Delegation of Authority & Management by Objectives
- Unit 4: Functional Areas & Positions
- Unit 5: Briefings
- Unit 6: Organizational Flexibility
- Unit 7: Transfer of Command
- Unit 8: Course Summary

The below table presents the recommended training agenda.

<b>Day 1</b>	Unit 1: Course Overview	1 hour 30 minutes
	Unit 2: Leadership & Management	2 hours
	Unit 3: Delegation of Authority & Management by Objectives	2 hours
	Unit 4: Functional Areas & Positions	2 hours
<b>Day 2</b>	Unit 5: Briefings	1 hour 30 minutes
	Unit 6: Organizational Flexibility	1 hour 30 minutes
	Unit 7: Transfer of Command	45 minutes
	Unit 8: Course Summary	1 hour

## Background Information

### ICS Training and NIMS

The National Incident Management System (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 <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 (EMI), the National Fire Academy (NFA), the National Wildfire Coordinating Group (NWCG), the U.S. Department of Agriculture (USDA), the Environmental Protection Agency (EPA), and the U.S. Coast Guard (USCG) 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. This would include ICS courses managed, administered, or delivered by EMI, NFA, NWCG, USDA, EPA, or USCG. For more information about NIMS ICS, email the National Integration Center at [FEMA-NIMS@dhs.gov](mailto:FEMA-NIMS@dhs.gov), or call 202-646-3850.

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## Background Information

### 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:** The course visuals may be downloaded from the EMI website or copied from a CD. **Transfer the course visuals to the hard drive of a computer.** The visuals will operate more effectively if they are accessed from the computer's hard drive instead of a CD. Complete the following steps for copying the folders and files from a 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 Visuals 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 should now be copied onto your hard drive. Test the visuals to make sure that everything transferred correctly.
- **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.

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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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## Unit 1. Course Overview

### Unit Objectives

At the end of this course, students will be able to:

- Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.
  - Use ICS to manage an incident or event.
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### Scope

- Course Welcome and Course Objectives
  - Student Introductions and Expectations
  - Instructor Expectations
  - Incident Command System: Review
  - ICS Features: Review
    - Activity
    - Features
  - Course Structure
  - Course Logistics
  - Successful Course Completion
- 

### Methodology

The lead instructor will welcome participants to the class, then the instructor team will introduce themselves. Using a visual, the instructor will review course objectives. Next, students will introduce themselves and identify their expectations. The instructors will share their expectations with the class.

Following the introductions, a brief review of the Incident Command System principles and features will be presented. An activity will be used to energize the group and refresh the participants' memories of the ICS features learned in ICS-100.

After the ICS review, the course structure, course logistics, and completion requirements will be presented.

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## Unit 1. Course Overview

### 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 Welcome and Course Objectives	5 minutes
Student Introductions and Expectations	20 minutes
Instructor Expectations	10 minutes
Incident Command System: Review	10 minutes
ICS Features: Review	35 minutes
Course Structure Course Logistics Successful Course Completion	10 minutes
<b>Total Time</b>	<b>1 hour 30 minutes</b>

### Materials

- PowerPoint visuals 1.1 – 1.15
- Student Manual

### COURSE WELCOME

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#### Visual 1.1

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#### **Instructor Notes: Present the following key points.**

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Welcome to the IS-200.b – ICS for Single Resources and Initial Action Incidents (ICS-200) course. This course focuses on single resources and initial action incidents and builds on the ICS-100 course.

IS-200.b follows NIMS guidelines and meets the National Incident Management System (NIMS) Baseline Training requirements for ICS-200.

This is the second in a series of ICS courses designed to meet the all-hazards, all-agency NIMS ICS requirement for operational personnel. Descriptions and details about the other ICS courses in the series may be found on our Web site: <http://training.fema.gov>.

Introduce yourself and provide information about your background and experience with the Incident Command System (ICS).

**COURSE OBJECTIVES**

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**Visual 1.2**

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**Course Objectives**

- Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.
- Use ICS to manage an incident or event.



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Visual 1.2  
Course Overview

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**Instructor Notes: Present the following key points.**

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Review the course objectives with the class. Tell the participants that by the end of this course, they will be able to:

- Describe the Incident Command System (ICS) organization appropriate to the complexity of the incident or event.
- Use ICS to manage an incident or event.

This course is designed to provide overall incident management skills rather than tactical expertise. Additional courses are available on developing and implementing incident tactics.

**STUDENT INTRODUCTIONS AND EXPECTATIONS**

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**Visual 1.3**

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**Student Introductions**



**Please provide your:**

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

 **FEMA** Visual 1.3  
Course Overview

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**Instructor Notes: Present the following key points.**

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The students should introduce themselves by providing the following information:

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

**STUDENT INTRODUCTIONS AND EXPECTATIONS**

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**Visual 1.4**

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**Instructor Notes: Present the following key points.**

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Ask the students to identify what they hope to gain from attending this course. If possible, summarize the expectations on chart paper.

Based on the expectations presented, clarify if there are any topic areas that are beyond the scope of this course.

Save the expectations list. During the summary, you may want to use this list to see how well the course met the class expectations.

**INSTRUCTOR EXPECTATIONS**

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**Visual 1.5**

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**Instructor Expectations**

- **Cooperate with the group.**
- **Be open 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.**



The slide features a decorative banner at the bottom with the FEMA logo on the left, the word 'FEMA' in the center, and a blue star on the right. In the bottom right corner of the slide, the text 'Visual 1.5 Course Overview' is displayed.

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**Instructor Notes: Present the following key points.**

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Instructors expect course participants 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.

**INCIDENT COMMAND SYSTEM: REVIEW**

**Visual 1.6**

**What Is ICS?**

**ICS:**

- Is a standardized, on-scene, all-hazard incident management concept.
- Enables a coordinated response among various jurisdictions and agencies.
- Established common processes for planning and management of resources.
- Allows for integration within a common organizational structure.



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Visual 1.6  
Course Overview

**Instructor Notes: Present the following key points.**

Remember in the ICS-100 course you learned that ICS is used to ensure the effective management of incidents and events.

ICS was developed in the 1970s following a series of catastrophic fires in California's urban interface. Property damage ran into the millions, and many people died or were injured. The personnel assigned to determine the causes of these outcomes studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics. Surprisingly, studies found that response problems were far more likely to result from inadequate management than from any other single reason.

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 the National Incident Management System (NIMS).

ICS is not just a standardized organizational chart, but an entire management system.

INCIDENT COMMAND SYSTEM: REVIEW

Visual 1.7

**When Is ICS Used?**

ICS can be used to manage:

- Natural hazards.
- Technological hazards.
- Human-caused hazards.
- Planned events.



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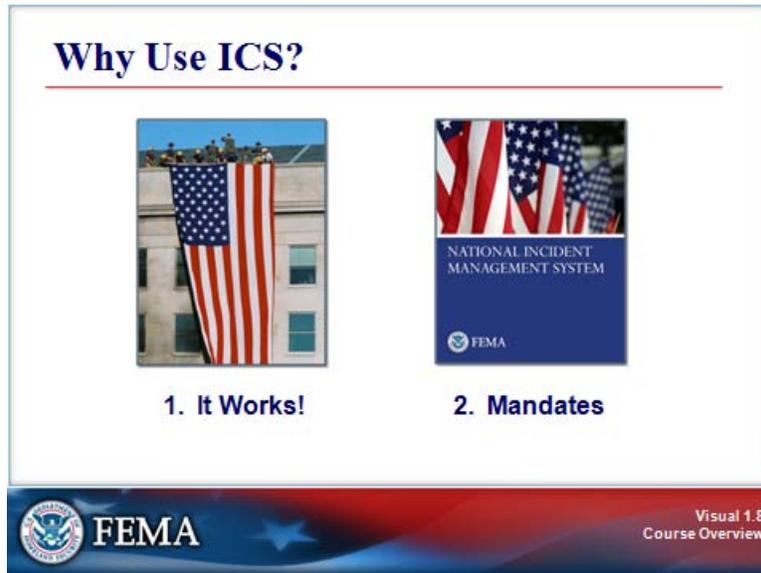
Visual 1.7  
Course Overview

**Instructor Notes: Present the following key points.**

- 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 and natural disasters that exceed the capabilities of any single entity.
- Threats from natural disasters and human-caused events, such as terrorism, require a unified and coordinated national approach to planning and to domestic incident management.

**INCIDENT COMMAND SYSTEM: REVIEW**

**Visual 1.8**



**Instructor Notes: Present the following key points.**

- ICS works! It saves lives! Life safety is the top priority for ICS response. Add examples from your own experience as applicable.
- The use of ICS is mandated by Homeland Security Presidential Directives (HSPDs) 5 and 8 and the National Incident Management System (NIMS).

The following page includes more information about HSPD-5 and HSPD-8. The next part of this unit includes a brief review of NIMS.

**INCIDENT COMMAND SYSTEM: REVIEW**

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**Visual 1.8 (Continued)**

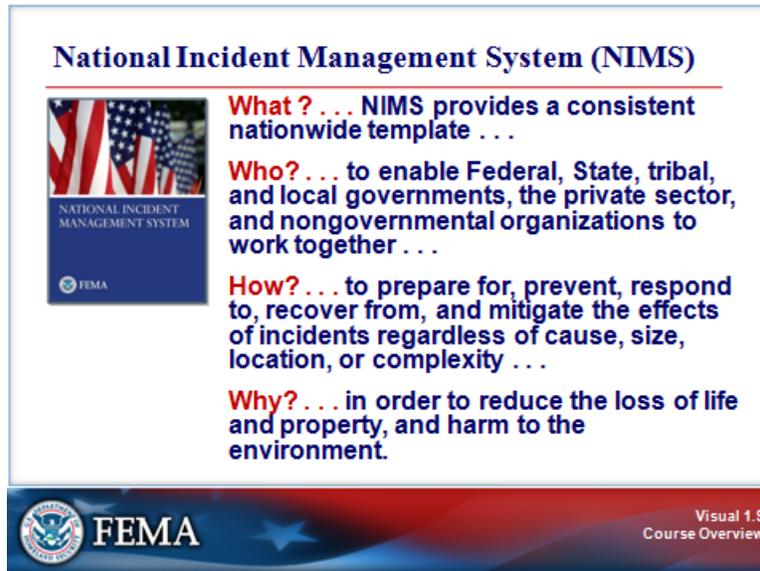
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HSPD-5, Management of Domestic Incidents, identified steps for improved coordination in response to incidents. It required the Department of Homeland Security (DHS) to coordinate with other Federal departments and agencies and State, local, and tribal governments to establish a National Response Framework (NRF) and a National Incident Management System (NIMS).

HSPD-8, National Preparedness, directed DHS to lead a national initiative to develop a National Preparedness System—a common, unified approach to “strengthen the preparedness of the United States to prevent and respond to threatened or actual domestic terrorist attacks, major disasters, and other emergencies.”

INCIDENT COMMAND SYSTEM: REVIEW

Visual 1.9

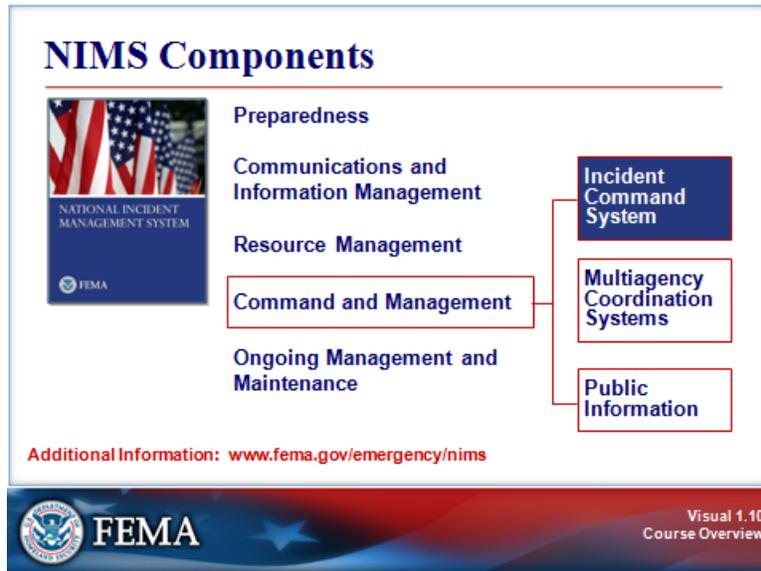


**Instructor Notes: Present the following key points.**

- The National Incident Management System (NIMS) provides a consistent nationwide template to enable Federal, State, tribal, and local governments, the private sector, and nongovernmental organizations to work together 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.
- Building upon the Incident Command System (ICS), NIMS provides the Nation's first responders and authorities with the same foundation for incident management for terrorist attacks, natural disasters, and other emergencies. NIMS requires that ICS be institutionalized.

INCIDENT COMMAND SYSTEM: REVIEW

Visual 1.10



Instructor Notes: Present the following key points.

NIMS represents a core set of doctrine, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management.

- **Preparedness:** Effective emergency 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 qualifications and certification, and equipment certification.
- **Communications and Information Management:** Emergency management and incident response activities rely upon 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 upon the concepts of interoperability, reliability, scalability, portability, and the resiliency and redundancy of communications and information systems.
- **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.

(Continued on the next page.)

**INCIDENT COMMAND SYSTEM: REVIEW**

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**Visual 1.10 (Continued)**

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- **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 structures are based on three key organizational constructs: **the Incident Command System, Multiagency Coordination Systems, and Public Information.**
- **Ongoing Management and Maintenance:** Within the auspices of Ongoing Management and Maintenance, there are two components: the National Integration Center (NIC) and Supporting Technologies.

**ICS FEATURES: REVIEW**

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**Visual 1.11**

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**Activity: ICS Features Review**

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**Instructions:**

- This course builds on what you learned in ICS-100 about ICS features. Let's see how much you remember!
- Your team will have 3 minutes to try to list as many ICS features as you can remember.  
Hint: There are 14 features.
- Select a spokesperson and recorder.
- Start writing when your instructor says "go."
- Stop when the instructor calls time.



Visual 1.11  
Course Overview

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**Instructor Notes: Present the following key points.**

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Reiterate that this course builds on what the participants learned in ICS-100 about ICS features.

**Activity Purpose:** To see how much the students remember from ICS-100 about ICS features.

**Time:** 35 minutes

**Instructions:**

1. Divide the group into table teams.
2. Give the following instructions:
  - Your team will have 3 minutes to try to list as many ICS features as you can remember.  
Hint: There are 14 features.
  - Select a spokesperson and recorder.
  - Start writing when I say "go."
  - Stop when I call time.
3. When the teams are ready, begin by saying "go."
4. Watch the time and call "stop" after 3 minutes.

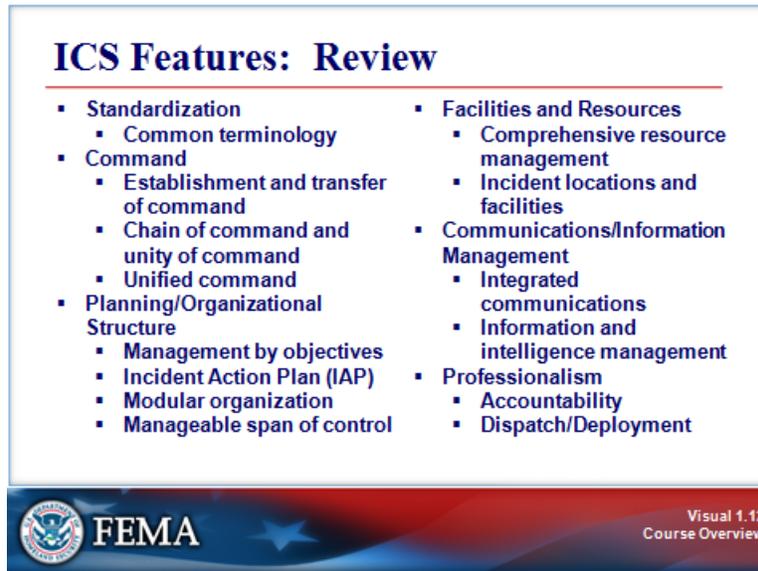
**Debrief Instructions:**

1. Have the groups post their lists.
2. When all of the groups are done, compare the features on the lists with those presented on the next visual. Note: Do not show the next visual until all of the groups are done.

(Continued on the next page.)

### ICS FEATURES: REVIEW

#### Visual 1.12



**Instructor Notes: Present the following key points.**

#### Debrief Instructions (Continued)

3. Show the visual with the list. Have the teams count the number of features they identified.
4. Congratulate the winning team(s).
5. Next, do a round robin discussion where each team must now explain what the ICS feature means. Use the following descriptions of these ICS terms as needed to ensure that each ICS feature is explained correctly.

#### Standardization:

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

#### Command:

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

(Continued on the next page.)

### ICS FEATURES: REVIEW

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#### Visual 1.12 (Continued)

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- **Unified Command:** In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

#### Planning/Organizational Structure:

- **Management by Objectives:** Includes establishing overarching objectives; developing strategies based on incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives 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.
- **Incident Action Planning:** Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the context of both operational and support activities.
- **Modular Organization:** The Incident Command organizational structure develops in a modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.
- **Manageable Span of Control:** Span of control is key to effective and efficient incident management. Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates.

#### Facilities and Resources:

- **Comprehensive Resource Management:** Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. Resources are defined as personnel, teams, equipment, supplies, and facilities available or potentially available for assignment or allocation in support of incident management and emergency response activities.
- **Incident Locations and Facilities:** Various types of operational support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical designated facilities include Incident Command Posts, Bases, Camps, Staging Areas, Mass Casualty Triage Areas, and others as required.

(Continued on the next page.)

### ICS FEATURES: REVIEW

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#### Visual 1.12 (Continued)

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#### Communications/Information Management:

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

#### Professionalism:

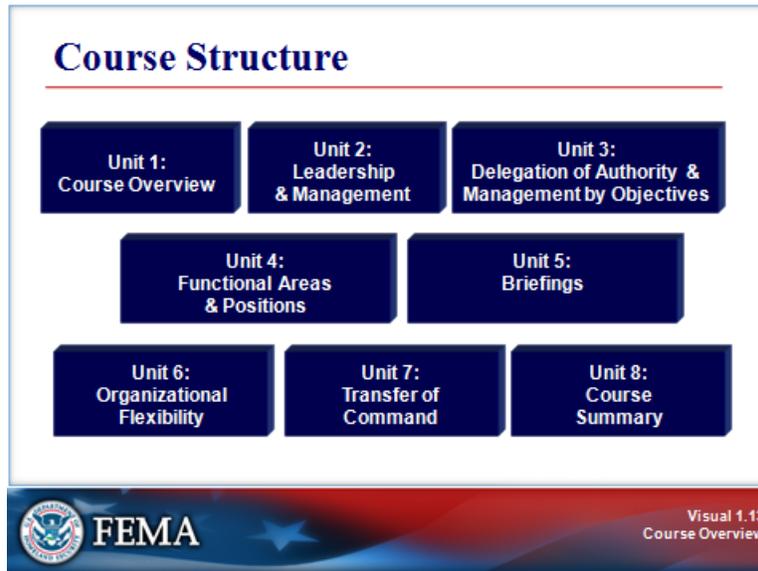
- **Accountability:** Effective accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:
  - Check-In: All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.
  - Incident Action Plan: Response operations must be directed and coordinated as outlined in the IAP.
  - Unity of Command: Each individual involved in incident operations will be assigned to only one supervisor.
  - Personal Responsibility: All responders are expected to use good judgment and be accountable for their actions.
  - 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.
- **Dispatch/Deployment:** Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

### COURSE STRUCTURE

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#### Visual 1.13

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#### Instructor Notes: Present the following key points.

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This course will focus on the following ICS features:

- Chain of Command and Unity of Command
- Modular Organization
- Management by Objectives
- Manageable Span of Control
- Transfer of Command

This course includes the following eight units:

- Unit 1: Course Overview (current unit)
- Unit 2: Leadership & Management
- Unit 3: Delegation of Authority & Management by Objectives
- Unit 4: Functional Areas & Positions
- Unit 5: Briefings
- Unit 6: Organizational Flexibility
- Unit 7: Transfer of Command
- Unit 8: Course Summary

Review the agenda with the class on the last page.

**COURSE LOGISTICS**

**Visual 1.14**

**Course Logistics**

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



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Visual 1.14  
Course Overview

**Instructor Notes: Present the following key points.**

Review the following course logistics:

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

**SUCCESSFUL COURSE COMPLETION**

**Visual 1.15**

**Successful Course Completion**

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

Visual 1.15  
Course Overview

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**Instructor Notes: Present the following key points.**

Explain that successful course completion requires that participants:

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

Ask the participants if they have any questions. Note that the next unit covers the ICS leadership and management principles.

Instructor Note: Contact EMI's Independent Study office ([independentstudy@dhs.gov](mailto:independentstudy@dhs.gov)) for details on testing and certificates. This should be done well in advance of the course (i.e., at least 6 weeks).

## **Unit 1. Course Overview**

### **ICS-200: ICS for Single Resources and Initial Action Incidents Sample Agenda**

#### **DAY 1**

##### **Morning Session**

- Unit 1: Course Overview (1 hour 30 minutes)
- Unit 2: Leadership & Management (2 hours)

##### **Afternoon Session**

- Unit 3: Delegation of Authority & Management by Objectives (2 hours)
- Unit 4: Functional Areas & Positions (2 hours)

#### **DAY 2**

##### **Morning Session**

- Unit 5: Briefings (1 hour 30 minutes)
- Unit 6: Organizational Flexibility (1 hour 30 minutes)

##### **Afternoon Session**

- Unit 7: Transfer of Command (45 minutes)
- Unit 8: Course Summary (1 hour)

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## **Unit 2: Leadership & Management**

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## Unit 2. Leadership & Management

### Unit Objectives

At the end of this unit, students will be able to:

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

### Scope

- Unit Introduction
  - Unit Objectives
  - Chain of Command and Unity of Command
  - Unified Command: Review
  - Activity: Unified Command
  - Communications Overview
    - Formal Communication
    - Informal Communication
  - Activity: Incident Communications
  - Leadership in Incident Management
  - Activity: Incident Leadership
  - Leadership Responsibilities
  - Leadership Values
  - Activity: Building and Damaging Respect
  - Communication Responsibilities
  - Incident Management Assessment
  - Common Terminology
  - ICS Management
  - Position Titles
  - Activity: The Expanding Incident
  - Summary
- 

### Methodology

The unit begins with the unit objectives. Next, the instructor will review two ICS features: chain of command and unity of command. Discussion questions focus on how to distinguish between “unity of command” and “Unified Command.” The group will review how a Unified Command is structured, then look at formal and informal communication within ICS.

The instructor then uses a discussion question to transition to the leadership concepts in incident management. Participants will work in teams to identify the qualities of highly effective leaders. Visuals are used to present the common ICS leadership responsibilities and leadership values such as duty, respect, and integrity. Discussion questions and brief activities help engage the course participants during the presentation.

Next, the instructor presents communication responsibilities and required briefing elements. Following a visual defining incident management assessment, participants identify the types of questions that they would ask to assess the effectiveness of incident management.

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## Unit 2. Leadership & Management

### Methodology (Continued)

The next section covers the use of common terminology and the ICS organization. A series of questions is used to review the Command and General Staff positions and sections. Next the instructor emphasizes the importance of span of control as an ICS leadership tool and notes that ICS modular organization concepts ensure that an optimal span of control is maintained. The last topic covers the standard titles used for ICS supervisory positions.

The unit ends with an activity that requires the students to demonstrate how they would maintain appropriate span of control in an expanding incident.

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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
Unit Introduction Unit Objectives	2 minutes
Chain of Command and Unity of Command Unified Command: Review Activity: Unified Command	18 minutes
Communications Overview Activity: Incident Communications	18 minutes
Leadership in Incident Management Activity: Incident Leadership Leadership Responsibilities Leadership Values Activity: Building and Damaging Respect	25 minutes
Communication Responsibilities	5 minutes
Incident Management Assessment	5 minutes
Common Terminology ICS Management Position Titles	15 minutes
Activity: The Expanding Incident	30 minutes
Summary	2 minutes
<b>Total</b>	<b>2 hours</b>

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### Materials

- PowerPoint visuals 2.1 – 2.40
- Student Manual

### UNIT INTRODUCTION

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#### Visual 2.1

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#### Instructor Notes: Present the following key points.

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

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

**UNIT OBJECTIVES**

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**Visual 2.2**

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**Unit Objectives**

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



The image shows a decorative banner at the bottom of the slide. On the left is the FEMA logo, which includes the text 'FEDERAL EMERGENCY MANAGEMENT AGENCY' around a central emblem. To the right of the logo is the word 'FEMA' in large, bold, white letters. Further right is a blue star on a red and white background. On the far right, the text 'Visual 2.2 Leadership & Management' is displayed in a small font.

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**Instructor Notes: Present the following key points.**

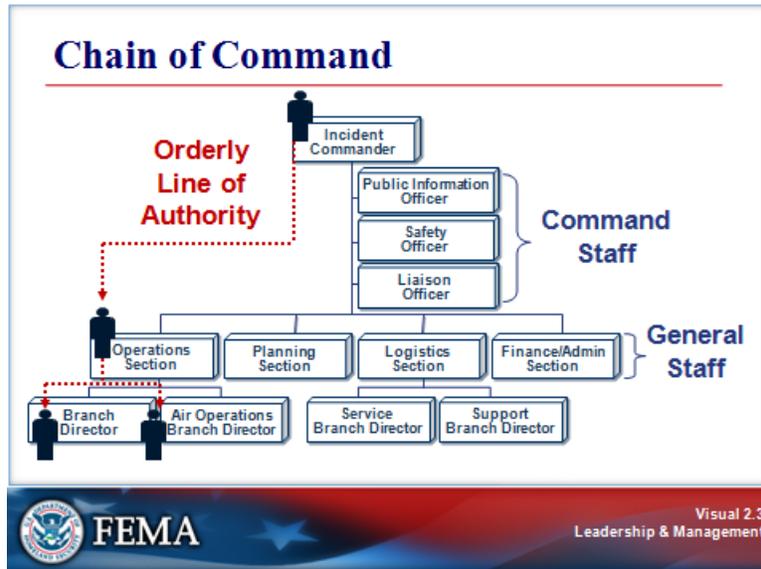
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The objectives of this unit are as follows:

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

CHAIN OF COMMAND AND UNITY OF COMMAND

Visual 2.3



**Instructor Notes: Present the following key points.**

The visual depicts an orderly line of authority within the ranks of the incident management organization.

The the flow of task assignments and resource requests between participants in the ICS occurs only with the person directly above or below them on the organizational chart.

CHAIN OF COMMAND AND UNITY OF COMMAND

Visual 2.4

**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!

FEMA

Visual 2.4  
Leadership & Management

**Instructor Notes: Present the following key points.**

**Unity of command** means that each individual involved in incident operations will be assigned – and will report – to only one supervisor.

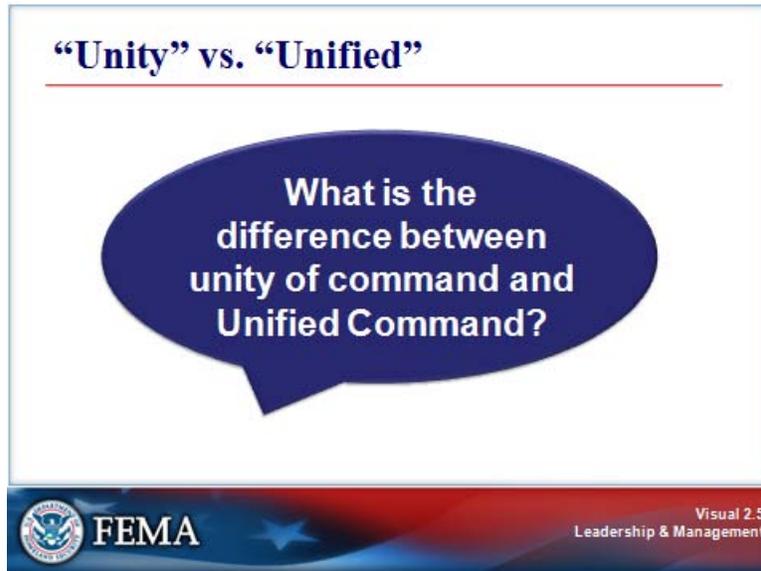
Chain of command and unity of command help to ensure clear reporting relationships exist and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

Unity of command clears up many of the potential communication problems encountered in managing incidents or events because each individual maintains a **formal** communication relationship only with his or her immediate supervisor.

It is important not to confuse unity of command with Unified Command.

CHAIN OF COMMAND AND UNITY OF COMMAND

Visual 2.5



**Instructor Notes: Present the following key points.**

Ask the participants:

**What is the difference between unity of command and Unified Command?**

Acknowledge the participants' responses. If not mentioned by the group, add the following:

- **Unity of Command.** Unity of command means that each individual involved in incident operations will be assigned to only one supervisor. Unity of command is implemented in ALL incidents.
- **Unified Command.** Unified Command is a management structure used in multijurisdictional or multiagency incidents. Unified Command is implemented when appropriate.

UNIFIED COMMAND: REVIEW

Visual 2.6

**Unified Command**

The Unified Command organization consists of the Incident Commanders from the various jurisdictions or organizations operating together to form a single command structure.



Fire & Rescue Incident Commander

Local Law Enforcement Incident Commander

HazMat Incident Commander

FEMA

Visual 2.6  
Leadership & Management

**Instructor Notes: Present the following key points.**

Unified Command allows all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies. As a team effort, 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.

**UNIFIED COMMAND: REVIEW**

**Visual 2.7**

**Unified Command Features**



- A single integrated incident organization
- Collocated (shared) facilities
- One set of incident objectives, single planning process, and Incident Action Plan
- Integrated General Staff – Only one Operations Section
- Coordinated process for resource ordering

 **FEMA** Visual 2.7  
Leadership & Management

**Instructor Notes: Present the following key points.**

Using Unified Command when appropriate:

- 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 at one Incident Command Post (ICP).
- Maintains unity of command. Each employee reports to only one supervisor.

**UNIFIED COMMAND: REVIEW**

**Visual 2.8**

**Unified Command Benefits**

- A shared understanding of priorities and restrictions.
- A single set of incident objectives.
- Collaborative strategies.
- Improved internal and external information flow.
- Less duplication of efforts.
- Better resource utilization.



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Visual 2.8  
Leadership & Management

**Instructor Notes: Present the following key points.**

Advantages of using Unified Command include:

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

**ACTIVITY: UNIFIED COMMAND**

**Visual 2.9**

**Activity: Unified Command**

**Instructions: Working with your team . . .**

- 1. Read the scenario in your Student Manual.**
- 2. Identify the potential incident management issues.**
- 3. List the incident management issues on chart paper.**
- 4. Choose a spokesperson. Be prepared to present your findings to the class in 10 minutes.**

 **FEMA** Visual 2.9  
Leadership & Management

**Instructor Notes: Present the following key points.**

**Activity Purpose:** To practice recognizing potential incident management issues.

**Time:** 15 minutes

**Instructions:** Working with your team . . .

1. Read the scenario in your Student Manual.
2. Identify the potential incident management issues.
3. List the incident management issues on chart paper.
4. Choose a spokesperson. Be prepared to present your findings to the class in 10 minutes.

**Scenario:**

A tornado collapsed a building, trapping 15 people in its basement. Fire department officers immediately designated a fire station located directly across from the incident site as the Incident Command Post (ICP). However, the fire station's confined location and immediate proximity to the incident made it ill-suited for directing the large-scale response effort. As police officers arrived on the scene, they decided to establish their Command Center at a school, several blocks away from the immediate response activities.

As response operations progressed and a mobile command vehicle became available, the Incident Command Post (ICP) was established in that vehicle just north of the hospital. Other agencies involved, such as the fire department and emergency medical services, began operating near the new ICP location and Incident Commander. The police department continued to operate from the school.

**ACTIVITY: UNIFIED COMMAND**

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**Visual 2.9 (Continued)**

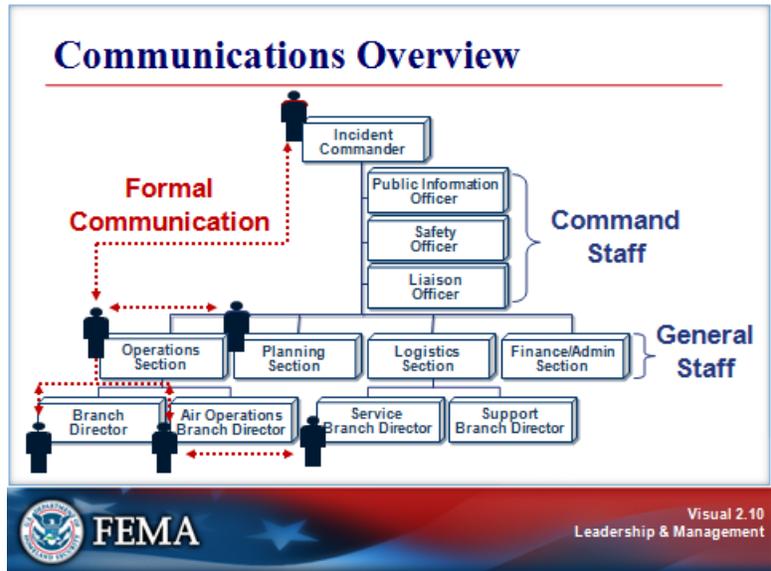
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**Debrief Instructions:**

1. Ask for one team's spokesperson to volunteer to present one of the team's identified issues.
2. Ask another team's spokesperson to add another issue that their group identified.
3. Continue the discussion until all teams' identified issues have been presented.

COMMUNICATIONS OVERVIEW

Visual 2.10



**Instructor Notes: Present the following key points.**

Formal communications follow the lines of authority. However, in informal communication, information concerning the incident or event can be passed horizontally or vertically within the organization without restriction.

**FORMAL COMMUNICATION**

**Visual 2.11**

**When To Use Formal Communication**

Formal communication must be used when:

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



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Visual 2.11  
Leadership & Management

**Instructor Notes: Present the following key points.**

Formal communication should be used when:

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

Ask the participants:

**What are some examples of formal communications within the ICS organization?**

Add any examples that you think will help illustrate the teaching point.

INFORMAL COMMUNICATION

Visual 2.12

**Informal Communication (1 of 2)**

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



**Within the ICS organization, critical information must flow freely!**



Visual 2.12  
Leadership & Management

**Instructor Notes: Present the following key points.**

Informal communication relationships are those situations requiring exchange of incident or event information only and do not involve tasking work assignments or requests for support or additional resources.

Ask the participants:

**What are some examples of informal communications within the ICS organization?**

Add any examples that you think will help illustrate the teaching point.

**INFORMAL COMMUNICATION**

**Visual 2.13**

**Informal Communication (2 of 2)**

**Examples of informal communication are:**

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

The slide features a blue and red footer with the FEMA logo on the left, the text 'FEMA' in the center, and 'Visual 2.13 Leadership & Management' on the right.

**Instructor Notes: Present the following key points.**

Examples of informal communication are as follows:

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

**ACTIVITY: INCIDENT COMMUNICATIONS**

**Visual 2.14**

**Activity: Incident Communications**

**Instructions:** Working with your team . . .

1. Read the case scenario in your Student Manual.
2. Identify strategies to address the communications problem.
3. List the strategies on chart paper.
4. Choose a spokesperson. Be prepared to present your findings to the class in 10 minutes.

 **FEMA** Visual 2.14  
Leadership & Management

**Instructor Notes:** Present the following key points.

**Activity Purpose:** To practice identifying communication strategies to avoid problems during incident operations.

**Time:** 15 minutes

**Instructions:** Working with your team . . .

1. Read the case study in your Student Manual.
2. Identify strategies to address the communications problem.
3. List the strategies on chart paper.
4. Choose a spokesperson. Be prepared to present your findings to the class in 10 minutes.

**Case Scenario:**

Emergency communications at the Pentagon site proved challenging on September 11, 2001.

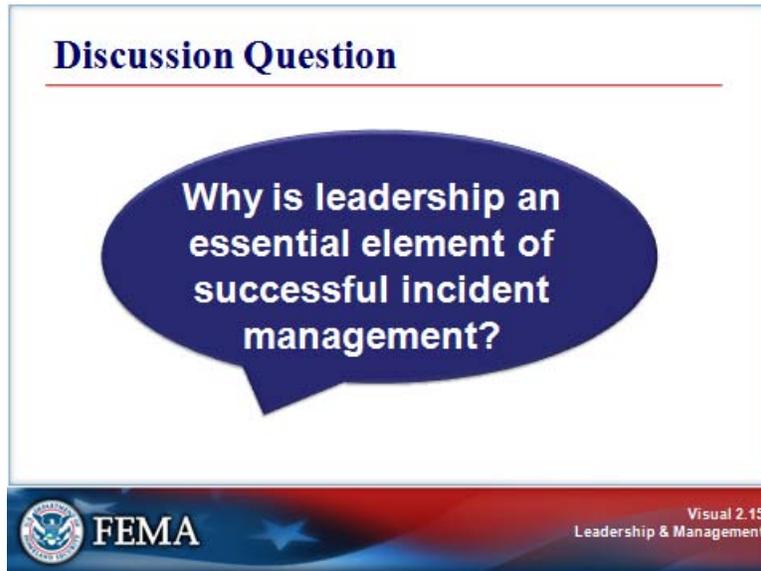
Radio communications among emergency responders quickly became overloaded. These communication problems persisted throughout rescue operations. There was a need to record the identification number and location of each piece of equipment on the Pentagon grounds. Radio communications could not be employed to perform this task.

**Debrief Instructions:**

1. When 10 minutes have passed, call time.
2. Ask for one team's spokesperson to volunteer to present one of the team's identified strategies.
3. Ask another team's spokesperson to add another strategy that their group identified.
4. Continue the discussion until all teams' identified strategies have been presented.

**LEADERSHIP IN INCIDENT MANAGEMENT**

**Visual 2.15**



**Instructor Notes: Present the following key points.**

Ask the participants:

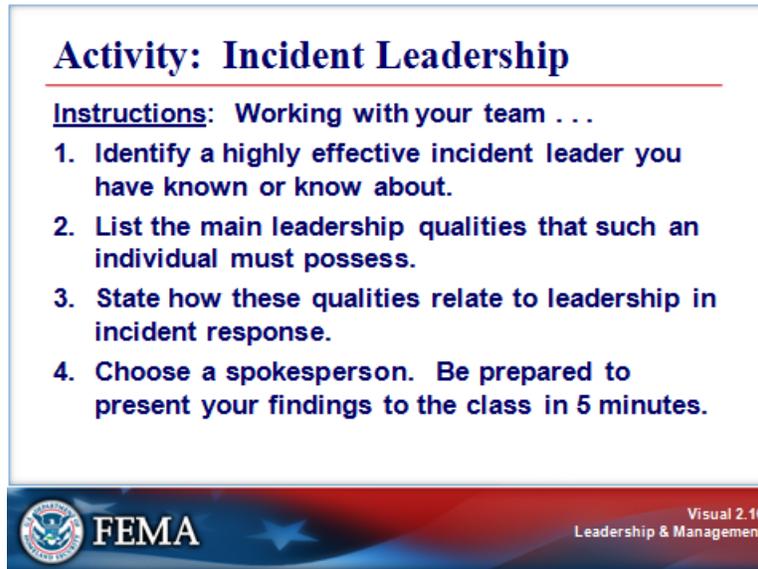
**Why is leadership an essential element of successful incident/event management?**

Facilitate a discussion among the participants. If not mentioned by the participants, add the following key points:

- Incident response requires that tasks be executed under dangerous, stressful circumstances.
- Leadership in an incident provides purpose, direction, and motivation.

ACTIVITY: INCIDENT LEADERSHIP

Visual 2.16



**Activity: Incident Leadership**

**Instructions:** Working with your team . . .

1. Identify a highly effective incident leader you have known or know about.
2. List the main leadership qualities that such an individual must possess.
3. State how these qualities relate to leadership in incident response.
4. Choose a spokesperson. Be prepared to present your findings to the class in 5 minutes.

FEMA Visual 2.16 Leadership & Management

**Instructor Notes:** Present the following key points.

**Activity Purpose:** To stimulate thought and discussion about desirable leadership qualities.

**Time:** 10 minutes

**Instructions:** Working with your team . . .

1. Identify a highly effective incident leader you have known or know about.
2. List the main leadership qualities that such an individual must possess.
3. State how these qualities relate to leadership in incident response.
4. Choose a spokesperson. Be prepared to present your findings to the class in 5 minutes.

**Debrief Instructions:**

1. Monitor the time. After 5 minutes, call time.
2. Ask the spokesperson from the first team to present **one** quality the team identified and how that quality relates to incident management.
3. Next, ask the second team spokesperson to present a **different** quality than that presented by the first team. Make sure that the quality and its significance to incident management is presented.
4. Then, ask the third team spokesperson to present a **different** quality than that presented by the earlier teams. Make sure that the quality and its significance to incident management is presented.
5. Continue this process until all of the teams have presented.
6. After all of the teams have presented, ask if any teams have additional qualities not mentioned thus far.
7. Summarize the main learning points from this activity.

LEADERSHIP IN INCIDENT MANAGEMENT

Visual 2.17

**Leadership**

**Leadership means . . .**  
... providing purpose, direction, and motivation for responders working to accomplish difficult tasks under dangerous, stressful circumstances.



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Visual 2.17  
Leadership & Management

**Instructor Notes: Present the following key points.**

Relate the discussion from the activity to the following statement about leadership:

**Leadership means . . .**  
**providing purpose, direction, and motivation for responders working to accomplish difficult tasks under dangerous, stressful circumstances.**

Ask the participants if there is anything they would add to this statement.

LEADERSHIP RESPONSIBILITIES

Visual 2.18

**Common Leadership Responsibilities**

A good operational leader:

- **Communicates** by giving specific instructions and asking for feedback.
- **Supervises** the scene of action.
- **Evaluates** the effectiveness of the plan.
- **Understands and accepts** the need to modify plans or instructions.
- **Ensures** safe work practices.
- **Takes command** of assigned resources.
- **Motivates** with a “can do safely” attitude.
- **Demonstrates initiative** by taking action.

FEMA Visual 2.18 Leadership & Management

**Instructor Notes: Present the following key points.**

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

Note the following additional key points about decisionmaking:

- Demonstrating initiative requires the ability to make sound, timely decisions during an incident or event.
- Effective decisionmaking can avert tragedy and help the community recover from the event more quickly.
- Conversely, poor decisionmaking or the absence of decisions potentially can result in injury or death to victims or responders. But the repercussions don't stop there. Poor decisions in the early stages of an incident can make the responders' job more difficult and more dangerous. In addition, they can give rise to much more critical or complex decisions.

**LEADERSHIP VALUES**

**Visual 2.19**

**Leadership & Duty**

Leaders should:

- Know, understand, and practice the leadership principles.
- Recognize the relationship between these principles and the leadership values.
- Commit to excellence in all aspects of their professional responsibility.



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Visual 2.19  
Leadership & Management

**Instructor Notes: Present the following key points.**

- Leaders should know, understand, and practice the leadership principles. Leaders need to recognize the relationship between these principles and the leadership values.
- Duty is how you value your job. Duty begins with everything required of you by law and policy, but it is much more than simply fulfilling requirements. A leader commits to excellence in all aspects of his or her professional responsibility.

### LEADERSHIP VALUES

#### Visual 2.20

### Commitment & Duty

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



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Visual 2.20  
Leadership & Management

#### Instructor Notes: Present the following key points.

To demonstrate leadership commitment:

- Take charge within your scope of authority.
- Be prepared to step out of a tactical role to assume a leadership role.
- Be proficient in your job, both technically and as a leader.
  - Adhere to professional standard operating procedures.
  - Develop a plan to accomplish given objectives.
  - Develop and improve technical and management skills.
  - To prepare for your leadership role, participate in the development of standard operating procedures, emergency operations plans, or specific planning for incidents or events.
  - Participate in disaster simulation exercises.
  - Know agency policies.
- Make sound and timely decisions.
  - Maintain situation awareness in order to anticipate needed actions.
  - Evaluate situation for:
    - Safety.
    - Economic concerns.
    - Environmental concerns.
    - Political concerns.
    - Progress of work assignments.
    - Problems completing tasks.
  - Develop and communicate contingencies within your scope of authority.

(Continued on the next page.)

### LEADERSHIP VALUES

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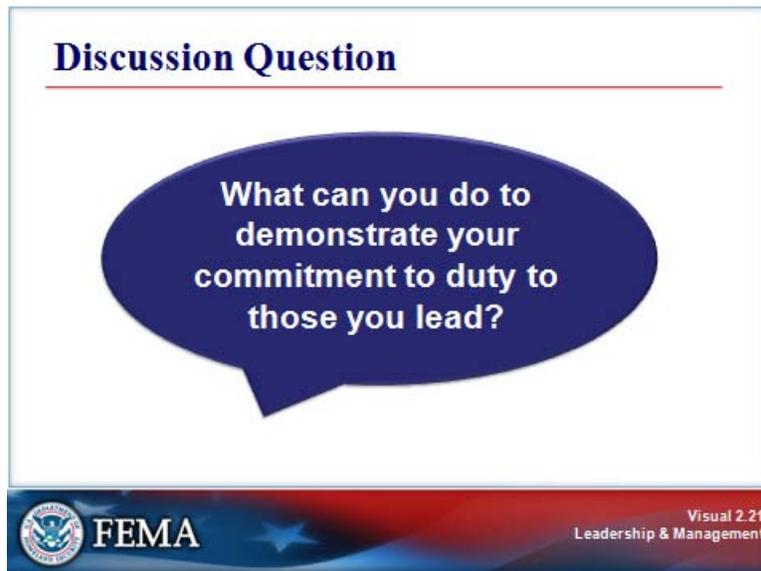
#### Visual 2.20 (Continued)

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- Ensure that tasks are understood.
  - Issue clear instructions.
  - Observe and assess actions in progress without micro-managing. (Do not become excessively involved with tactics. Focus on whether or not the strategies are accomplishing the objective.)
  - Use positive feedback to modify duties, tasks, and assignments when appropriate.
  
- Develop your subordinates for the future.
  - Clearly state expectations.
  - Delegate those tasks that you are not required to do personally.
  - Consider individual skill levels and developmental needs when assigning tasks.

**LEADERSHIP VALUES**

**Visual 2.21**



**Instructor Notes: Present the following key points.**

Ask the participants:

**What can you do to demonstrate your commitment to duty to those you lead?**

Facilitate a discussion among the participants. If not mentioned by the participants, add the following key points:

- Give 100% effort to the incident activities.
- Be ethical in your actions.
- Be an effective team player.
- Act with integrity.

LEADERSHIP VALUES

Visual 2.22

**Leadership & Respect**

- Know your subordinates and look out for their well-being.
- Keep your subordinates and supervisor informed.
- Build the team.



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Visual 2.22  
Leadership & Management

**Instructor Notes: Present the following key points.**

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

LEADERSHIP VALUES

Visual 2.23

**Activity: Building & Damaging Respect**

**Instructions:** Working individually . . .

1. List leadership actions that can damage and build respect.
2. Record your answers as follows:

Buils Respect	Damages Respect

3. Be prepared to present your findings to the class in 5 minutes.



Visual 2.23  
Leadership & Management

**Instructor Notes:** Present the following key points.

**Activity Purpose:** To stimulate discussion of the impact of various leadership actions.

**Time:** 10 minutes

**Instructions:** Working individually . . .

1. List leadership actions that can damage and build respect.
2. Record your answers on paper in two columns, one labeled “Buils Respect” and the other labeled “Damages Respect.”
3. Be prepared to present your findings to the class in 5 minutes.

**Debrief Instructions:**

1. Monitor the time. After 5 minutes, call time.
2. Ask for a volunteer to present **one** action that builds respect.
3. Next, ask a second volunteer to present a **different** action that builds respect.
4. Continue this process until all actions that build respect have been identified.
5. Transition to actions that damage respect. Ask for a volunteer to present one action that damages respect.
6. Next, ask another volunteer to present a **different** action that damages respect.
7. Continue this process until all actions that damage respect have been identified.
8. Summarize the main learning points from this activity. Add the following points about building respect, if not mentioned by the participants:
  - o Know your subordinates and look out for their well-being.
  - o Put the safety of your subordinates above all other objectives.
  - o Take care of your subordinates’ needs.
  - o Resolve conflicts between individuals on the team.
  - o Make yourself available to answer questions at appropriate times.

LEADERSHIP VALUES

Visual 2.24

**Leadership & Integrity**

- Know yourself and seek improvement.
- Seek responsibility and accept responsibility for your actions.

What acts of integrity have you witnessed at an incident response?

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Visual 2.24  
Leadership & Management

**Instructor Notes: Present the following key points.**

- **Integrity is how you value yourself.** You must be in charge of yourself, before you can be in charge of others. Leaders with integrity separate what is right from what is wrong and act according to what they know is right, even at personal cost.
- **Integrity means knowing yourself and seeking improvement.**
  - Know the strengths/weaknesses in your character and skill level.
  - Ask questions of peers and superiors.
  - Actively listen to feedback from subordinates.
- **Integrity means seeking responsibility and accepting responsibility for your actions.**
  - Accept full responsibility for and correct poor team performance.
  - Credit subordinates for good performance.
  - Keep your superiors informed of your actions.

Ask the participants:

**What acts of integrity have you witnessed at an incident response?**

Acknowledge the participants' responses. Add a personal story if appropriate. It is important that this discussion inspires/motivates the class to commit to acting with integrity.

**COMMUNICATION RESPONSIBILITIES**

**Visual 2.25**

**Communication Responsibilities**

To ensure sharing of critical information, responders must:

- Brief others as needed.
- Debrief their actions.
- Communicate hazards to others.
- Acknowledge messages.
- Ask if they don't know.



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Visual 2.25  
Leadership & Management

**Instructor Notes: Present the following key points.**

One common responsibility of all members of the ICS organization is communication. Note the following key points:

- The most effective form of communication is face-to-face. Obviously, this is not always possible.
- Regardless of the means of communication required by the incident, all responders have five communication responsibilities to perform:
  - Brief others as needed.
  - Debrief their actions.
  - Communicate hazards to others.
  - Acknowledge messages.
  - Ask if they don't know.

COMMUNICATION RESPONSIBILITIES

Visual 2.26

**Briefing Elements**

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

<b>Task</b>	<b>Purpose</b>	<b>End State</b>
What is to be done	Why it is to be done	How it should look when done



The slide footer features the FEMA logo on the left, the text 'FEMA' in the center, and 'Visual 2.26 Leadership & Management' on the right, all set against a red and blue background with a star.

**Instructor Notes: Present the following key points.**

All leaders have the responsibility to provide complete briefings that include clearly stated incident objectives. The following elements should be included in all briefings:

- **Task.** What is to be done
- **Purpose.** Why it is to be done
- **End State.** How it should look when done

**INCIDENT MANAGEMENT ASSESSMENT**

**Visual 2.27**

**Incident Management Assessment**

**Assessment methods include:**

- **Corrective action report/after-action review.**
- **Post-incident analysis.**
- **Debriefing.**
- **Post-incident critique.**
- **Mitigation plans.**

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Visual 2.27  
Leadership & Management

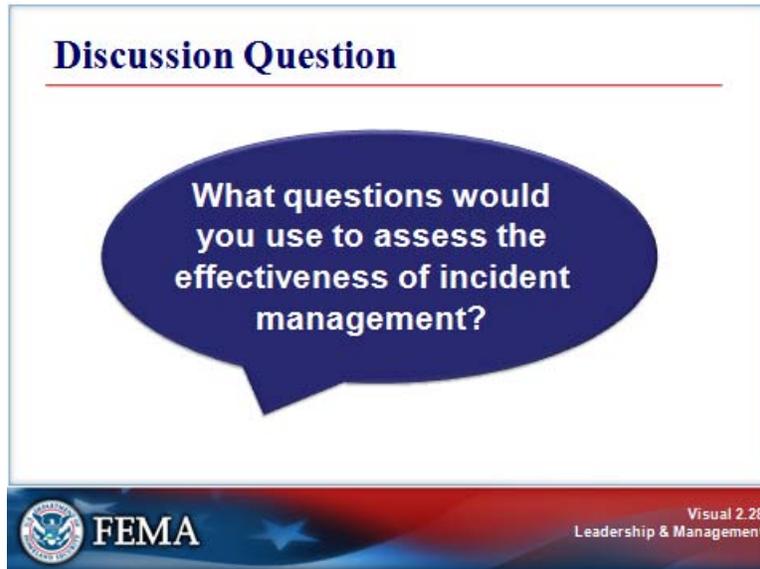
**Instructor Notes: Present the following key points.**

- Management is an important leadership responsibility.
- Assessments should be conducted after a major activity in order to allow employees and leaders to discover what happened and why.
- Common assessment methods include:
  - Corrective action report/after-action review.
  - Post-incident analysis.
  - Debriefing.
  - Post-incident critique.
  - Mitigation plans.

According to NIMS, “Corrective action plans are designed to implement procedures that are based on lessons learned from actual incidents or from training and exercises. Mitigation plans describe activities that can be taken prior to, during, or after an incident to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident.”

**INCIDENT MANAGEMENT ASSESSMENT**

**Visual 2.28**



**Instructor Notes: Present the following key points.**

Ask the participants:

**What questions would you use to assess the effectiveness of incident management?**

Facilitate a discussion among the participants. If not mentioned by the participants, add the following potential questions:

- Were operations conducted in a safe manner?
- Were the incident objectives achieved?
- Were the resources used in a cost-effective manner?
- What are the lessons learned for the future?

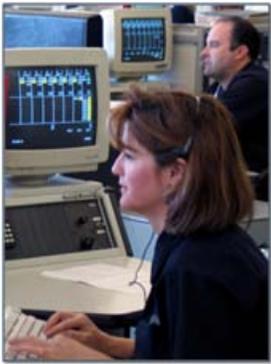
### COMMON TERMINOLOGY

#### Visual 2.29

**Using Common Terminology**

Once the incident is formally designated, ICS terminology is always used for:

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



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Visual 2.29  
Leadership & Management

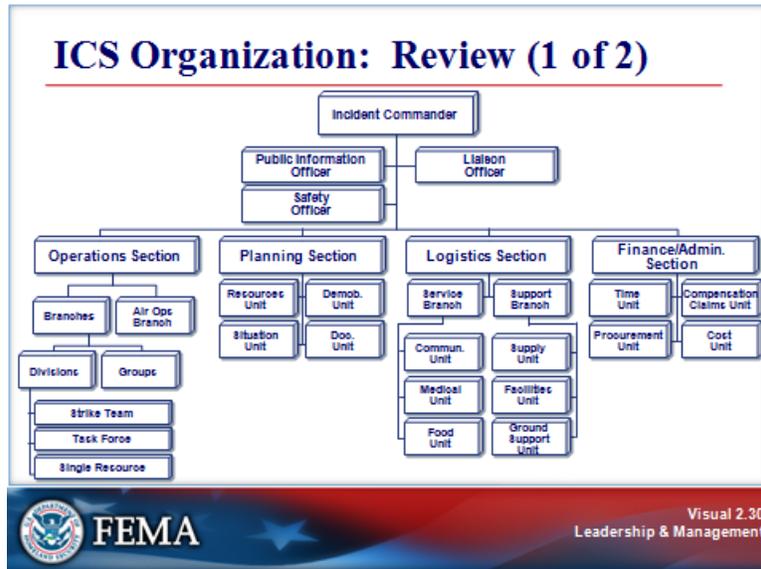
#### Instructor Notes: Present the following key points.

ICS establishes common terminology that allows diverse incident management and support entities to work together. Major functions and functional units with incident management responsibilities are named and defined. Terminology for the organizational elements involved is standard and consistent.

- **Organizational Functions.** Major functions and functional units with domestic incident management responsibilities are named and defined. Terminology for the organizational elements involved is standard and consistent.
- **Incident Facilities.** Common terminology is used to designate the facilities in the vicinity of the incident area that will be used in the course of incident management activities.
- **Resource Descriptions.** Major resources—including personnel, facilities, and major equipment and supply items—used to support incident management activities are given common names and are “typed” with respect to their capabilities, to help avoid confusion and to enhance interoperability.
- **Position Titles.** At each level within the ICS organization, individuals with primary responsibility have distinct titles. Titles provide a common standard for all users, and also make it easier to fill ICS positions with qualified personnel.

ICS MANAGEMENT

Visual 2.30



Instructor Notes: Present the following key points.

The ICS organization:

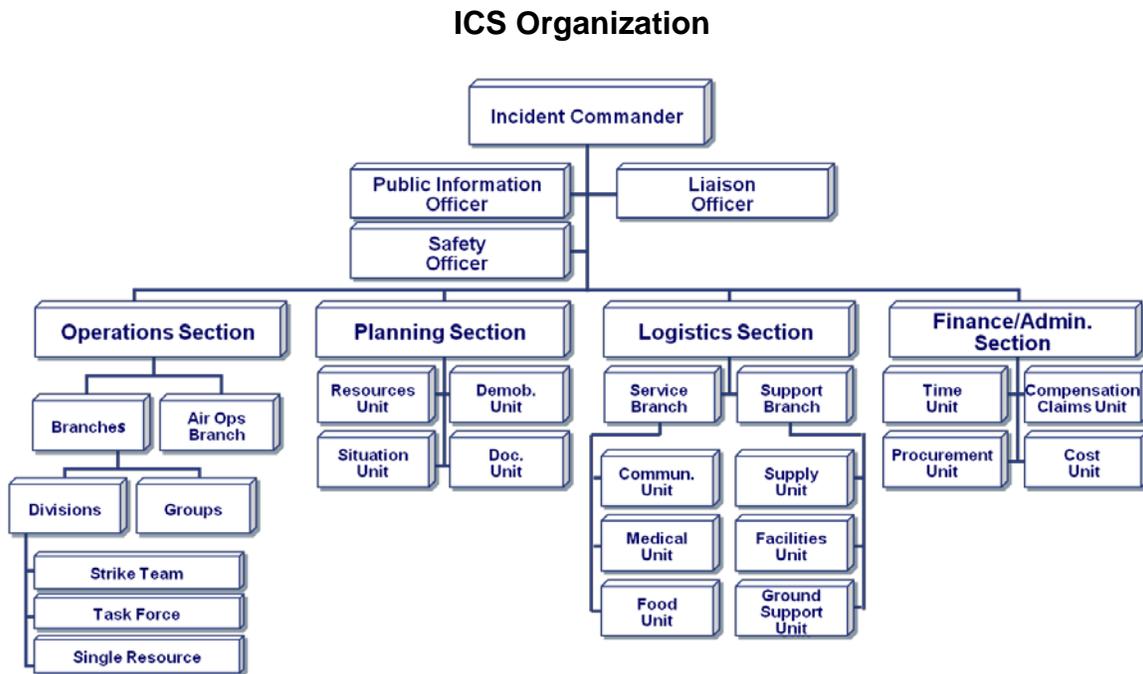
- Is typically structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.
- Is adaptable to any emergency or incident to which domestic incident management agencies would be expected to respond.
- Has a scalable organizational structure that is based on the size and complexity of the incident.

However, this flexibility does NOT allow for the modification of the standard, common language used to refer to organizational components or positions.

Note: You can refer the students to the enlarged version of this graphic on the next page in their Student Manuals.

ICS MANAGEMENT

Visual 2.30 (Continued)



The ICS organizational chart shown above includes the following Command Staff: Incident Commander, Public Information Officer, Safety Officer, and Liaison Officer. General Staff includes the Operations, Planning, Logistics, and Finance/Admin. Sections.

Within the Operations Section there are two Branches. Subordinate to the Branches are Divisions and Groups. Under the Division there is a Strike Team, Task Force, and Single Resource.

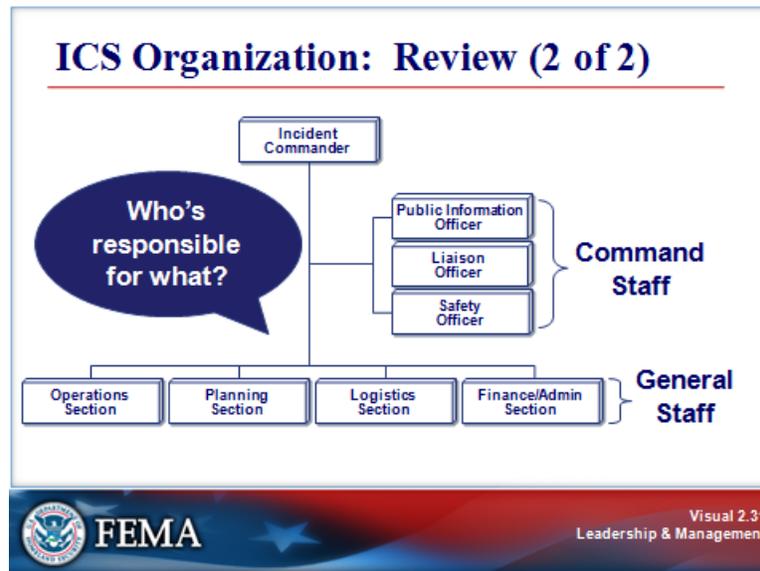
Within the Planning Section the following Units are shown: Resources, Situation, Demobilization, and Documentation.

Within the Logistics Section two Branches are shown: the Service Branch with Communications, Medical, and Food Units, and the Support Branch with Supply, Facilities, and Ground Support Units.

Within the Finance/Admin. Section the following Units are shown: Time, Procurement, Compensation/Claims, and Cost.

### ICS MANAGEMENT

#### Visual 2.31



**Instructor Notes: Present the following key points.**

As a review, ask the following questions:

**Who is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities?** Answer: Liaison Officer

**Which Section is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations?** Answer: Logistics Section

**Who handles media and public inquiries, emergency public information and warnings, rumor monitoring and response, and media monitoring, and coordinates the dissemination of information in an accurate and timely manner?** Answer: Public Information Officer

**Which Section collects, evaluates, and disseminates incident situation information and intelligence?** Answer: Planning Section. This Section also prepares status reports, displays situation information, maintains status of resources assigned to the incident, and develops and documents the Incident Action Plan (IAP).

**Which Section would perform cost analysis and contracting services?** Answer: Finance/Administration Section. Not all incidents will require a separate Finance/Administration Section. In cases that require only one specific function (e.g., cost analysis), this service may be provided by a technical specialist in the Planning Section.

(Continued on the next page.)

### ICS MANAGEMENT

---

#### Visual 2.31 (Continued)

---

Continuing asking the questions:

**Who is 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?** Answer: Safety Officer

**Within which Section would you find a Strike Team?** Answer: Operations Section. A Strike Team is a tactical resource within the Operations Section. The Operations Section Chief is responsible to the Incident Commander for the direct management of all incident-related operational activities. The Operations Section Chief will establish tactical objectives for each operational period, with other Section Chiefs and Unit Leaders establishing their own supporting objectives.

**When would a Division be used?** Answer: To assign responsibility for operations within a defined geographic area. A Division is an organization level that has responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.

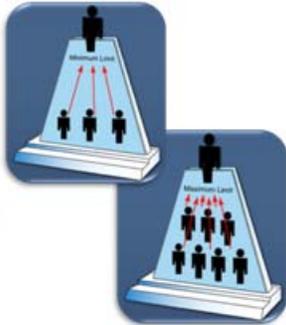
### ICS MANAGEMENT

#### Visual 2.32

**ICS Management: Span of Control**

**ICS span of control for any supervisor:**

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



 **FEMA**

Visual 2.32  
Leadership & Management

#### Instructor Notes: Present the following key points.

- Span of control is key to effective and efficient incident management. Maintaining an effective span of control is important because safety and accountability are a priority.
- Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates. If a supervisor has fewer than three people reporting, or more than seven, some adjustment to the organization should be considered. Monitoring the span of control in the ICS organization is a major responsibility of the Incident Commander.
- Optimally, span of control is five subordinates.

ICS MANAGEMENT

Visual 2.33

**What Influences Span of Control?**

Span of control is influenced by:

- The type and complexity of incident or event.
- The nature of the response or task, distance, and safety.



The visual contains two photographs. The top photograph shows an ambulance with a red cross on its side, parked at an outdoor incident scene with debris and other vehicles. The bottom photograph shows two individuals in full-body red hazmat suits and respirators, pushing a cart with blue and yellow barrels, likely at a hazardous material site.

 **FEMA**

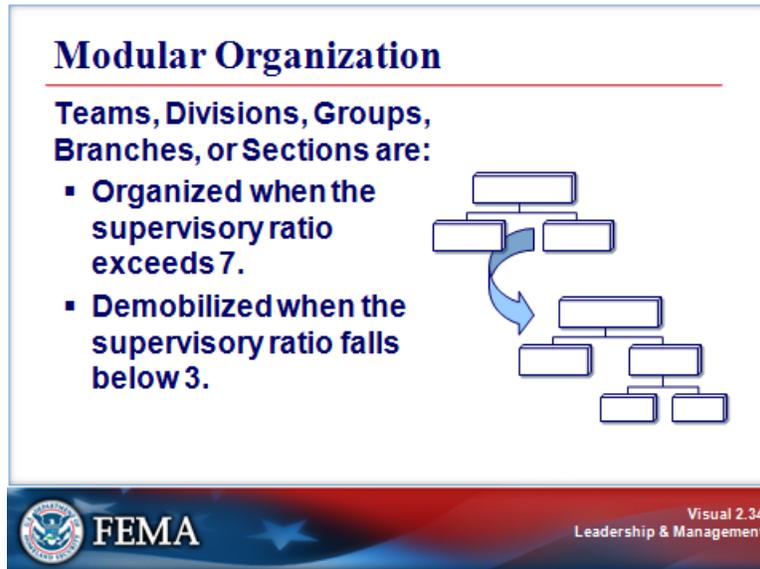
Visual 2.33  
Leadership & Management

**Instructor Notes: Present the following key points.**

- The type and complexity of incident, nature of the task, distances between personnel and resources, and hazards and safety factors all influence span-of-control considerations.
- Provide examples from personal experience of incidents that would use a span of control of three or four subordinates to a supervisor. Ask the participants for additional examples.

ICS MANAGEMENT

Visual 2.34



**Instructor Notes: Present the following key points.**

- The ICS organization adheres to a “form follows function” philosophy. The size of the current organization and that of the next operational period is determined through the incident action planning process.
- Because ICS is a modular concept, managing span of control is accomplished by organizing resources into Teams, Divisions, Groups, Branches, or Sections when the supervisor-to-subordinate ratio exceeds seven, or by reorganizing or demobilizing Sections, Branches, Divisions, Groups, or Teams when the ratio falls below three or the incident objectives have been met.

ICS MANAGEMENT

Visual 2.35

**Typical Organizational Structure**

In approximately 95% of incidents, the organizational structure consists of:

- **Command**
- **Single Resources**

The diagram illustrates the organizational structure for approximately 95% of incidents. It features a central figure labeled "Incident Commander" (a woman) connected by a line to three smaller images representing "Single Resources": an ambulance, a fire truck, and a police officer. The FEMA logo is visible in the bottom left corner, and the text "Visual 2.35 Leadership & Management" is in the bottom right corner.

**Instructor Notes: Present the following key points.**

The initial response to most domestic incidents is typically handled by local “911” dispatch centers, emergency responders within a single jurisdiction, and direct supporters of emergency responders. Most responses need go no further.

Most incidents are small responses that include:

- **Command.** Incident Commander and other Command Staff.
- **Single Resources.** An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

**ICS MANAGEMENT**

**Visual 2.36**

**Expanding Incidents**

- Incidents that begin with single resources may rapidly expand requiring significant additional resources and support.
- Expanding incidents may add supervisory layers to the organizational structure.



 **FEMA** 

Visual 2.36  
Leadership & Management

**Instructor Notes: Present the following key points.**

- Incidents that begin with single resources may rapidly expand requiring significant additional resources and operational support.
- Expanding incidents may add supervisory layers to the organizational structure as needed.

**POSITION TITLES**

**Visual 2.37**

**Use of Position Titles**

**Using specific ICS position titles ensures:**

- **A common standard for performance expectations.**
- **That qualified individuals fill positions.**
- **That required personnel are qualified.**
- **Standardized communication.**
- **Awareness of the responsibilities involved with the position.**

 **FEMA**

Visual 2.37  
Leadership & Management

**Instructor Notes: Present the following key points.**

At each level within the ICS organization, individuals with primary responsibility positions have distinct titles. Using specific ICS position titles serves these important purposes:

- Provides a common standard.
- Ensures qualified individuals fill positions.
- Ensures that requested personnel are qualified.
- Standardizes communication.
- Describes the responsibilities of the position.

**POSITION TITLES**

**Visual 2.38**

**ICS Supervisory Position Titles**

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

FEMA Visual 2.38 Leadership & Management

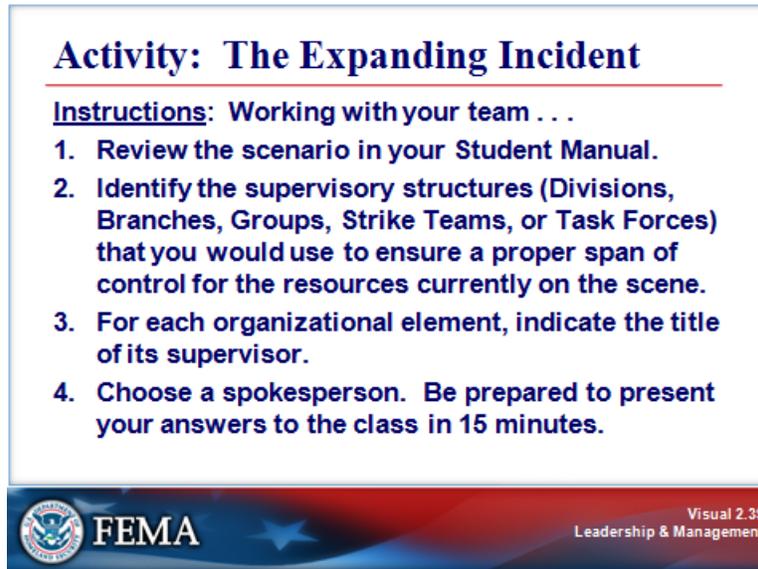
**Instructor Notes: Present the following key points.**

Take a moment to review the information contained in the table below:

<b>Organizational Level</b>	<b>Title</b>	<b>Support Position</b>
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

**ACTIVITY: THE EXPANDING INCIDENT**

**Visual 2.39**



**Activity: The Expanding Incident**

**Instructions:** Working with your team . . .

1. Review the scenario in your Student Manual.
2. Identify the supervisory structures (Divisions, Branches, Groups, Strike Teams, or Task Forces) that you would use to ensure a proper span of control for the resources currently on the scene.
3. For each organizational element, indicate the title of its supervisor.
4. Choose a spokesperson. Be prepared to present your answers to the class in 15 minutes.

FEMA Visual 2.39 Leadership & Management

**Instructor Notes:** Present the following key points.

**Activity Purpose:** To give students practice at maintaining span of control by adjusting the ICS organization structure as an expanding scenario incident unfolds.

**Time:** 30 minutes

**Instructions:** Working with your team . . .

1. Review the scenario on the next page.
2. Using an organization chart format, identify the supervisory structures (Divisions, Branches, Groups, Strike Teams, or Task Forces) that you would use to ensure a proper span of control for the resources currently on the scene.
3. For each organizational element, indicate the title of its supervisor.
4. Choose a spokesperson. Be prepared to present your organizational charts to the class in 15 minutes.

**Debrief Instructions:**

1. Ask if there are any questions. Monitor the time. When the teams are ready, reassemble the class.
2. Hang all of the organizational charts in a location where the entire class can view them.
3. Next, select a team to present its organizational chart.
4. Compare the team's proposed organizational chart with the charts created by the other groups. Emphasize that there is NO one correct solution. Point out the similarities and differences. Where there are different solutions, ask the team spokesperson to present the reasons why the team chose a different strategy. Continue this process until all of the organizational charts have been discussed.
5. Make sure to review the position titles that would be assigned to the supervisors of the proposed organizational components.

**ACTIVITY: THE EXPANDING INCIDENT**

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**Visual 2.39 (Continued)**

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**Scenario:**

A swim meet is being held at the Main Street pool with 30 team members and 50 observers. During a race, a sudden electrical storm sends a lightning bolt into a flagpole near the pool and the charge arcs to the water. The pool is instantly electrified, sending guards and parents into the pool to rescue the children. The primary objectives are saving lives and ensuring safety.

**On-Scene Resources:** Local Police: 4 Marked Units; State Police: 2 Marked Units; Fire: 2 Engine Companies; Rescue: 1 Company; and EMS: 5 Basic Life Support and 2 Advanced Life Support

**SUMMARY**

**Visual 2.40**

**Summary**

**Are you now able to:**

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

**FEMA** Visual 2.40  
Leadership & Management

**Instructor Notes: Present the following key points.**

Are you now able to:

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

Next, ask the participants if they have any questions about the content presented in this unit. After answering any questions, explain that the next unit presents information about delegation of authority and management by objectives.

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## **Unit 3: Delegation of Authority & Management by Objectives**

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## Unit 3. Delegation of Authority & Management by Objectives

### Unit Objectives

At the end of this unit, students will be able to:

- Describe the delegation of authority process.
  - Describe scope of authority.
  - Define management by objectives.
  - Explain the importance of preparedness plans and agreements.
- 

### Scope

- Unit Introduction
  - Unit Objectives
  - Delegation of Authority Process
  - Activity: Delegating Authority
  - Implementing Authorities
  - Management by Objectives
  - Activity: Adding Incident Objectives
  - Preparedness Plans and Agreements
  - Activity: Developing Incident Objectives
  - Summary
- 

### Methodology

This unit uses a combination of instructor presentations and discussion questions. The content begins with delegation of authority. The students will complete an activity in which they identify ways to keep agency executives involved in a case study incident.

The instructor will then segue into a discussion of how authorities are implemented. The next area will cover management by objectives. Students will complete a brief activity in which they practice writing an incident objective. The final topic covers preparedness plans and agreements. The final activity allows the students to apply what they have learned in this unit by developing incident objectives for a scenario.

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## Unit 3. Delegation of Authority & Management by Objectives

### Time Plan

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

Topic	Time
Unit Introduction Unit Objectives	5 minutes
Delegation of Authority Process Activity: Delegating Authority	20 minutes
Implementing Authorities	2 minutes
Management by Objectives Activity: Adding Incident Objectives	18 minutes
Preparedness Plans and Agreements Activity: Developing Incident Objectives	10 minutes 60 minutes
Summary	5 minutes
<b>Total</b>	<b>2 hours</b>

### Materials

- PowerPoint visuals 3.1 – 3.29
- Student Manual

**UNIT INTRODUCTION**

**Visual 3.1**



**Instructor Notes: Present the following key points.**

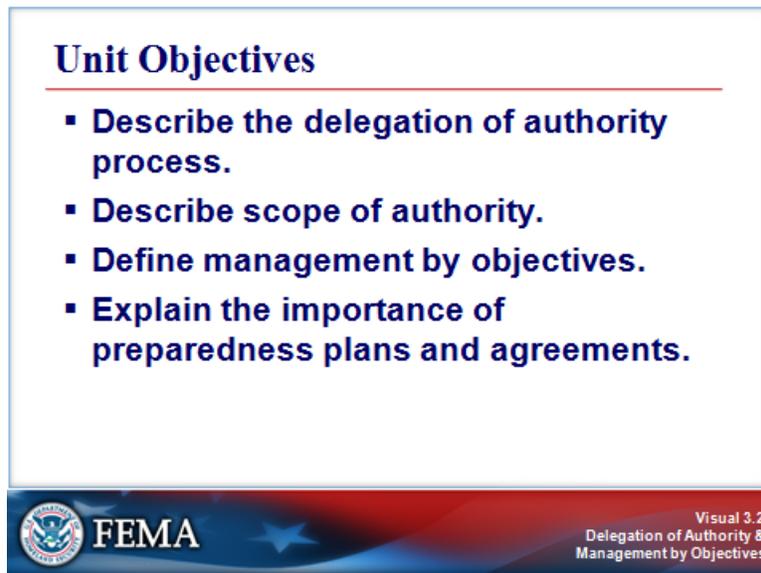
The Delegation of Authority and Management by Objectives unit introduces you to the delegation of authority process, implementing authorities, management by objectives, and preparedness plans and objectives.

### UNIT OBJECTIVES

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#### Visual 3.2

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**Unit Objectives**

- Describe the delegation of authority process.
- Describe scope of authority.
- Define management by objectives.
- Explain the importance of preparedness plans and agreements.

 **FEMA** Visual 3.2  
Delegation of Authority &  
Management by Objectives

---

#### Instructor Notes: Present the following key points.

---

The objectives of this unit are as follows:

- Describe the delegation of authority process.
- Describe scope of authority.
- Define management by objectives.
- Explain the importance of preparedness plans and agreements.

**DELEGATION OF AUTHORITY PROCESS**

**Visual 3.3**

**Authority**

**Authority is . . .**

**. . . a right or obligation to act on behalf of a department, agency, or jurisdiction.**



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Visual 3.3  
Delegation of Authority &  
Management by Objectives

**Instructor Notes: Present the following key points.**

Authority is a right or obligation to act on behalf of a department, agency, or jurisdiction.

- In most jurisdictions, the responsibility for the protection of the citizens rests with the chief elected official. Elected officials have the authority to make decisions, commit resources, obligate funds, and command the resources necessary to protect the population, stop the spread of damage, and protect the environment.
- In private industry, this same responsibility and authority rests with the chief executive officer.

**DELEGATION OF AUTHORITY PROCESS**

**Visual 3.4**



**Instructor Notes: Present the following key points.**

Ask the participants:

**Within your jurisdiction or agency, who has the authority for protecting citizens and responding to incidents?**

Acknowledge the participants' responses. If not mentioned by the participants, add the following:

- In most jurisdictions, the responsibility for the protection of the citizens rests with the chief elected official.
- Along with this responsibility, by virtue of their office, these people have the authority to make decisions, commit resources, obligate funds, and command the resources necessary to protect the population, stop the spread of damage, and protect the environment.
- In private industry, this same responsibility and authority rests with the chief executive officer.

**DELEGATION OF AUTHORITY PROCESS**

**Visual 3.5**

**Scope of Authority**

**An Incident Commander's scope of authority is derived:**

- From existing laws, agency policies, and procedures, and/or
- Through a delegation of authority from the agency administrator or elected official.



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Visual 3.5  
Delegation of Authority &  
Management by Objectives

**Instructor Notes: Present the following key points.**

An Incident Commander's scope of authority is derived:

- From existing laws, agency policies, and procedures, and/or
- Through a delegation of authority from the agency administrator or elected official.

### DELEGATION OF AUTHORITY PROCESS

#### Visual 3.6

### Delegation of Authority

- Grants authority to carry out specific functions.
- Is issued by chief elected official, chief executive officer, or agency administrator in writing or verbally.
- Allows the Incident Commander to assume command.
- Does NOT relieve the granting authority of ultimate responsibility for the incident.



Agency Executive

Incident Commander

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Visual 3.6  
Delegation of Authority &  
Management by Objectives

#### Instructor Notes: Present the following key points.

The process of granting authority to carry out specific functions is called the delegation of authority. Delegation of authority:

- Grants authority to carry out specific functions.
- Is issued by the chief elected official, chief executive officer, or agency administrator in writing or verbally.
- Allows the Incident Commander to assume command.
- Does NOT relieve the granting authority of the ultimate responsibility for the incident.

Ideally, this authority will be granted in writing. Whether it is granted in writing or verbally, the authorities granted remain with the Incident Commander until such time as the incident is terminated, or a relief shift Incident Commander is appointed, or the Incident Commander is relieved of his or her duties for just cause.

**DELEGATION OF AUTHORITY PROCESS**

**Visual 3.7**

**Delegation of Authority: When Needed**

- When the incident is outside the Incident Commander's jurisdiction.
- When the incident scope is complex or beyond existing authorities.
- When required by law or procedures.



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Visual 3.7  
Delegation of Authority &  
Management by Objectives

**Instructor Notes: Present the following key points.**

A delegation of authority may be needed:

- When the incident is outside the Incident Commander's jurisdiction.
- When the incident scope is complex or beyond existing authorities.
- When required by law or procedures.

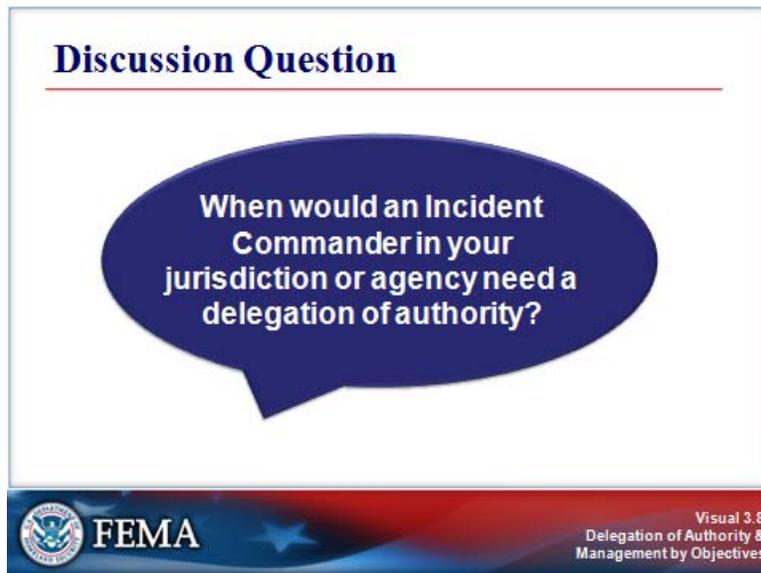
A delegation of authority may not be required if the Incident Commander is acting within his or her existing authorities. For example:

- An emergency manager may already have the authority to deploy response resources to a small flash flood.
- A fire chief probably has the authority (as part of the job description) to serve as an Incident Commander at a structure fire.

**Ask the participants if they can think of other instances when a delegation of authority may not be necessary.**

**DELEGATION OF AUTHORITY PROCESS**

**Visual 3.8**



**Instructor Notes: Present the following key points.**

Ask the participants:

**When would an Incident Commander in your jurisdiction or agency need a delegation of authority?**

Acknowledge the participants' responses. Tell the participants that if they are not sure of when a delegation may be required, then it is important to clarify their authorities with their agencies or jurisdictions.

**DELEGATION OF AUTHORITY PROCESS**

**Visual 3.9**

**Delegation of Authority: Elements**

**Should include:**

- Legal authorities and restrictions.
- Financial authorities and restrictions.
- Reporting requirements.
- Demographic issues.
- Political implications.
- Agency or jurisdictional priorities.
- Plan for public information management.
- Process for communications.
- Plan for ongoing incident evaluation.

Visual 3.9  
Delegation of Authority & Management by Objectives

**Instructor Notes: Present the following key points.**

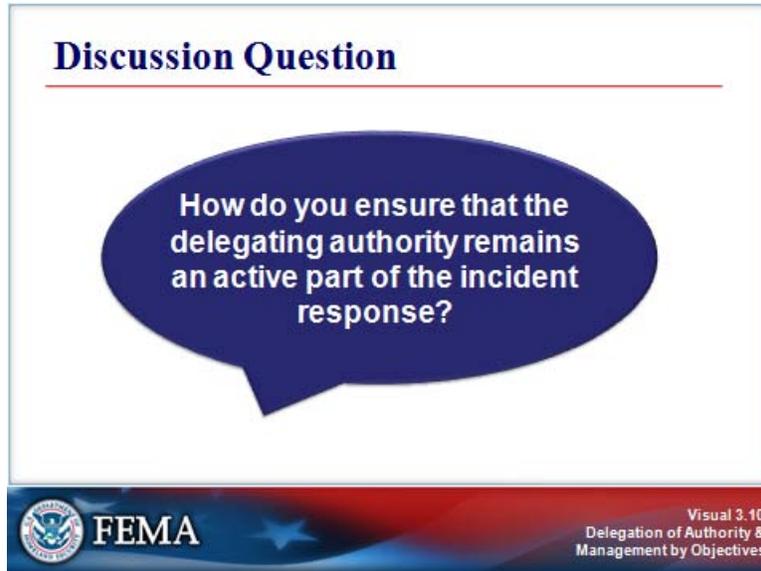
A delegation of authority should include the following elements:

- Legal authorities and restrictions.
- Financial authorities and restrictions.
- Reporting requirements.
- Demographic issues.
- Political implications.
- Agency or jurisdictional priorities.
- Plan for public information management.
- Process for communications.
- Plan for ongoing incident evaluation.

The delegation should also specify when the incident will be achieved prior to a transfer of command or release.

**DELEGATION OF AUTHORITY PROCESS**

**Visual 3.10**



**Instructor Notes: Present the following key points.**

The final responsibility for the resolution of the incident remains with the chief elected official, chief executive officer, or agency administrator. It is imperative then that the chief elected official, chief executive officer, or agency administrator remain an active participant, supporter, supervisor, and evaluator of the Incident Commander.

Ask the participants:

**How do you ensure that the delegating authority remains an active part of the incident response?**

Facilitate a discussion among the participants. Add any advice you may have based on your past experiences.

### ACTIVITY: DELEGATING AUTHORITY

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#### Visual 3.11

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**Activity: Delegating Authority**

**Instructions:** Working with your team . . .

1. Read the case study in your Student Manual.
2. Identify the steps you would take to keep the agency executives involved in this incident.
3. List the steps on chart paper.
4. Choose a spokesperson. Be prepared to present your findings to the class in 10 minutes.



Visual 3.11  
Delegation of Authority &  
Management by Objectives

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**Instructor Notes:** Present the following key points.

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**Activity Purpose:** To identify and reinforce ways that incident management personnel can keep their agency executives involved and informed during an incident.

**Time:** 15 minutes

**Instructions:** Working in your team:

1. Read the case study in your Student Manual.
2. Identify the steps you would take to keep the agency executives involved in this incident.
3. List the steps on chart paper.

**Case Study:**

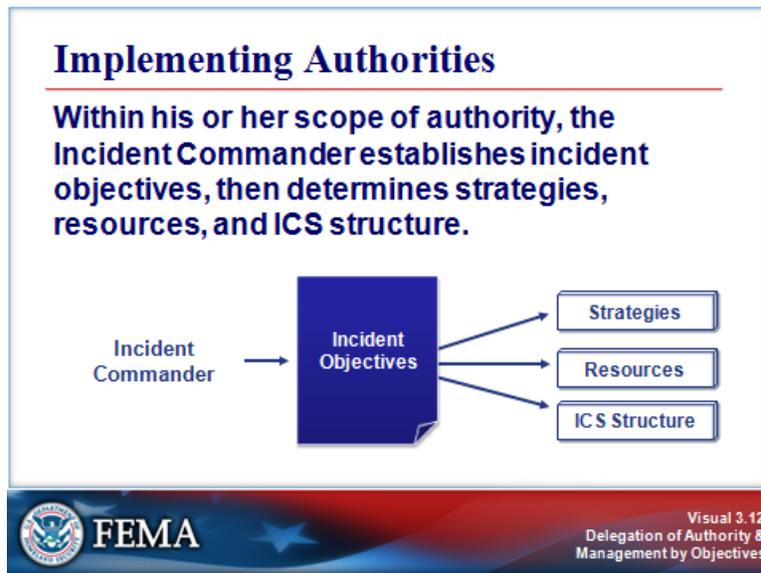
The Beltway sniper case was one of the most infamous crimes in recent law enforcement, instilling fear in thousands of people. According to the after-action report, communication was clearly the most compelling concern in the sniper case. Investigations of this kind succeed or fail based on executives' ability to effectively manage and communicate information in a timely manner. Incident Commanders must balance the incident needs with the obligations of local executives to be responsive to their citizens. In the words of one police chief, "You cannot expect leaders to stop leading."

**Debrief Instructions:**

1. Ask for one team's spokesperson to volunteer to present one of the team's identified issues.
2. Ask another team's spokesperson to add another issue that their group identified.
3. Continue the discussion until all teams' identified issues have been presented.

IMPLEMENTING AUTHORITIES

Visual 3.12



**Instructor Notes: Present the following key points.**

Within his or her scope of authority, the Incident Commander establishes incident objectives, then determines strategies, resources, and ICS structure. The Incident Commander must also have the authority to establish an ICS structure adequate to protect the safety of responders and citizens, to control the spread of damage, and to protect the environment.

**MANAGEMENT BY OBJECTIVES**

**Visual 3.13**

**Management by Objectives**

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



 **FEMA**

Visual 3.13  
Delegation of Authority &  
Management by Objectives

**Instructor Notes: Present the following key points.**

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

Management by objectives includes:

- Establishing overarching objectives.
- Developing and issuing assignments, plans, procedures, and protocols.
- Establishing specific, measurable objectives for various incident management functional activities.
- Directing efforts to attain them, in support of defined strategic objectives.
- Documenting results to measure performance and facilitate corrective action.

### MANAGEMENT BY OBJECTIVES

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#### Visual 3.14

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#### Instructor Notes: Present the following key points.

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The process for establishing and implementing incident objectives involves the following steps.

- 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.

The Incident Commander must have a firm grasp of the policies and direction of his or her agency or jurisdiction. Laws, regulations, and policies of that agency or jurisdiction will govern the Incident Commander's scope of authority to act and, therefore, the objectives established.

Note that the ICS-300 course presents more training in setting objectives and the planning process cycle.

**MANAGEMENT BY OBJECTIVES**

**Visual 3.15**

**Initial Response: Conduct a Size-Up**

The first responder must determine:

- Nature and magnitude of the incident.
- Hazards and safety concerns.
- Initial priorities and immediate resource requirements.
- The location of the Incident Command Post and Staging Area.
- Entrance and exit routes for responders.

FEMA

Visual 3.15  
Delegation of Authority &  
Management by Objectives

**Instructor Notes: Present the following key points.**

In an initial incident, a size-up is done to set the immediate incident objectives.

The first responder to arrive must assume command and size up the situation by determining:

- Nature and magnitude of the incident.
- Hazards and safety concerns:
  - Hazards facing response personnel and the public
  - Evacuation and warnings
  - Injuries and casualties
  - Need to secure and isolate the area
- Initial priorities and immediate resource requirements.
- The location of the Incident Command Post and Staging Area.
- Entrance and exit routes for responders.

Ask the participants:

**What additional factors might you consider when conducting a size-up?**

Acknowledge the participants' responses. Share any other factors that you have learned are important through your own experiences.

**MANAGEMENT BY OBJECTIVES**

**Visual 3.16**

**Overall Priorities**

Throughout the incident, objectives are established based on the following priorities:

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

Visual 3.16  
Delegation of Authority & Management by Objectives

**Instructor Notes: Present the following key points.**

Throughout the 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.

**MANAGEMENT BY OBJECTIVES**

**Visual 3.17**

**SMART Incident Objectives**

**Effective incident objectives are:**

- **Specific.**
- **Measurable.**
- **Action oriented.**
- **Realistic**
- **Time sensitive.**



 **FEMA**

Visual 3.17  
Delegation of Authority &  
Management by Objectives

**Instructor Notes: Present the following key points.**

Incident objectives must describe what must be accomplished and provide substantive direction for work at the incident.

For full effectiveness, incident objectives must be:

- Specific – Is the wording precise and unambiguous?
- Measurable – How will achievements be measured?
- Action Oriented – Is an action verb used to describe expected accomplishments?
- Realistic – Is the outcome achievable with given available resources?
- Time Sensitive – What is the timeframe (if applicable)?

**ACTIVITY: ADDING INCIDENT OBJECTIVES**

**Visual 3.18**

**Activity: Adding Incident Objectives**

**Instructions:** Working with your team . . .

1. Review the scenario and incident objectives described in your Student Manual.
2. Determine what other incident objectives you would add.
3. Write your answers on chart paper.
4. Select a team spokesperson and be prepared to share your answers with the class in 5 minutes.

 **FEMA**

Visual 3.18  
Delegation of Authority &  
Management by Objectives

**Instructor Notes:** Present the following key points.

**Activity Purpose:** To give the students practice at developing incident objectives for a scenario.

**Time:** 10 minutes

**Instructions:** Working in your team:

1. Read the following scenario in your Student Manual.
2. Next, review the sample incident objectives
3. Determine what other incident objectives you would add for this incident.
4. List the objectives on chart paper and select a spokesperson.
5. Be prepared to present your additional objectives to the class in 5 minutes.

**Scenario:** At noon a sudden, severe windstorm strikes the city, uprooting trees, and trapping several commuters in their vehicles. Power is out to half of the city. Traffic is gridlocked. The storm has passed as quickly as it began.

**Sample Incident Objectives:**

- Identify life-safety priorities and initial resource needs for the first 2 hours by 12:30.
- Begin rescue operations before 12:45.

**Debrief Instructions:**

1. Ask for one team's spokesperson to volunteer to present one of the team's additional objectives.
2. Ask another team's spokesperson to add another objective that their group identified.
3. Continue the discussion until all teams' identified objectives have been presented.
4. Provide constructive feedback on the quality of the incident objectives.

MANAGEMENT BY OBJECTIVES

Visual 3.19



**Instructor Notes: Present the following key points.**

Incident objectives, strategies, and tactics are three fundamental pieces of a successful incident response.

- Incident objectives state what will be accomplished.
- Strategies establish the general plan or direction for accomplishing the incident objectives.
- Tactics specify how the strategies will be executed.

The Incident Commander is responsible for establishing goals and selecting strategies. The Operations Section, if it is established, is responsible for determining appropriate tactics for an incident.

**MANAGEMENT BY OBJECTIVES**

**Visual 3.20**

**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?



 **FEMA**

Visual 3.20  
Delegation of Authority &  
Management by Objectives

**Instructor Notes: Present the following key points.**

An Incident Action Plan (IAP) covers an operational period and includes:

- What must be done.
- Who is responsible.
- How information will be communicated.
- What should be done if someone is injured.

The operational period is the period of time scheduled for execution of a given set of tactical actions as specified in the IAP.

**PREPAREDNESS PLANS AND AGREEMENTS**

**Visual 3.21**



**Instructor Notes: Present the following key points.**

The Incident Commander, as well as the Command and General Staffs, should have a working knowledge of jurisdictional and agency preparedness plans and agreements.

Preparedness plans may take many forms. The most common preparedness plans are:

- Federal, State, or local Emergency Operations Plans (EOPs).
- Standard operating guidelines (SOGs).
- Standard operating procedures (SOPs).
- Jurisdictional or agency policies.

**PREPAREDNESS PLANS AND AGREEMENTS**

**Visual 3.22**

**Emergency Operations Plans (EOPs)**

- EOPs are developed at the Federal, State, and local levels to provide a uniform response to all hazards.
- EOPs written after October 2005 must be consistent with NIMS.

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Visual 3.22  
Delegation of Authority &  
Management by Objectives

**Instructor Notes: Present the following key points.**

- EOPs are developed at the Federal, State, and local levels to provide a uniform response to all hazards that a community may face.
- EOPs written after October 2005 must be consistent with the National Incident Management System (NIMS).
- NIMS is mandated by Homeland Security Presidential Directive (HSPD) 5, which directs the Secretary of Homeland Security to develop and administer a National Incident Management System. According to HSPD-5:

“This system will provide a consistent nationwide approach for Federal, State, tribal, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, tribal, and local capabilities, the NIMS will include a core set of concepts, principles, terminology, and technologies covering the incident command system; multiagency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.”

PREPAREDNESS PLANS AND AGREEMENTS

Visual 3.23

**Mutual Aid and Assistance Agreements (1 of 2)**

NIMS states that:

- Mutual aid and assistance agreements are agreements between organizations that provide a mechanism to quickly obtain emergency assistance.
- Jurisdictions should be party to agreements with the appropriate organizations from which they expect to receive, or to which they expect to provide, assistance.

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Visual 3.23  
Delegation of Authority &  
Management by Objectives

**Instructor Notes: Present the following key points.**

NIMS states that:

- Mutual aid agreements and assistance agreements are agreements between agencies, organizations, and jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services.
- Jurisdictions should be party to agreements with the appropriate jurisdictions and/or organizations from which they expect to receive, or to which they expect to provide, assistance.

**Note:** The United States has a trust relationship with Indian tribes and recognizes their right to self-government. As such, tribal governments are responsible for coordinating resources to address actual or potential incidents. When local resources are not adequate, tribal leaders seek assistance from States or the Federal Government.

For certain types of Federal assistance, tribal governments work with the State, but as sovereign entities they can elect to deal directly with the Federal Government for other types of assistance. In order to obtain Federal assistance via the Stafford Act, a State Governor must request a Presidential declaration on behalf of a tribe.

### PREPAREDNESS PLANS AND AGREEMENTS

#### Visual 3.24

**Mutual Aid and Assistance Agreements (2 of 2)**

**Mutual aid:**

- Is the voluntary provision of resources by organizations to assist each other.
- Allows jurisdictions to share resources among mutual aid partners.



 **FEMA**

Visual 3.24  
Delegation of Authority &  
Management by Objectives

#### Instructor Notes: Present the following key points.

- Mutual aid is the voluntary provision of resources by agencies or organizations to assist each other when existing resources are inadequate.
- When combined with NIMS-oriented resource management, mutual aid allows jurisdictions to share resources among mutual aid partners.
- At a minimum, mutual aid agreements should include the following elements or provisions:
  - Definitions of key terms used in the agreement;
  - Roles and responsibilities of individual parties;
  - Procedures for requesting and providing assistance;
  - Procedures, authorities, and rules for payment, reimbursement, and allocation of costs;
  - Notification procedures;
  - Protocols for interoperable communications;
  - Relationships with other agreements among jurisdictions;
  - Workers compensation;
  - Treatment of liability and immunity;
  - Recognition of qualifications and certifications; and
  - Sharing agreements, as required.

**PREPAREDNESS PLANS AND AGREEMENTS**

**Visual 3.25**

**Mutual Aid and Assistance: All Levels**

- **Local** jurisdictions participate in mutual aid through agreements with neighboring jurisdictions.
- **States** can participate in mutual aid through the Emergency Management Assistance Compact (EMAC).
- **Federal** agencies offer mutual aid to each other and to States, tribes, and territories under the National Response Framework (NRF).



 **FEMA**

Visual 3.25  
Delegation of Authority &  
Management by Objectives

**Instructor Notes: Present the following key points.**

Mutual aid agreements and assistance agreements are used at all levels of government:

- Local jurisdictions participate in mutual aid through agreements with neighboring jurisdictions.
- States can participate in mutual aid through the Emergency Management Assistance Compact (EMAC).
- Federal agencies offer mutual aid to each other and to States, tribes, and territories under the National Response Framework (NRF).

**PREPAREDNESS PLANS AND AGREEMENTS**

**Visual 3.26**

**Information Derived From Plans**

**Plans may include:**

- Hazards and risks.
- Resources in the area.
- Other formal agreements.
- Contact information for agency administrators and response personnel.



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Visual 3.26  
Delegation of Authority &  
Management by Objectives

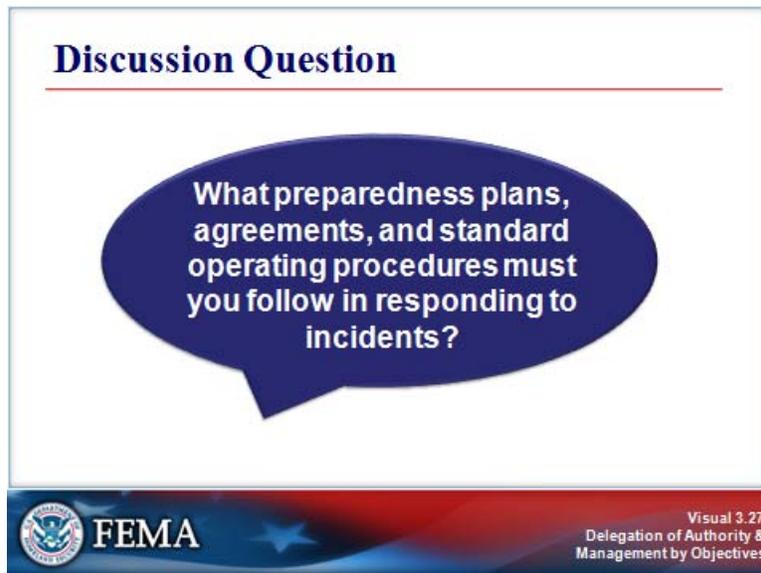
**Instructor Notes: Present the following key points.**

Plans may include information about:

- Hazards and risks in the area.
- Resources in the area.
- Other formal agreements and plans.
- Contact information for agency administrators and response personnel.
- Other pertinent information.

**PREPAREDNESS PLANS AND AGREEMENTS**

**Visual 3.27**



**Instructor Notes: Present the following key points.**

Ask the participants:

**What preparedness plans, agreements, and standard operating procedures must you follow in responding to incidents?**

Acknowledge the participants' responses. Point out that they should make sure to know which preparedness plans, agreements, and standard operating procedures they must follow.

**ACTIVITY: DEVELOPING INCIDENT OBJECTIVES**

**Visual 3.28**

**Activity: Developing Incident Objectives**

**Instructions:** Working in your team . . .

1. Review the scenario, scenario map, and resource list in your Student Manuals.
2. Develop incident objectives for the next 12 hours.
3. Next, identify your general strategy for accomplishing these objectives.
4. Select a spokesperson and be prepared to present your work in 30 minutes.

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Visual 3.28  
Delegation of Authority &  
Management by Objectives

**Instructor Notes:** Present the following key points.

**Activity Purpose:** To give the students practice in working with a team to develop incident objectives for a scenario.

**Time:** 60 minutes

**Instructions:** Working in your team:

1. Review the scenario, scenario map, and resource list in your Student Manuals.
2. Develop incident objectives for the next 12 hours.
3. Next, identify your general strategy for accomplishing these objectives.
4. Select a spokesperson and be prepared to present your work in 30 minutes.

**Debrief Instructions:**

1. Monitor the time. After 30 minutes, call time.
2. Ask each spokesperson to present the team's incident objectives and strategies.
3. Compare the different teams' incident objectives and strategies. Emphasize that there is NO one correct solution. Point out the similarities and differences. Where there are different solutions, ask the team spokesperson to present the reasons why the team chose different incident objectives and strategies.
4. Summarize the main learning points from this activity.

**ACTIVITY: DEVELOPING INCIDENT OBJECTIVES**

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**Visual 3.28 (Continued)**

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**Emerald City Flood**

**Situation:**

Your Incident Management Team has been asked to assist Emerald City in its preparations for a response to a possible flood situation in the northwest quadrant of the city. National Weather Service (NWS) reports indicate that it has been raining heavily for the past 7 days, averaging 1.3 inches of rain each 24-hour period.

The Rapid River, which runs north and south through Emerald City, is experiencing slow-rise flooding. The flooding is being aggravated by debris catching on the low bridge downstream from lower Lake Emerald. The bridge is located on 10th St., just west of Main St.

Located upstream from the bridge is the Lake Emerald Independent Living Complex, which includes independent living apartments to the south, two buildings of assisted living units, and one skilled nursing facility. These are located to the east of the bridge. To the west are the Gordon Elementary School and the water treatment plant. Just to the north and east of Lake Emerald is the Industrial Park.

It is 1200 hours, and the NWS has just informed the County Emergency Management Office that the flooding is expected to crest at 1800 today. It is expected that this flood crest will cause flooding as indicated on the projected floodplain map.

Residents in the area north of the 10th St. bridge from Main St. on the east to Avenue AA on the west are being asked to evacuate their homes in anticipation that the rising floodwaters may cut off access to and egress from their homes. Basement flooding at least to the first-floor level is anticipated. This evacuation area extends north to 19th St. County Emergency Management is in contact with business owners in the Industrial Park to determine if any of their stored chemicals will be affected by the flooding, causing possible contamination downstream.

In addition, the County Emergency Management Office has been receiving calls from residents in the rural area to the northwest of the city with concerns about the floodwaters approaching their wells.

**Weather:**

Current pattern continues through midnight, then partial clearing. Highs in the mid 40s, lows in the high 30s. Chance of precipitation 60% through midnight, reducing to 40% after midnight. Expected precipitation next 24 hours is 0.75 inches. Winds from the west 10-15 mph.

**ACTIVITY: DEVELOPING INCIDENT OBJECTIVES**

**Visual 3.28 (Continued)**

**Emerald City Flood**

**Resources:**

- County Emergency Management:
  - County Director
  - Deputy Director
  - Program Assistant
- County Health Department:
  - Public Health Director
  - 4 Public Health Nurses
  - 2 administrative staff
  - Mutual aid and assistance agreements in place with 6 neighboring counties could allow for an additional 14 public health staff.
- American Red Cross (ARC):
  - 3 full-time staff
  - Approximately 45 trained volunteers
  - 1 Emergency Response Vehicle
- Mutual Aid:
  - State ARC resources
  - Salvation Army
  - Mennonites
- Shelters:
  - Lawrence Senior High School
  - Lafayette Middle School
  - Gordon Elementary School
- Fire and EMS: The following resources are within close proximity and available for response:
  - 3 engine companies (4 personnel each)
  - 1 truck company (4 personnel each)
  - 3 basic life support ambulances (2 EMTs)
  - 1 advanced life support ambulance (2 paramedics)
  - 1 Mobile Command Vehicle
- Law Enforcement:
  - Units within close proximity: 1 sergeant, 3 officers
  - Other responding units: 1 captain, 2 lieutenants, 3 sergeants, 8 officers, mobile command post (6 officers remain in service elsewhere in the city)
  - County Sheriff's Office: 1 lieutenant, 2 sergeants, 6 deputies
  - State Troopers: 2 sergeants, 8 troopers
  - 1 Tactical Mobile Command Vehicle

**ACTIVITY: DEVELOPING INCIDENT OBJECTIVES**

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**Visual 3.28 (Continued)**

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**Emerald City Flood**

**Resources:**

- Department of Public Works:
  - Emerald City
    - 6 dump trucks
    - 2 road graders
    - 4 front loaders
    - 2 backhoes
    - 6 pickup trucks
  - Available mutual aid
    - 20 dump trucks
    - 6 road graders
    - 6 front loaders
    - 8 backhoes
    - 22 pickup trucks

**OTHER AGENCIES THAT MAY OR WILL RESPOND**

- Emerald City Memorial Hospital
- Edison Electric
- Commonwealth Gas Company
- City Water Authority
- City Transit Authority
- County School District (buses available)

**Media:**

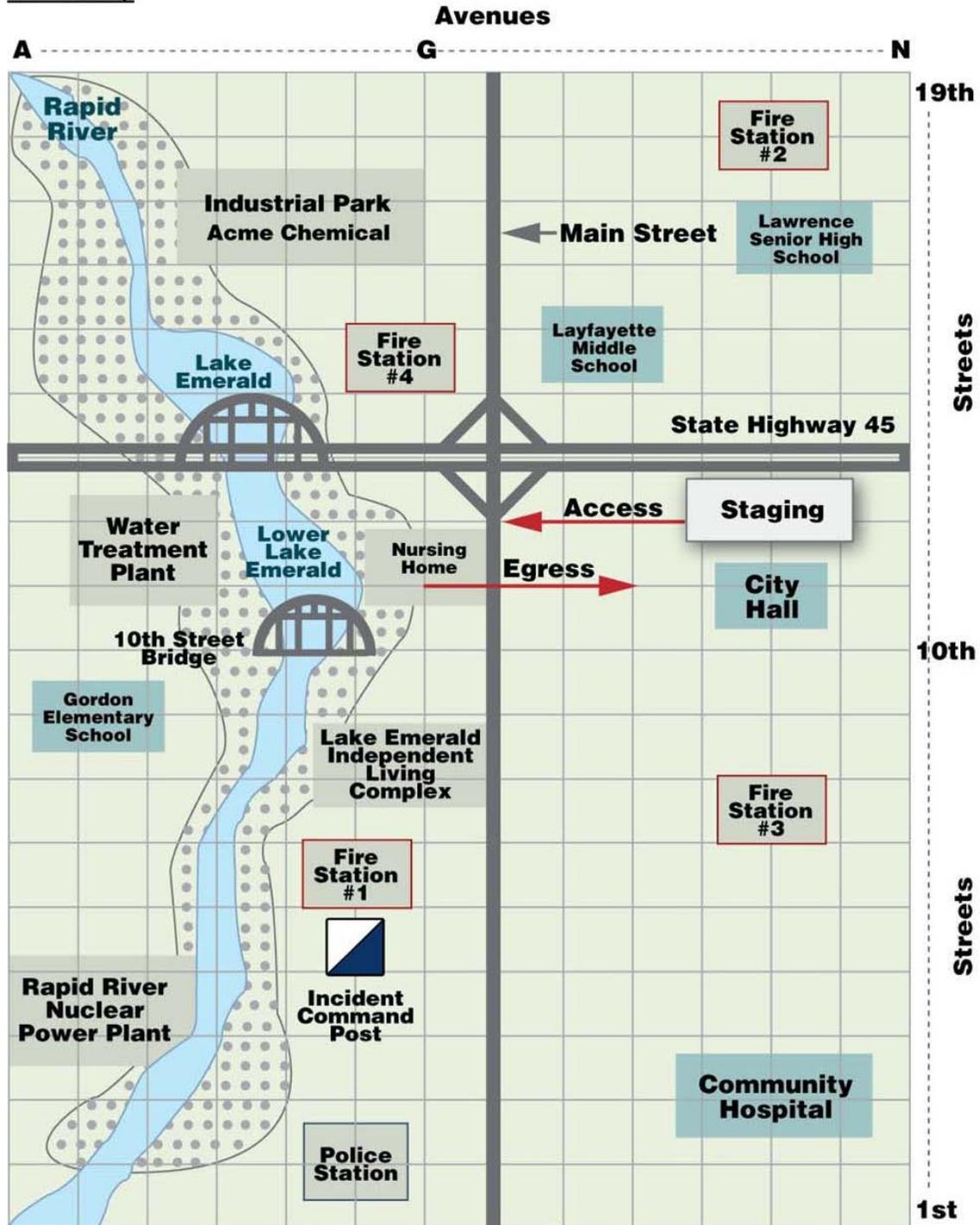
- 3 (local) newspaper reporters
- 2 network reporters and crews
- 5 radio station news staff members
- 3 TV reporters and crews (WLOX, WEMI, WCSU)
- 1 TV helicopter (WEMI)

ACTIVITY: DEVELOPING INCIDENT OBJECTIVES

Visual 3.28 (Continued)

Emerald City Flood

Incident Map:

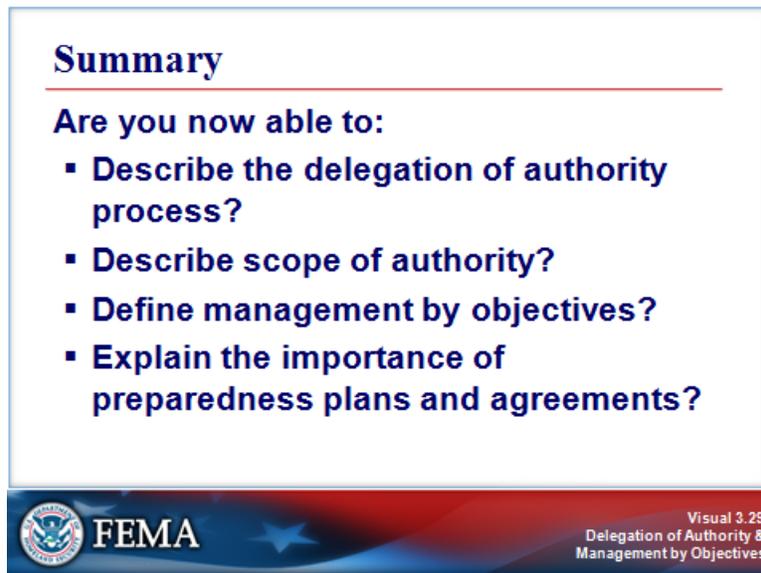


### SUMMARY

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#### Visual 3.29

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**Summary**

**Are you now able to:**

- Describe the delegation of authority process?
- Describe scope of authority?
- Define management by objectives?
- Explain the importance of preparedness plans and agreements?

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Visual 3.29  
Delegation of Authority &  
Management by Objectives

---

#### **Instructor Notes: Present the following key points.**

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Are you now able to:

- Describe the delegation of authority process?
- Describe scope of authority?
- Define management by objectives?
- Explain the importance of preparedness plans and agreements?

Next, ask the participants if they have any questions about the content presented in this unit.

Answer any questions. The next unit presents information about the functional areas and positions.

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## **Unit 4: Functional Areas & Positions**

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## Unit 4. Functional Areas & Positions

### Unit Objectives

At the end of this unit, students will be able to:

- Describe the functions of organizational positions within the Incident Command System (ICS).
  - Identify the ICS tools needed to manage an incident.
  - Demonstrate the use of an ICS Form 201, Incident Briefing.
- 

### Scope

- Unit Introduction
  - Unit Objectives
  - Command Staff
  - Expanding Incidents
  - General Staff
  - ICS Tools
  - Activity: Using ICS Form 201, Incident Briefing
  - Summary
- 

### Methodology

This unit uses a combination of instructor presentations and discussion questions. The content begins with a review of the ICS organizational function and positions including the Command and General Staffs. The next topic covers the tools used in managing incidents including ICS forms, positions descriptions, Emergency Operations Plans, agency policies and procedures, and maps.

In the final activity, the students apply what they have learned in this unit by completing an Incident Briefing Form (ICS Form 201) for a scenario incident.

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## Unit 4. Functional Areas & Positions

### Time Plan

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

Topic	Time
Unit Introduction Unit Objectives	4 minutes
Command Staff	20 minutes
Expanding Incidents	2 minutes
General Staff	20 minutes
ICS Tools	10 minutes
Activity: Using ICS Form 201, Incident Briefing	60 minutes
Summary	4 minutes
<b>Total</b>	<b>2 hours</b>

### Materials

- PowerPoint visuals 4.1 – 4.37
- Student Manual

**UNIT INTRODUCTION**

**Visual 4.1**



**Instructor Notes: Present the following key points.**

The Functional Areas and Positions unit introduces you to ICS organizational components, the Command Staff, the General Staff, and ICS tools.

This unit presents information that is similar to materials covered in the ICS-100 course. Note that the discussion of the positions will be more detailed than the coverage in the ICS-100 course.

### UNIT OBJECTIVES

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#### Visual 4.2

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### Unit Objectives

- Describe the functions of organizational positions within the Incident Command System (ICS).
- Identify the ICS tools needed to manage an incident.
- Demonstrate the use of an ICS Form 201, Incident Briefing.

The slide footer features the FEMA logo on the left, the text 'FEMA' in the center, and 'Visual 4.2 Functional Areas & Positions' on the right, all set against a red and blue background with a white star.

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#### Instructor Notes: Present the following key points.

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The objectives of this unit are as follows:

- Describe the functions of organizational positions within the Incident Command System (ICS).
- Identify the ICS tools needed to manage an incident.
- Demonstrate the use of an ICS Form 201, Incident Briefing.

This unit provides more indepth information on ICS.

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 reassign command to a third party.

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



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Visual 4.3  
Functional Areas & Positions

**Instructor Notes: Present the following key points.**

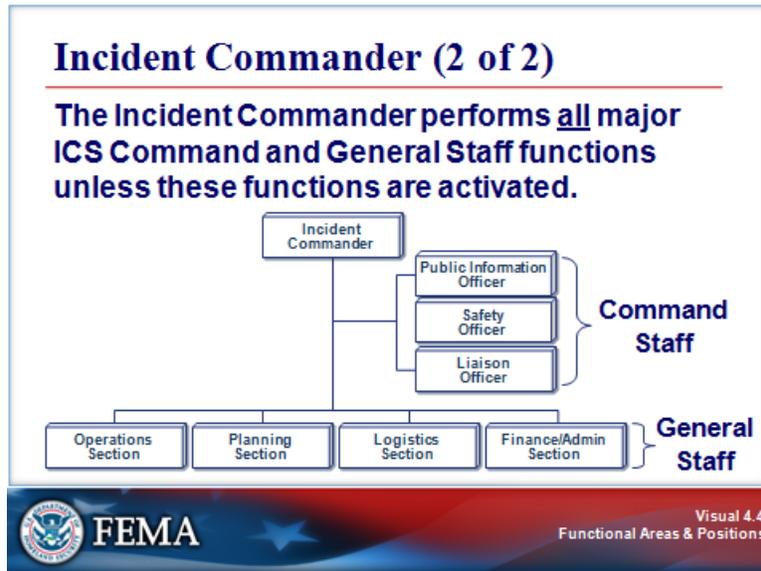
The Incident Commander:

- Has overall incident management responsibility delegated by the appropriate jurisdictional authority.
- Develops the incident objectives to guide the incident planning process.
- Approves the Incident Action Plan and all requests pertaining to the ordering and releasing of incident resources.

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

COMMAND STAFF

Visual 4.4



**Instructor Notes: Present the following key points.**

The Incident Commander performs all major ICS Command and General Staff responsibilities unless these functions are activated.

**COMMAND STAFF**

**Visual 4.5**

**Deputy Incident Commander**

- Performs specific tasks as requested by the Incident Commander.
- Performs the incident command function in a relief capacity.
- Represents an assisting agency that may share jurisdiction or have jurisdiction in the future.



 **FEMA**  Visual 4.5  
Functional Areas & Positions

**Instructor Notes: Present the following key points.**

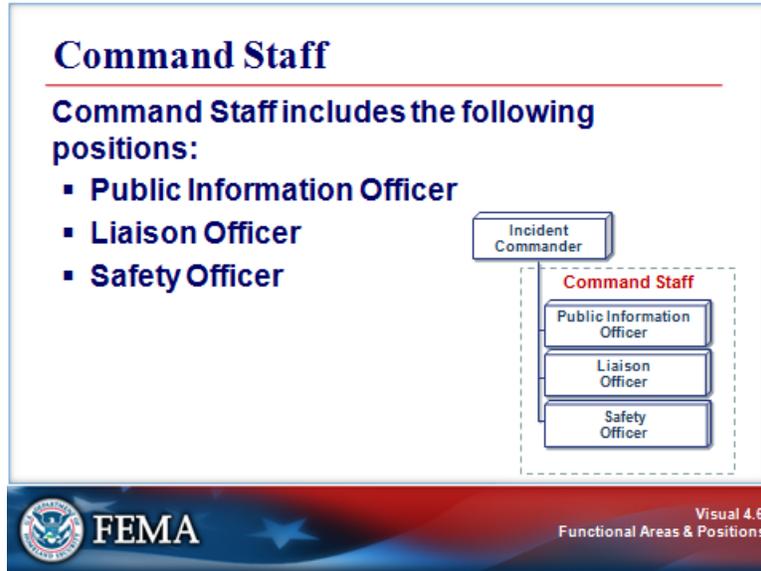
The Incident Commander may have one or more Deputies. Deputies may be assigned at the Incident Command, Section, or Branch levels. The only ICS requirement regarding the use of a Deputy is that the Deputy must be fully qualified and equally capable to assume the position.

The three primary reasons to designate a Deputy Incident Commander are to:

- Perform specific tasks as requested by the Incident Commander.
- Perform the incident command function in a relief capacity (e.g., to take over for the next operational period). In this case, the Deputy will assume the primary role.
- Represent an assisting agency that may share jurisdiction or have jurisdiction in the future.

COMMAND STAFF

Visual 4.6



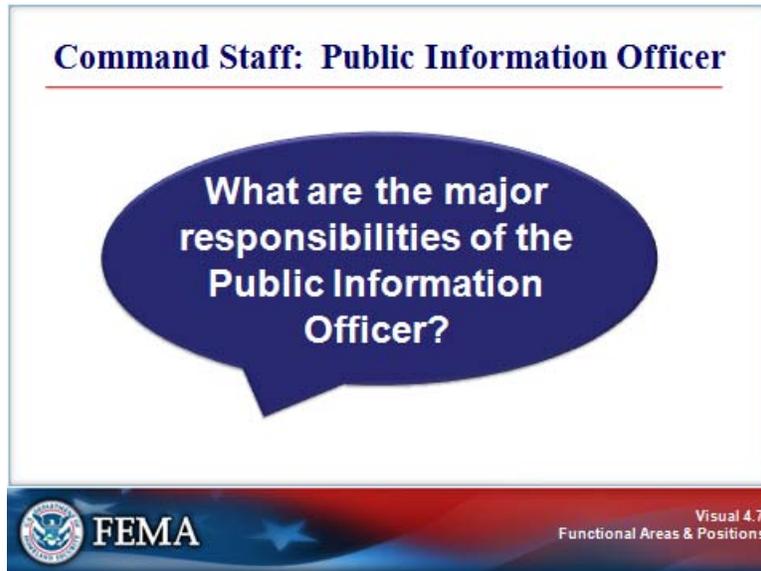
**Instructor Notes: Present the following key points.**

The Command Staff is only activated in response to the needs of the incident. The Command Staff includes the following positions:

- Public Information Officer
- Liaison Officer
- Safety Officer

**COMMAND STAFF**

**Visual 4.7**



**Instructor Notes: Present the following key points.**

Ask the participants:

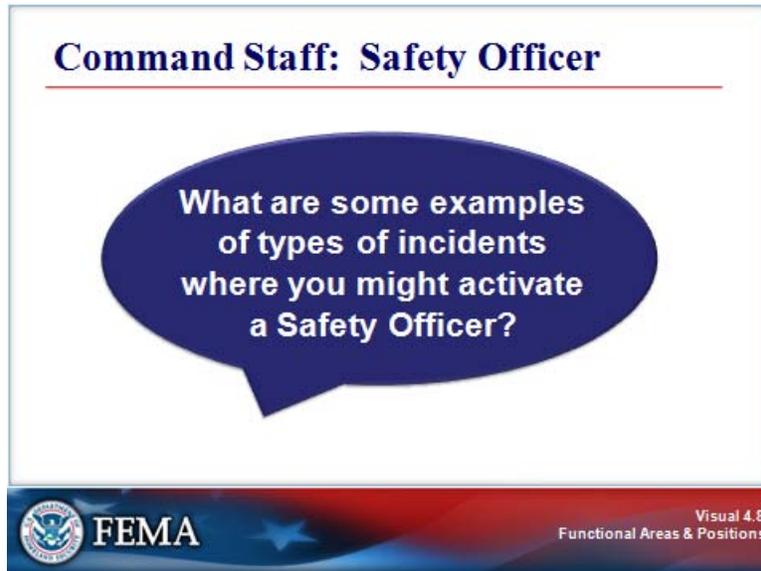
**What are the major responsibilities of the Public Information Officer?**

Acknowledge the participants' responses. If not mentioned by the participants, add the following:

- The Public Information Officer is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.
- The Public Information Officer develops accurate and complete briefings and releases on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external consumption.
- The Public Information Officer may also perform a key public information-monitoring role.
- Whether the command structure is single or unified, only one incident Public Information Officer should be designated. Assistants may be assigned from other agencies or departments involved. The Incident Commander must approve the release of all incident-related information.

**COMMAND STAFF**

**Visual 4.8**



**Instructor Notes: Present the following key points.**

Ask the participants:

**What are some examples of types of incidents where you might activate a Safety Officer?**

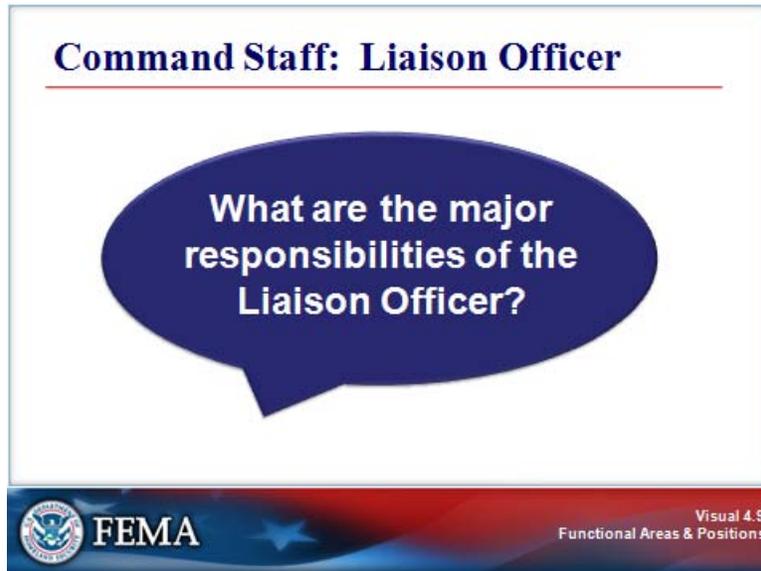
Acknowledge the participants' responses. Add any examples from your past experience. Be sure to mention that designation of a Safety Officer is required for all HazMat incidents.

Summarize the following Safety Officer responsibilities:

- The Safety Officer monitors incident operations and advises the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.
- Although the ultimate responsibility for safety rests with the Incident Commander and supervisors, the Safety Officer is responsible for establishing systems and procedures to ensure emergency responder safety, as well as the general safety of incident operations.
- The Safety Officer has emergency authority to stop and/or prevent unsafe acts during incident operations.
- The Safety Officer, Operations Section Chief, and Planning Section Chief must coordinate closely regarding operational safety and emergency responder health and safety issues.
- The Safety Officer must also ensure the coordination of safety management functions and issues across jurisdictions, across functional agencies, and with private-sector and nongovernmental organizations.

**COMMAND STAFF**

**Visual 4.9**



**Instructor Notes: Present the following key points.**

Ask the participants:

**What are the major responsibilities of the Liaison Officer?**

Acknowledge the participants' responses. If not mentioned by the participants, add the following:

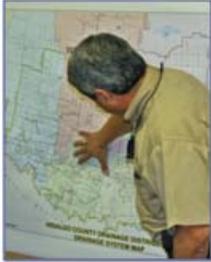
- The Liaison Officer is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities.
- Representatives from assisting or cooperating agencies and organizations coordinate through the Liaison Officer. Agency and/or organizational representatives assigned to an incident must have the authority to speak for their parent agencies and/or organizations on all matters, following appropriate consultations with their agency leadership.
- Assistants and personnel from other agencies or organizations (public or private) involved in incident management activities may be assigned to the Liaison Officer to facilitate coordination.

### COMMAND STAFF

#### Visual 4.10

**Assistants**

- Are subordinates of principal Command Staff positions.
- Must have technical capability, qualifications, and responsibility subordinate to the primary position.
- May also be assigned to Unit Leaders.



 **FEMA** Visual 4.10  
Functional Areas & Positions

#### Instructor Notes: Present the following key points.

In a large or complex incident, Command Staff members may need one or more Assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her Assistants for maximum efficiency. Assistants are subordinates of principal Command Staff positions.

As the title indicates, Assistants should have a level of technical capability, qualifications, and responsibility subordinate to the primary positions.

Assistants may also be assigned to Unit Leaders (e.g., at camps to supervise unit activities).

**COMMAND STAFF**

**Visual 4.11**

**Assisting Agency**



**An assisting agency provides personnel, services, or other resources to the agency with direct responsibility for incident management.**

 **FEMA** 

Visual 4.11  
Functional Areas & Positions

**Instructor Notes: Present the following key points.**

- An agency or jurisdiction will often send resources to assist at an incident. In ICS these are called assisting agencies.
- An assisting agency is defined as an agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.

**COMMAND STAFF**

**Visual 4.12**

**Cooperating Agency**

- A cooperating agency supplies assistance other than direct operational or support functions or resources to the incident management effort.

An assisting agency has direct responsibility for incident response, whereas a cooperating agency simply offers assistance.

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Visual 4.12  
Functional Areas & Positions

**Instructor Notes: Present the following key points.**

- A cooperating agency is an agency supplying assistance other than direct operational or support functions or resources to the incident management effort.
- Don't get confused between an assisting agency and a cooperating agency!

An assisting agency has direct responsibility for incident response, whereas a cooperating agency is simply offering assistance.

**COMMAND STAFF**

**Visual 4.13**

**Agency Representative**

**An Agency Representative:**

- Is an individual assigned to an incident from an assisting or cooperating agency.
- Is a delegated authority to make decisions on matters affecting that agency's participation at the incident.



 **FEMA**

Visual 4.13  
Functional Areas & Positions

**Instructor Notes: Present the following key points.**

- An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency.
- The Agency Representative is delegated authority to make decisions on matters affecting that agency's participation at the incident.

**EXPANDING INCIDENTS**

**Visual 4.14**

**Expanding Incidents**

**An Incident Commander can activate and delegate authority to:**

- **Section Chiefs.**
- **Branch Directors.**
- **Division or Group Supervisors.**
- **Team or Unit Leaders.**



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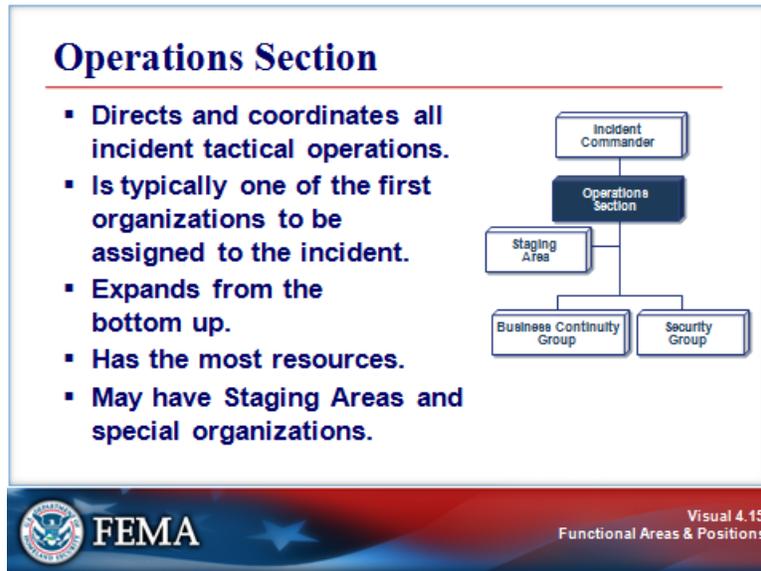
Visual 4.14  
Functional Areas & Positions

**Instructor Notes: Present the following key points.**

- An incident may start small and then expand. As the incident grows in scope and the number of resources needed increases, there may be a need to activate Teams, Divisions, Groups, Branches, or Sections to maintain an appropriate span of control.
- The ability to delegate the supervision of resources not only frees up the Incident Commander to perform critical decisionmaking and evaluation duties, but also clearly defines the lines of communication to everyone involved in the incident.
- Next, we'll review the major organizational elements that may be activated during an expanding incident.

### GENERAL STAFF

#### Visual 4.15



#### Instructor Notes: Present the following key points.

The Operations Section is responsible for all activities focused on reducing the immediate hazard, saving lives and property, establishing situational control, and restoring normal operations.

The Operations Section:

- Directs and coordinates all incident tactical operations.
- Is typically one of the first organizations to be assigned to the incident.
- Expands from the bottom up.
- Has the most incident resources.
- May have Staging Areas and special organizations.

**GENERAL STAFF**

**Visual 4.16**

**Operations Section Chief**

- **Is responsible to the Incident Commander for the direct management of all incident-related operational activities.**
- **Establishes tactical objectives for each operational period.**
- **Has direct involvement in the preparation of the Incident Action Plan.**
- **May have one or more Deputies assigned.**

The slide features a blue and red gradient footer. On the left is the FEMA logo, which includes the text 'FEDERAL EMERGENCY MANAGEMENT AGENCY' around a central emblem, with 'FEMA' in large letters below. On the right, the text 'Visual 4.16' and 'Functional Areas & Positions' is displayed.

**Instructor Notes: Present the following key points.**

The Operations Section Chief:

- Is responsible to the Incident Commander for the direct management of all incident-related operational activities.
- Establishes tactical objectives for each operational period.
- Has direct involvement in the preparation of the Incident Action Plan.

The Operations Section Chief may have one or more Deputies assigned. The assignment of Deputies from other agencies may be advantageous in the case of multijurisdictional incidents.

**GENERAL STAFF**

**Visual 4.17**



**Instructor Notes: Present the following key points.**

Use this visual to transition into a discussion of Staging Areas.

**Ask the participants what they consider when selecting the location for a Staging Area.**

**GENERAL STAFF**

**Visual 4.18**

**Operations Section: Staging Areas**

**Staging Areas:**

- Are set up at the incident.
- Consist of resources that are assigned and ready for deployment.

**Out-of-service resources are NOT located at the Staging Area.**

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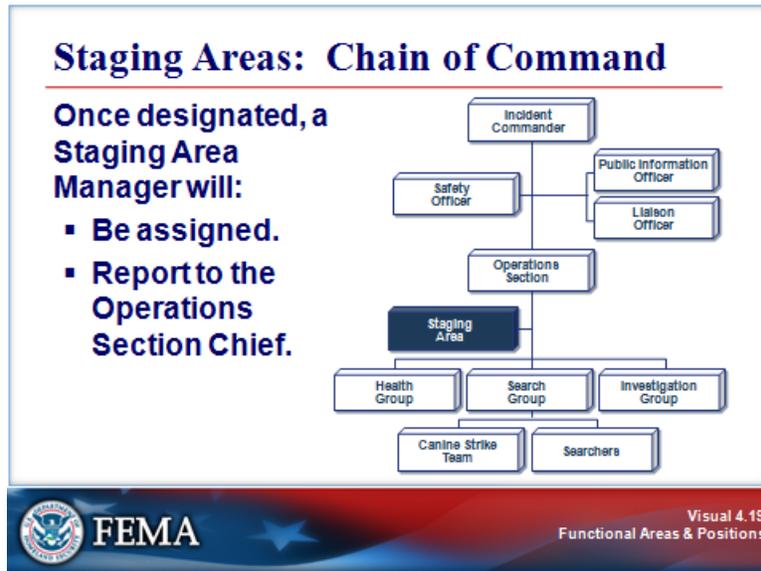
Visual 4.18  
Functional Areas & Positions

**Instructor Notes: Present the following key points.**

- Staging Areas are set up at the incident where resources can wait for a tactical assignment.
- All resources in the Staging Area are assigned and ready for deployment. Out-of-service resources are NOT located at the Staging Area.
- After a Staging Area has been designated and named, a Staging Area Manager will be assigned. The Staging Area Manager will report to the Operations Section Chief or to the Incident Commander if the Operations Section Chief has not been designated.

GENERAL STAFF

Visual 4.19

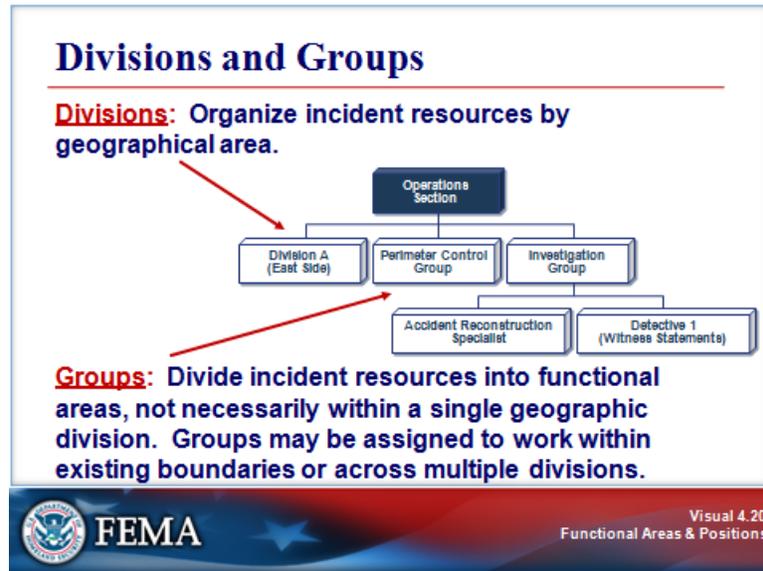


**Instructor Notes: Present the following key points.**

After a Staging Area has been designated and named, a Staging Area Manager will be assigned. The Staging Area Manager will report to the Operations Section Chief, or to the Incident Commander if an Operations Section Chief has not been designated.

### GENERAL STAFF

#### Visual 4.20

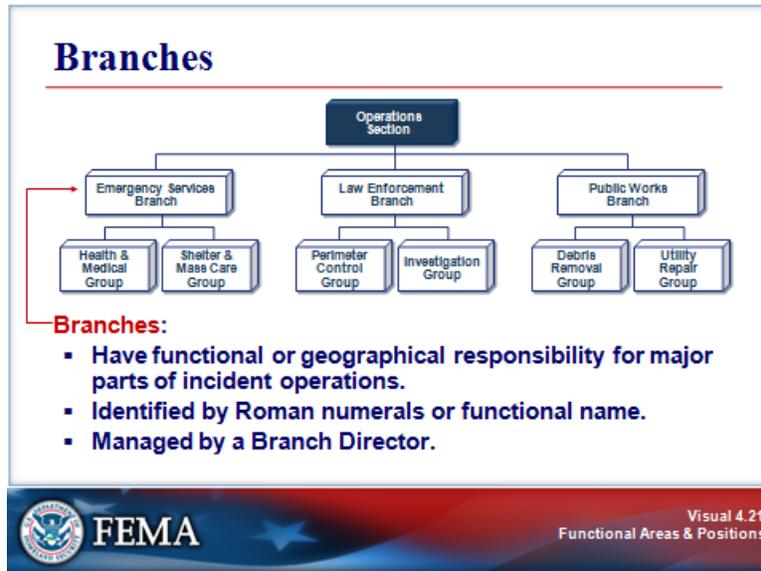


#### Instructor Notes: Present the following key points.

- Divisions are established to divide an incident into physical or geographical areas of operation.
- Groups are established to divide the incident into functional areas of operation.
- For example, a Damage Assessment Task Force, reporting to the Infrastructure Group Leader, could work across divisions established to manage two distinct areas of the building that had been damaged — the west side of the building (West Division) and the north side (North Division).

### GENERAL STAFF

#### Visual 4.21



#### Instructor Notes: Present the following key points.

- Branches may be used to serve several purposes, and may be functional or geographic in nature.
- In general, Branches are established when the number of Divisions or Groups exceeds the recommended span of control of one supervisor to three to seven subordinates for the Operations Section Chief.
- Branches are identified by Roman numerals or functional name.
- Branches are managed by a Branch Director. Branch Directors may have deputy positions as required. In multiagency incidents, the use of Deputy Branch Directors from assisting agencies can be of great benefit to ensure and enhance interagency coordination.

**GENERAL STAFF**

**Visual 4.22**

**Air Operations Branch**

**The Air Operations Branch:**

- **Is activated to coordinate the use of aviation resources.**
- **Is managed by the Air Operations Branch Director, who reports to the Operations Section Chief.**
- **May include the following functional groups:**
  - **Air Support Group**
  - **Air Tactical Group**



The slide footer features the FEMA logo on the left, the text 'FEMA' in the center, and 'Visual 4.22 Functional Areas & Positions' on the right, all set against a red and blue background with a white star.

**Instructor Notes: Present the following key points.**

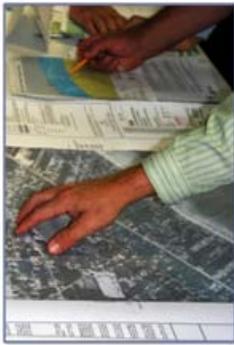
- Some incidents may require the use of aviation resources to provide tactical or logistical support. On smaller incidents, aviation resources will be limited in number and will report directly to the Incident Commander or to the Operations Section Chief.
- On larger incidents, it may be desirable to activate a separate Air Operations organization to coordinate the use of aviation resources. The Air Operations organization will then be established at the Branch level, reporting directly to the Operations Section Chief.
- The Air Operations Branch Director can establish two functional groups. The Air Tactical Group coordinates all airborne activity. The Air Support Group provides all incident ground-based support to aviation resources.

### GENERAL STAFF

#### Visual 4.23

### Planning Section

- Maintains resource and situation status.
- Prepares an Incident Action Plan and Demobilization Plan.
- Develops strategies.
- Provides documentation services.
- Provides a location for technical specialists.



 **FEMA**

Visual 4.23  
Functional Areas & Positions

#### Instructor Notes: Present the following key points.

The Planning Section will have responsibility for:

- Maintaining resource status.
- Maintaining and displaying situation status.
- Preparing the Incident Action Plan (IAP).
- Developing alternative strategies
- Providing documentation services.
- Preparing the Demobilization Plan.
- Providing a primary location for technical specialists assigned to an incident.

The Planning Section is typically responsible for gathering and disseminating information and intelligence critical to the incident, unless the Incident Commander places this function elsewhere.

One of the most important functions of the Planning Section is to look beyond the current and next operational period and anticipate potential problems or events.

**GENERAL STAFF**

**Visual 4.24**

**Planning Section Key Personnel**

- **The Planning Section will have a Planning Section Chief.**
- **The Planning Section Chief may have a Deputy.**
- **Technical Specialists (advisors with special skills) will initially report to and work within the Planning Section.**

The slide features a blue and red footer with the FEMA logo on the left, the text 'FEMA' in the center, and 'Visual 4.24 Functional Areas & Positions' on the right.

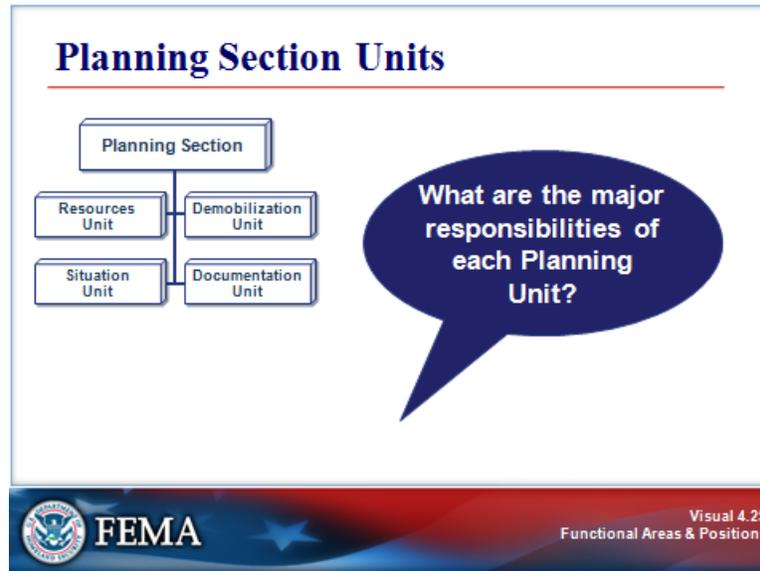
**Instructor Notes: Present the following key points.**

The Planning Section will have a Planning Section Chief. The Planning Section Chief may have a Deputy. Technical Specialists:

- Are advisors with special skills required at the incident.
- Will initially report to the Planning Section, work within that Section, or be reassigned to another part of the organization.
- Can be in any discipline required (e.g., epidemiology, infection control, chemical-biological-nuclear agents, etc.).

### GENERAL STAFF

Visual 4.25



**Instructor Notes: Present the following key points.**

Ask the participants:

**What are the major responsibilities of each Planning Unit?**

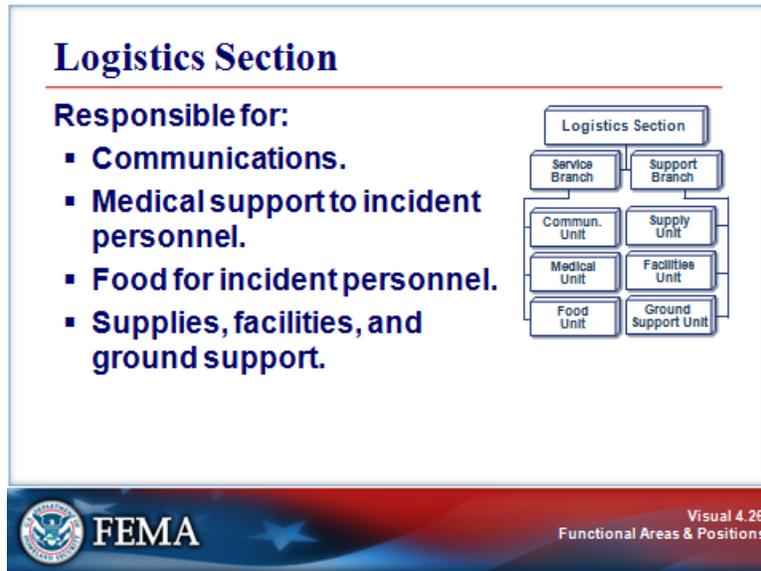
Acknowledge the participants' responses. If not mentioned by the group, add the following:

The major responsibilities of Planning Units are:

- **Resources Unit.** Responsible for all check-in activity and for maintaining the status on all personnel and equipment resources assigned to the incident.
- **Situation Unit.** Collects and processes information on the current situation, prepares situation displays and situation summaries, and develops maps and projections.
- **Demobilization Unit.** On large, complex incidents, assists in ensuring that an orderly, safe, and cost-effective movement of personnel is made when they are no longer required at the incident.
- **Documentation Unit.** Prepares the Incident Action Plan, maintains all incident-related documentation, and provides duplication services.

### GENERAL STAFF

Visual 4.26



**Instructor Notes: Present the following key points.**

Early recognition of the need for a Logistics Section can reduce time and money spent on an incident. The Logistics Section is responsible for all support requirements, including:

- Communications.
- Medical support to incident personnel.
- Food for incident personnel.
- Supplies, facilities, and ground support.

It is important to remember that Logistics Unit functions, except for the Supply Unit, are geared to supporting personnel and resources directly assigned to the incident.

### GENERAL STAFF

#### Visual 4.27

### Logistics Section: Service Branch



The Service Branch may be made up of a:

- Communications Unit.
- Medical Unit.
- Food Unit.

 **FEMA** Visual 4.27  
Functional Areas & Positions

#### Instructor Notes: Present the following key points.

The Service Branch may be made up of the following units:

- The **Communications Unit** is responsible for developing plans for the effective use of incident communications equipment and facilities, installation and testing of communications equipment, supervision of the Incident Communications Center, distribution of communications equipment to incident personnel, and maintenance and repair of communications equipment.
- The **Medical Unit** is responsible for the development of the Medical Plan, obtaining medical aid and transportation for injured and ill incident personnel, and preparation of reports and records.
- The **Food Unit** is responsible for supplying the food needs for the entire incident, including all remote locations (e.g., Camps, Staging Areas), as well as providing food for personnel unable to leave tactical field assignments.

### GENERAL STAFF

#### Visual 4.28

### Logistics Section: Support Branch

The Support Branch includes the:

- Supply Unit.
- Facilities Unit.
- Ground Support Unit.



Visual 4.28  
Functional Areas & Positions

#### Instructor Notes: Present the following key points.

The Support Branch within the Logistics Section may include the following units:

- The **Supply Unit** is responsible for ordering personnel, equipment, and supplies; receiving and storing all supplies for the incident; maintaining an inventory of supplies; and servicing nonexpendable supplies and equipment.
- The **Facilities Unit** is responsible for the layout and support of incident facilities (e.g., Base, Camp(s), and Incident Command Post (ICP)). The Facilities Unit Leader provides sleeping and sanitation facilities for incident personnel and manages Base and Camp operations. Each facility (Base, Camp) is assigned a manager who reports to the Facilities Unit Leader and is responsible for managing the operation of the facility. The basic functions or activities of the Base and Camp Managers are to provide security service and general maintenance.
- The **Ground Support Unit** is responsible for supporting out-of-service resources; transporting personnel, supplies, food, and equipment; fueling, service, maintenance, and repair of vehicles and other ground support equipment; and implementing the Traffic Plan for the incident.

GENERAL STAFF

Visual 4.29

**Finance/Administration Section**

- Is established when incident management activities require finance and other administrative support services.
- Handles claims related to property damage, injuries, or fatalities at the incident.



 **FEMA**

Visual 4.29  
Functional Areas & Positions

**Instructor Notes: Present the following key points.**

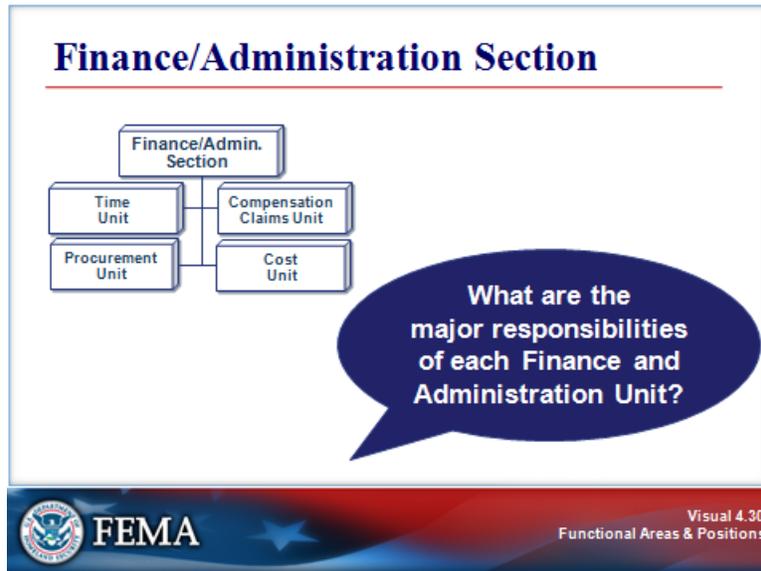
The Finance/Administration Section:

- Is established when incident management activities require finance and other administrative support services.
- Handles claims related to property damage, injuries, or fatalities at the incident.

Not all incidents will require a separate Finance/Administration Section. If only one specific function is needed (e.g., cost analysis), a Technical Specialist assigned to the Planning Section could provide these services.

### GENERAL STAFF

Visual 4.30



**Instructor Notes: Present the following key points.**

Ask the participants:

**What are the major responsibilities of each Finance and Administration Unit?**

Acknowledge the participants' responses. If not mentioned by the group, add the following:

Finance/Administration Units include the following:

- The **Time Unit** is responsible for equipment and personnel time recording.
- The **Procurement Unit** is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.
- The **Compensation/Claims Unit** is responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.
- The **Cost Unit** is responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.

**ICS TOOLS**

**Visual 4.31**

**ICS Tools**

- **ICS Forms**
- **Position description and responsibilities document**
- **Emergency Operations Plan**
- **Agency policies and procedures manual**
- **Maps**



 **FEMA** Visual 4.31  
Functional Areas & Positions

**Instructor Notes: Present the following key points.**

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

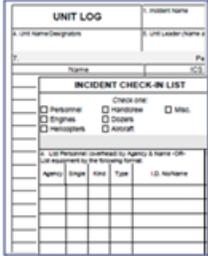
- ICS forms.
- Position description and responsibilities.
- Emergency Operations Plan.
- Agency policies and procedures manual.
- Maps.

ICS TOOLS

Visual 4.32

### ICS Forms

- **Purpose** – What function does the form perform?
- **Preparation** – Who is responsible for preparing the form?
- **Distribution** – Who needs to receive this information?



The image shows a thumbnail of an ICS form. The top section is titled 'UNIT LOG' and includes fields for 'Incident Name', 'Unit Name (Designation)', 'Unit Leader (Name & Title)', 'Phone', and 'ICD'. Below this is the 'INCIDENT CHECK-IN LIST' section, which has a 'Check one' area with checkboxes for 'Personnel', 'Engine', 'Helicopters', 'Water/Tanker', 'Dozers', and 'Aircraft'. At the bottom, there is a table for listing personnel with columns for 'Agency', 'Emp#', 'Title', 'Type', and 'ICD Number'.



Visual 4.32  
Functional Areas & Positions

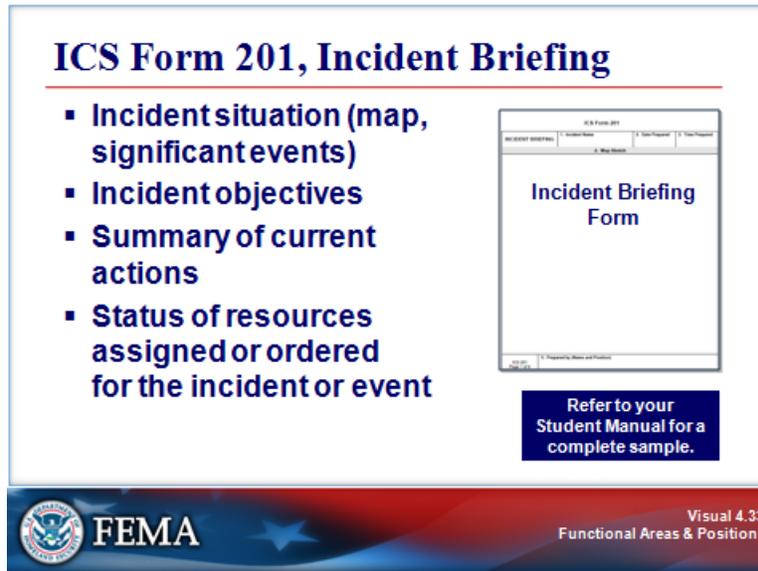
**Instructor Notes: Present the following key points.**

When receiving ICS forms, some questions you should ask yourself about each form are:

- **Purpose** – What function does the form perform?
- **Preparation** – Who is responsible for preparing the form?
- **Distribution** – Who needs to receive this information?

### ICS TOOLS

#### Visual 4.33



**ICS Form 201, Incident Briefing**

- Incident situation (map, significant events)
- Incident objectives
- Summary of current actions
- Status of resources assigned or ordered for the incident or event

Refer to your Student Manual for a complete sample.

FEMA

Visual 4.33  
Functional Areas & Positions

#### Instructor Notes: Present the following key points.

The Incident Briefing Form (ICS Form 201) is an eight-part form that provides an Incident Command/Unified Command with status information that can be used for briefing incoming resources, an incoming Incident Commander or team, or an immediate supervisor. The basic information includes:

- Incident situation (map, significant events).
- Incident objectives.
- Summary of current actions.
- Status of resources assigned or ordered for the incident or event.

Occasionally, the ICS Form 201 serves as the initial Incident Action Plan (IAP) until a Planning Section has been established and generates, at the direction of the Incident Commander, an IAP.

The ICS Form 201 is also suitable for briefing individuals newly assigned to the Command and General Staffs.

Sample ICS Form 201

<b>INCIDENT BRIEFING</b>	1. Incident Name <b>GPD HOSTAGE</b>	2. Date <b>5/15/06</b>	3. Time <b>1500</b>
4. Map Sketch			

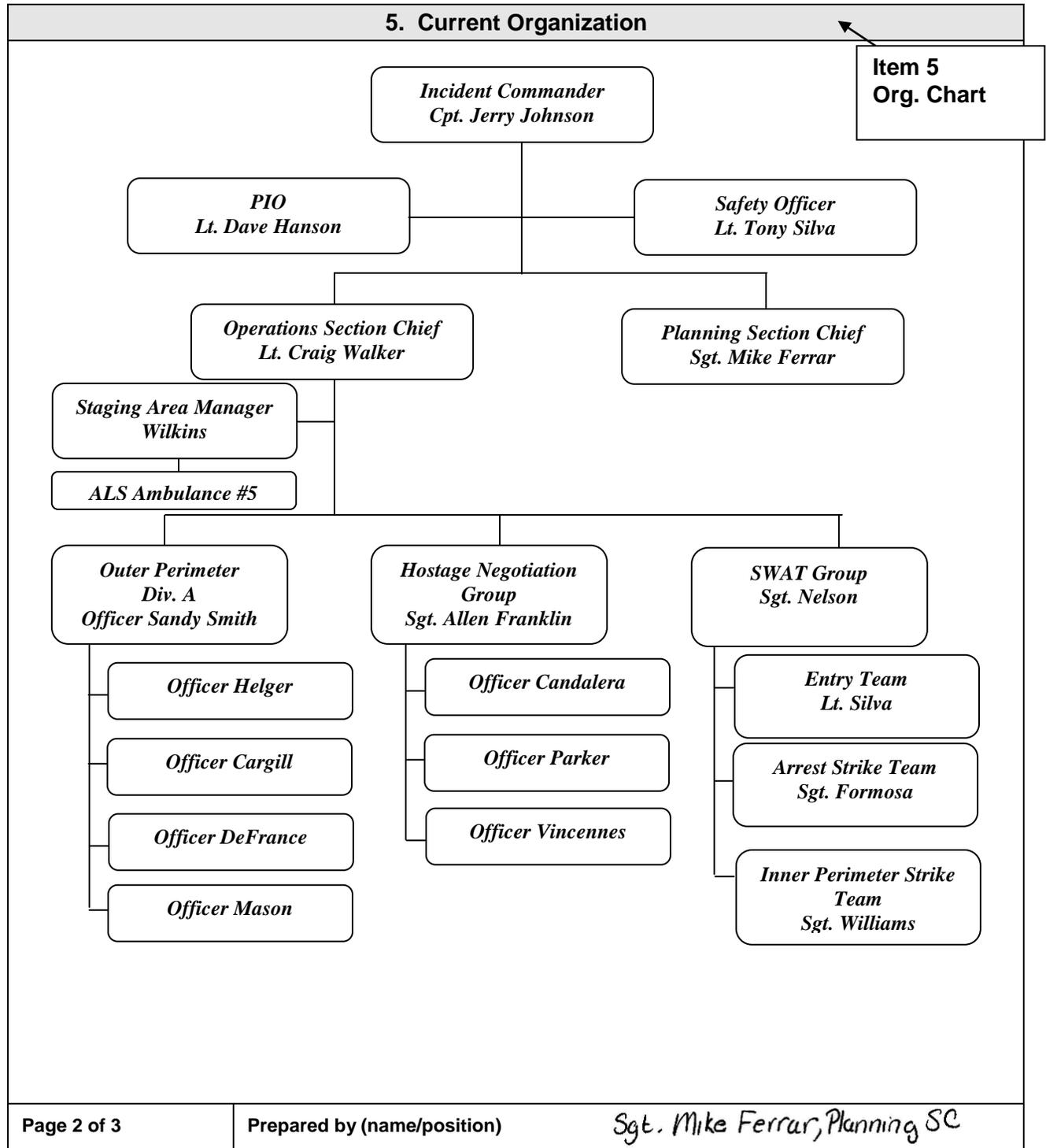
  

**Items 1 through 3 Identification Information**

**Item 4 Map Sketch**

**Sample ICS Form 201**



**Sample ICS Form 201**

**Item 6  
Resources On-Scene  
and Ordered**

**6. Resources Summary**

Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
Incident Commander	Cpt. Johnson GPD		X	ICP-Fire Station 10895 W Emerald
Public Info Officer	Lt. Dave Hanson		X	ICP
Safety Officer	Lt. Silva GPD		X	ICP
Operations SC	Lt. Craig Walker GPD		X	ICP
SWAT	GPD SWAT – Sgt. Nelson		X	SWAT Staging - Fire Station 10895 W Emerald
Hostage Negotiation Group	Negotiation Group – Franklin		X	ICP
ALS Ambulance	ALS #5		X	Staging Fire Station 10895 W Emerald
Staging Area Manager	Lt. Ralph Wilkins GPD		X	Staging
Planing SC	Sgt. Mike Ferrar GPD		X	ICP
Division Supervisor	Officer Smith GPD		X	Division A Supervisor OP1
Officer	Officer Helger GPD		X	Division A OP2
Officer	Officer DeFrance GPD		X	Division A OP3
Officer	Officer Cargill GPD		X	Division A OP4
Officer	Officer Mason GPD		X	Division A OP5

**7. Summary of Current Actions**

**Status:** Houses inside the outer perimeter have been evacuated, and neighbors interviewed. Outer perimeter secured. Inner perimeter sniper/observers stationed (residents have signed agreements allowing SWAT to use houses as observation platforms). SWAT Group developing tactical plan. Ambulance and paramedics in staging. Dispatch updated. Lifeflight placed on standby. Negotiation Group is interviewing a friend of the girlfriend (hostage) and awaiting arrival of subject’s parents. Contact has not been established with the subject. Power and gas companies have been notified; representatives are en route.

**Initial Objectives:**

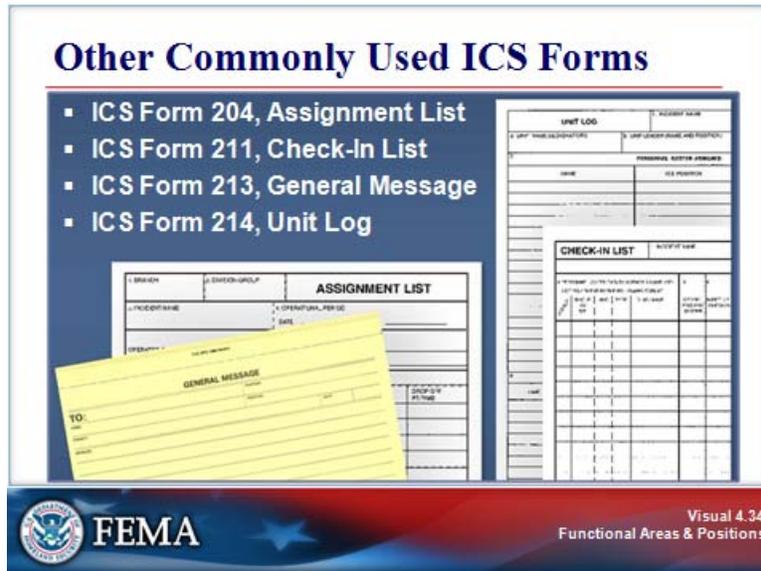
- 1 Evacuate houses within the outer perimeter by 1500.
- 2 Secure outer perimeter from foot and vehicular traffic by 1500.
- 3 Secure inner perimeter so that subject is not able to escape armed by 1500.
- 4 Open negotiation with subject for release of hostage and peaceful surrender by 1600.
- 5 Prepare tactical entry contingency plan by 1630.

**Subject Profile/Incident History:** Ken Williams, 1015 Mesquite Street, (wm, 6’2”, 190 lbs. brown/brown DOB 4/27/87) is a high school dropout whose girlfriend, Andrea Hillerman, recently broke up with him. Marsha Anderson (a friend of the girl) has told hostage negotiators that the reason for the breakup was that he was physically abusive to her. Andrea had gone to his parents’ house, where he lives with his mother and father, to retrieve some of her belongings. No one else was home. Once inside, he took her hostage. She managed to call 911 on her cell phone and reported that he had “lots of guns and bomb stuff” and was threatening to kill himself and her. The call was broken off, and police have been unable to establish contact with her. Williams has no prior police record.

**Item 7  
Status, Incident  
Objectives, and Current  
Actions/History**

### ICS TOOLS

#### Visual 4.34



#### Instructor Notes: Present the following key points.

The following commonly used ICS forms can be found on the NIMS Resource Center at <http://www.fema.gov/nims>:

- ICS Form 201, Incident Briefing
- ICS Form 202, Incident Objectives
- ICS Form 203, Organization Assignment List
- ICS Form 204, Assignment List
- ICS Form 205, Incident Radio Communications Plan
- ICS Form 206, Medical Plan
- ICS Form 207, Organizational Chart
- ICS Form 209, Incident Status Summary
- ICS Form 210, Status Change Card
- ICS Form 211, Check-In List
- ICS Form 213, General Message
- ICS Form 214, Unit Log
- ICS Form 215, Operational Planning Worksheet
- ICS Form 215a, Incident Action Plan Safety Analysis
- ICS Form 216, Radio Requirements Worksheet
- ICS Form 217, Radio Frequency Assignment Worksheet
- ICS Form 218, Support Vehicle Inventory
- ICS Form 220, Air Operations Summary
- ICS Form 221, Demobilization Plan
- ICS Form 308, Resource Order Form

ACTIVITY: USING ICS FORM 201

Visual 4.35

**Activity: Using ICS Form 201**

**Instructions:** Working with your team . . .

1. Read the scenario in your Student Manual.
2. Complete the missing elements in the ICS Form 201, Incident Briefing, including:
  - Section 4
  - Section 5
  - Section 6
3. Choose a spokesperson and be prepared to present your work in 30 minutes.

FEMA  
Visual 4.35  
Functional Areas & Positions

**Instructor Notes:** Present the following key points.

**Activity Purpose:** To give the students practice completing ICS Form 201 using information from a scenario incident.

**Time:** 60 minutes

**Instructions:** Working in your team:

1. Read the scenario on the following page of your Student Manual.
2. Complete the missing elements in the ICS Form 201, Incident Briefing, for the Emerald City Floods incident provided in your Student Manual, including:
  - **Section 4 – Sketch:** Identify and locate the incident facilities on the sketch provided.
  - **Section 5 – Current Organization:** Create an organizational chart for this incident.
  - **Section 6 – Resource Summary:**
    - Complete column 1 listing the resources ordered. (Base this list on the anticipated needs and incident objectives.)
    - In column 2, identify the resources by position, training level, or type.
    - In column 3, indicate if the resource is on scene or the time it should arrive.
    - In column 4, indicate the location where the resource is or will be assigned.
3. Choose a spokesperson to present your completed ICS Form 201. Be prepared to present your work in 30 minutes.

(Continued on next page.)

**ACTIVITY: USING ICS FORM 201**

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**Visual 4.35 (Continued)**

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**Debrief Instructions:**

1. Monitor the time. After 30 minutes, call time.
2. Have each team exchange its completed ICS Form 201 with another team.
3. Tell the teams to review the other team's ICS Form 201 and be prepared to provide each other feedback.
4. Facilitate the exchange process.
5. Summarize the main learning points from this activity.

### ACTIVITY: USING ICS FORM 201

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#### Scenario

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#### Status:

See map for projected inundation zone and impacted facilities. Floodwaters are projected to crest by 1800 3/15.

#### Initial Incident Objectives:

- Provide safety information and gear to personnel before they begin work assignments.
- Establish and publish schedule for press conferences by 1400.
- Evacuate vulnerable populations and areas of the city that may be cut off by floodwaters by 1800 today.
- Develop strategy to protect buildings and infrastructure from floodwaters by 1900 today.

#### Current Actions:

Command Post established in parking lot at Fire Station in Tactical Mobile Command Vehicle. Divisions A, B, C assigned to alert and warning in projected inundation zone; estimate completion by 1330. American Red Cross contacted to open shelter at Lafayette Middle School by 1400-briefed on evacuees from Lake Emerald Independent Living Center. Nursing Home and Lake Emerald Independent Living notified to implement evacuation plans not later than 1400. Lake Emerald confirms adequate transportation. City Water Authority notified to protect water treatment plant by 1600. Rapid River Nuclear Power Plant staff notified and implementing flood SOP by 1600. PIO has prepared public service announcement, awaiting approval by City Manager; press conference scheduled for 1330 at City Hall. Emerald City EOC in the process of being activated. County EOC in the process of being activated. Emerald City Hospital notified and prepared to receive Nursing Home evacuees by 1600. Resources ordered to support Water Treatment Plant Group and Nursing Home Evacuation Group. Edison Electric, Commonwealth Gas Co., and City Transit notified.

#### Weather:

Current weather pattern continues through midnight, then partial clearing. Highs in the mid 40s, lows in the high 30s. Chance of precipitation 60% through midnight, reducing to 40% after midnight. Expected precipitation next 24 hours 0.75 inches. Winds from the west 10-15 mph.

#### Safety Message:

Avoid skin contact with floodwaters. Drive with lights on. Watch for downed power lines in flood vicinity. Wear personal flotation devices when near/around water. Monitor City radio frequency F2 for safety updates.

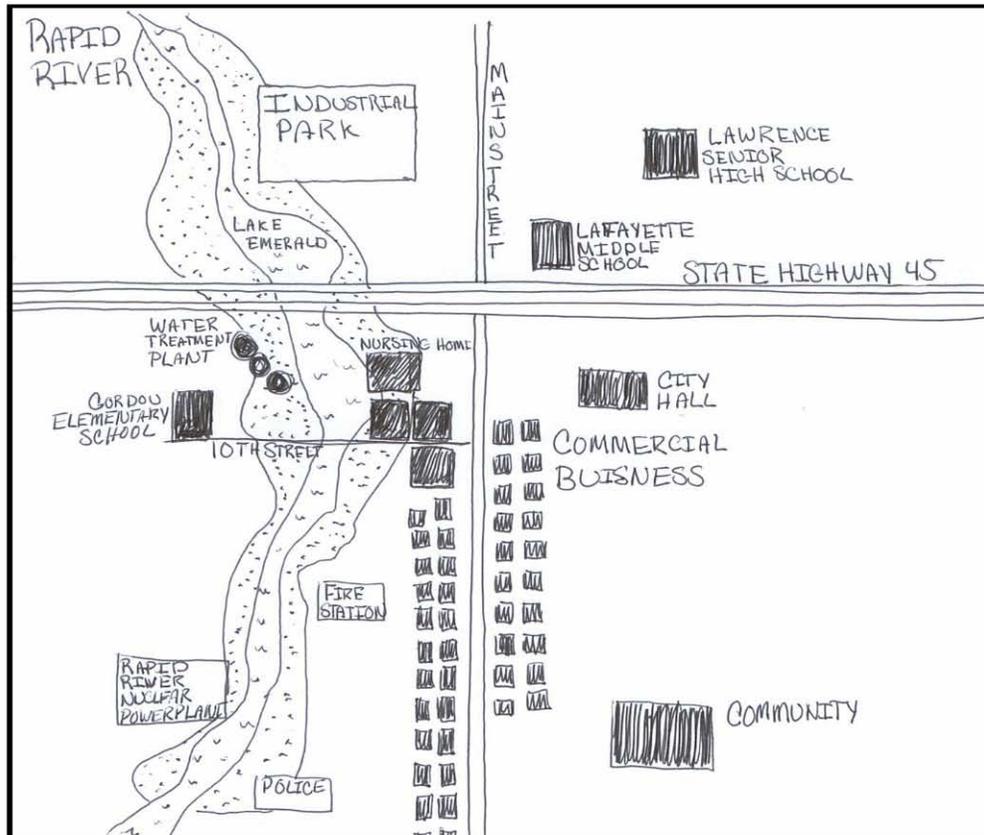
# Unit 4. Functional Areas & Positions

## ACTIVITY: USING ICS FORM 201

### Worksheet: ICS Form 201 (Page 1 of 3)

INCIDENT BRIEFING	1. Incident Name EMERALD CITY FLOOD	2. Date 3/15/06	3. Time 12:30
	4. Map Sketch		

Page 1 of 3



ICS 201

NFES 1325

**Unit 4. Functional Areas & Positions**

**ACTIVITY: USING ICS FORM 201**

**Worksheet: ICS Form 201 (Page 2 of 3)**

**5. Current Organization**

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Page 2 of 3

Prepared by (name/position)



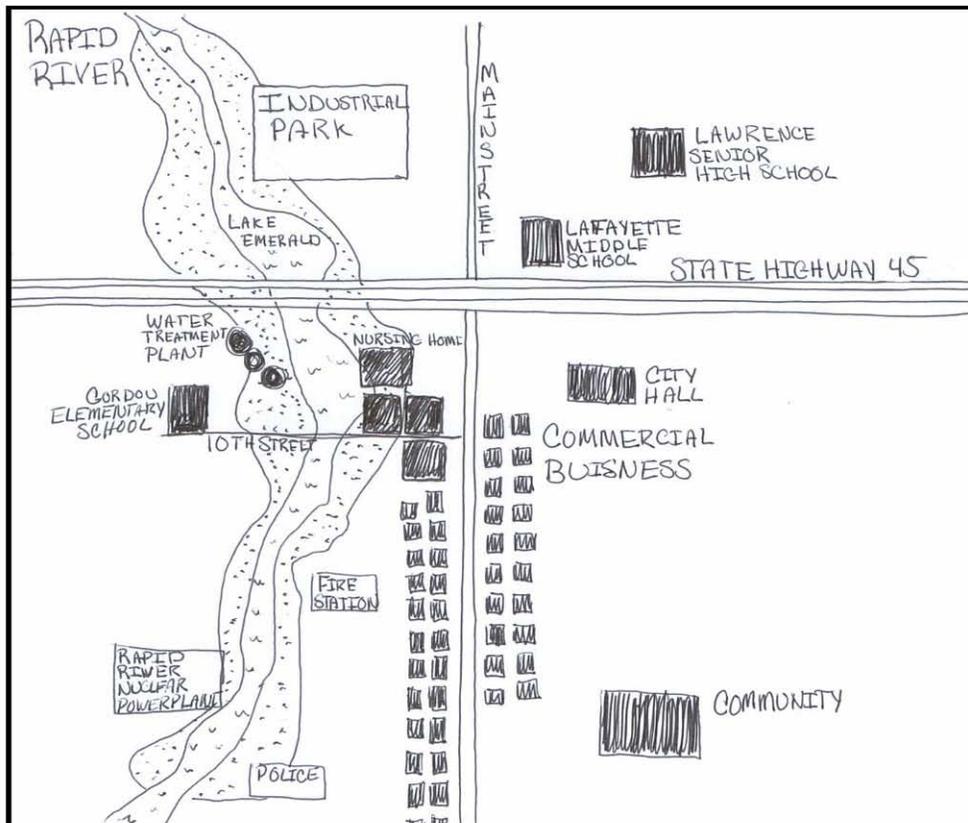
# Unit 4. Functional Areas & Positions

## ACTIVITY: USING ICS FORM 201

### Sample Answers: ICS Form 201 (Page 1 of 3)

INCIDENT BRIEFING	1. Incident Name EMERALD CITY FLOOD	2. Date 3/15/06	3. Time 12:30
	4. Map Sketch		

Page 1 of 3



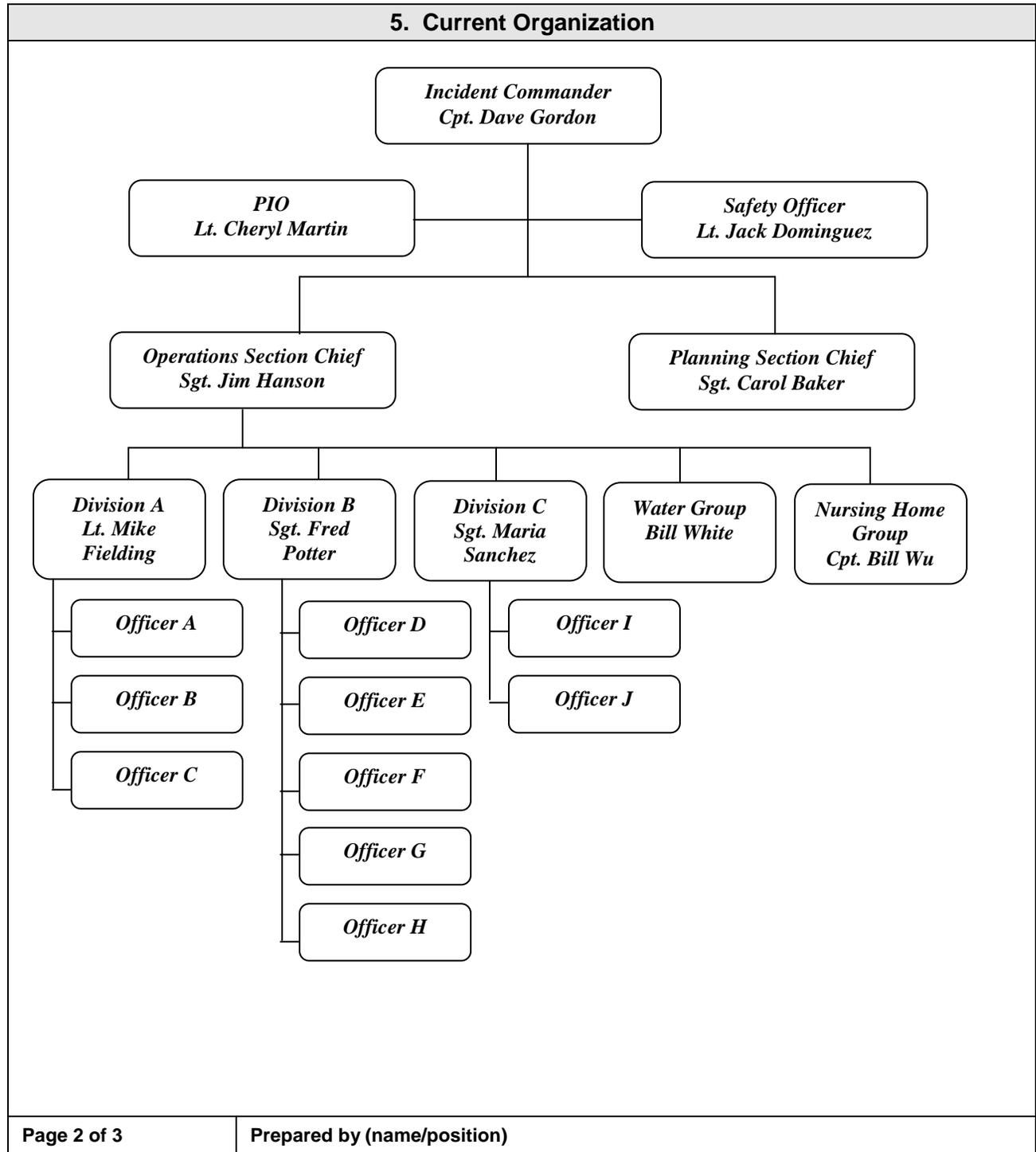
ICS 201

NFES 1325

**Unit 4. Functional Areas & Positions**

**ACTIVITY: USING ICS FORM 201**

**Sample Answers: ICS Form 201 (Page 2 of 3)**



## Unit 4. Functional Areas & Positions

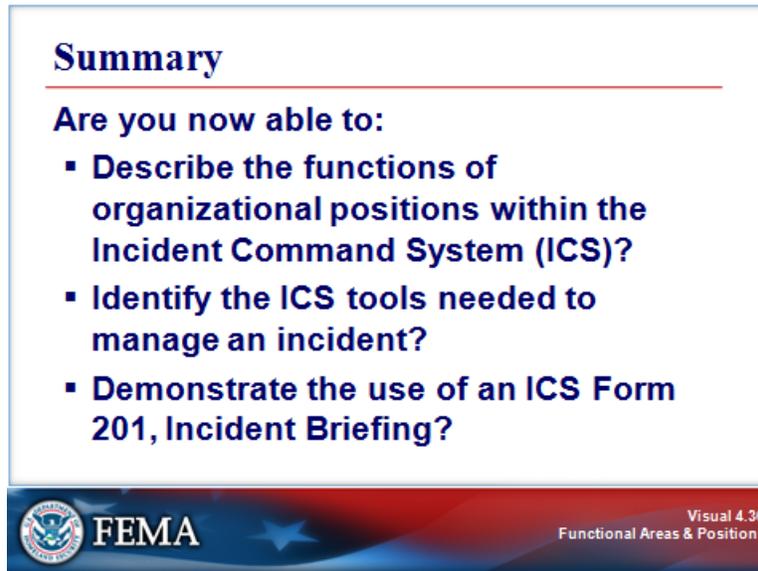
### ACTIVITY: USING ICS FORM 201

#### Sample Answers: ICS Form 201 (Page 3 of 3)

6. Resources Summary				
Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
<i>Incident Commander</i>	<i>Captain Gordon EPD</i>		X	<i>ICP-Fire Station</i>
<i>Operations SC</i>	<i>Sgt. Hanson EPD</i>		X	<i>ICP-Fire Station</i>
<i>PIO</i>	<i>Lt. Martin EPD</i>		X	<i>ICP-Fire Station</i>
<i>Division A Sup</i>	<i>Lt. Fielding EPD</i>		X	<i>Division A-Industrial Park</i>
<i>Division B Sup</i>	<i>Sgt. Potter EPD</i>		X	<i>Division B-Nursing Home/Independent Living</i>
<i>Division C Sup</i>	<i>Sgt. Sanchez EPD</i>		X	<i>Division C-Power Plant</i>
<i>Water Group Sup</i>	<i>Bill White EWA</i>		X	<i>Water Treatment Plant</i>
<i>2 Dump trucks</i>		<i>1330</i>		<i>Water Group</i>
<i>2 Front Loaders</i>		<i>1315</i>		<i>Water Group</i>
<i>1 Backhoe</i>		<i>1300</i>		<i>Water Group</i>
<i>Nursing Home Grp. Supervisor</i>	<i>Captain Wu EFS</i>		X	<i>Nursing Home Group evacuation</i>
<i>3 BLS Ambulances</i>	<i>A2, A4, A7</i>	<i>1300</i>		<i>Nursing Home Group evacuation</i>
<i>Safety Officer</i>	<i>Lt. Dominguez EFD</i>	<i>1245</i>		<i>Nursing Home Group evacuation</i>
<i>Planning SC</i>	<i>Sgt. Baker</i>		X	<i>ICP-Fire Station</i>
7. Summary of Current Actions				
<p><b>Status:</b> See map for projected inundation zone and impacted facilities. Floodwaters are projected to crest by 1800 3/15.</p> <p><b>Initial Incident Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Ensure safety of responders and public in impact area.</li> <li>2. Ensure effective public information.</li> <li>3. Evacuate vulnerable populations and areas of the city that may be cut off by floodwaters.</li> <li>4. Protect buildings and infrastructure from floodwaters.</li> </ol> <p><b>Current Actions:</b> Command Post established in parking lot at Fire Station in Tactical Mobile Command Vehicle. Divisions A, B, C assigned to alert and warning in projected inundation zone; estimate completion by 1330. American Red Cross contacted to open shelter at Lafayette Middle School by 1400-briefed on evacuees from Lake Emerald Independent Living Center. Nursing Home and Lake Emerald Independent Living notified to implement evacuation plans not later than 1400. Lake Emerald confirms adequate transportation. City Water Authority notified to protect water treatment plant by 1600. Rapid River Nuclear Power Plant staff notified and implementing flood SOP by 1600. PIO has prepared public service announcement, awaiting approval by City Manager; press conference scheduled for 1330 at City Hall. Emerald City EOC in the process of being activated. County EOC in the process of being activated. Emerald City Hospital notified and prepared to receive Nursing Home evacuees by 1600. Resources ordered to support Water Treatment Plant Group and Nursing Home Evacuation Group. Edison Electric, Commonwealth Gas Co., and City Transit notified.</p> <p><b>Weather:</b> Current weather pattern continues through midnight, then partial clearing. Highs in the mid 40s, lows in the high 30s. Chance of precipitation 60% through midnight, reducing to 40% after midnight. Expected precipitation next 24 hours 0.75 inches. Winds from the west 10-15 mph.</p> <p><b>Safety Message:</b> Avoid skin contact with floodwaters. Drive with lights on. Watch for downed power lines in flood vicinity. Wear personal flotation devices when near/around water. Monitor City radio frequency F2 for safety updates.</p>				
<b>Page 3 of 3</b>				

**SUMMARY**

**Visual 4.36**



**Summary**

**Are you now able to:**

- **Describe the functions of organizational positions within the Incident Command System (ICS)?**
- **Identify the ICS tools needed to manage an incident?**
- **Demonstrate the use of an ICS Form 201, Incident Briefing?**

 **FEMA** 

Visual 4.36  
Functional Areas & Positions

**Instructor Notes: Present the following key points.**

Are you now able to:

- Describe the functions of organizational positions within the Incident Command System (ICS)?
- Identify the ICS tools needed to manage an incident?
- Demonstrate the use of an ICS Form 201, Incident Briefing?

The next unit will cover briefings—the types, components, and presentation of incident briefings.

Your Notes:

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## **Unit 5: Briefings**

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## Unit 5. Briefings

### Unit Objectives

At the end of this unit, students will be able to:

- Describe components of field, staff, and section briefings/meetings.
  - Plan to give an operational period briefing.
- 

### Scope

- Unit Introduction
  - Unit Objectives
  - Types of Briefings
  - Briefing Information
  - Activity: Briefing Information
  - Operational Period Briefing
  - Activity: Operational Period Briefing
  - Summary
- 

### Methodology

This content in this unit is presented using a combination of instructor presentations and discussion questions. The unit begins by reviewing the types of briefings. The instructor will facilitate an activity to identify the types of information included in common types of briefings. The next topic covers the purpose and agenda for the operational period briefing. The final activity allows the students to apply what they have learned in this unit through developing and then presenting briefings about a scenario incident.

---

## Unit 5. Briefings

### Time Plan

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

Topic	Time
Unit Introduction Unit Objectives Types of Briefings	8 minutes
Briefing Information Activity: Briefing Information	15 minutes
Operational Period Briefing	10 minutes
Activity: Operational Period Briefing	55 minutes
Summary	2 minutes
<b>Total</b>	<b>1 hour 30 minutes</b>

### Materials

- PowerPoint visuals 5.1 – 5.15
- Student Manual

**UNIT INTRODUCTION**

**Visual 5.1**



**Instructor Notes: Present the following key points.**

The purpose of this unit is to familiarize you with different types of briefings and meetings. The activity at the end of the unit will provide an opportunity to practice presenting an effective operational briefing.

**UNIT OBJECTIVES**

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**Visual 5.2**

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**Unit Objectives**

- Describe components of field, staff, and section briefings/meetings.
- Plan to give an operational period briefing.

FEMA

Visual 5.2  
Briefings

---

**Instructor Notes: Present the following key points.**

---

The objectives of this unit are as follows:

- Describe components of field, staff, and section briefings/meetings.
- Plan to give an operational period briefing.

**TYPES OF BRIEFINGS**

**Visual 5.3**

**Effective Briefings and Meetings**

**Effective briefings and meetings are:**

- **An essential element of good supervision and incident management.**
- **Intended to pass along vital information.**



 **FEMA** 

Visual 5.3  
Briefings

**Instructor Notes: Present the following key points.**

Effective briefings and meetings are:

- An essential element of good supervision and incident management.
- Intended to pass along vital information required in the completion of incident response actions.

Typically, these briefings are concise and do not include long discussions or complex decisionmaking. Rather, they allow incident managers and supervisors to communicate specific information and expectations for the upcoming work period and to answer questions.

**TYPES OF BRIEFINGS**

**Visual 5.4**

**Levels of Briefings**

- **Staff-level briefings** are delivered to resources assigned to nonoperational and support tasks at the Incident Command Post or Base.
- **Field-level briefings** are delivered to individual resources or crews who are assigned to operational tasks and/or work at or near the incident site.
- **Section-level briefings** are delivered to an entire Section and include the operational period briefing.

FEMA

Visual 5.4  
Briefings

**Instructor Notes: Present the following key points.**

There are three types of briefings/meetings used in ICS: staff level, field level, and section level.

- Staff-level briefings are delivered to resources assigned to nonoperational and support tasks at the Incident Command Post or Base.
- Field-level briefings are delivered to individual resources or crews who are assigned to operational tasks and/or work at or near the incident site.
- Section-level briefings are delivered to an entire Section and include the operational period briefing.

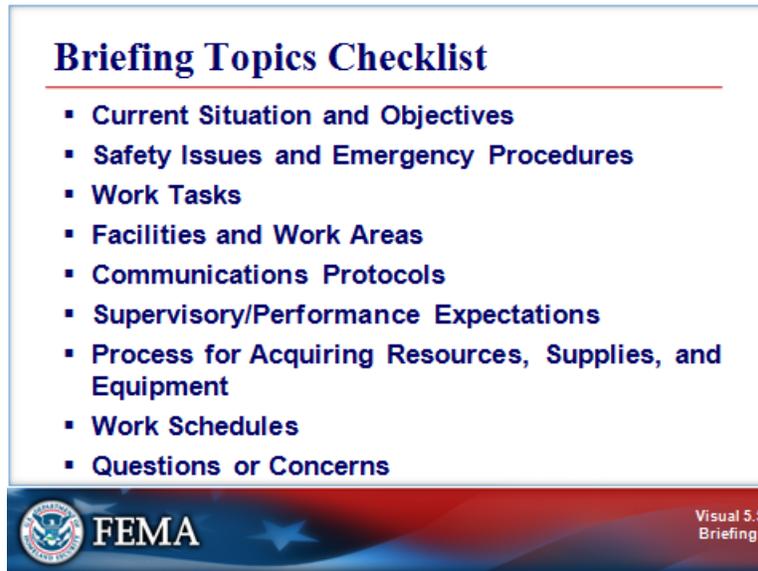
These three levels of briefing are described in more detail on the following page.

**TYPES OF BRIEFINGS****Visual 5.4 (Continued)****Three Levels of Incident Briefings**

<b>Briefing Type</b>	<b>Description</b>
<b>Staff-Level Briefing</b>	<p>This level typically involves resources assigned to nonoperational and support tasks that are commonly performed at the Incident Base or Command Post. These briefings will be delivered to individual staff members or full units within a Section. These briefings occur at the beginning of the assignment to the incident and as necessary during the assignment.</p> <p>The supervisor attempts to clarify tasks and scope of the work as well as define reporting schedule, subordinate responsibilities and delegated authority, and the supervisor's expectations. The supervisor will also introduce coworkers and define actual workspace, sources of work supplies, and work schedule.</p>
<b>Field-Level Briefing</b>	<p>This level typically involves resources assigned to operational tasks and/or work at or near the incident site. These briefings will be delivered to individual subordinates, full crews, or multiple crews such as Strike Teams or Task Forces and will occur at the beginning of an operational shift.</p> <p>The location will usually be near the work site or just prior to mobilization to the field. The supervisor attempts to focus the subordinates on their specific tasks and helps define work area, reporting relationships, and expectations.</p>
<b>Section-Level Briefing</b>	<p>This level typically involves the briefing of an entire Section (Operations, Planning, Logistics, or Finance/Administration) and is done by the specific Section Chief. These briefings occur at the beginning of the assignment to the incident and after the arrival of Section supervisory staff. The Section Chief may schedule periodic briefings at specific times (once per day) or when necessary. A unique briefing in this category is the <b>operational period briefing</b> (also called a shift briefing). Here, the Operations Section Chief presents the plan for all operational elements for the specific operational period. This specific briefing is done at the beginning of each operation shift and prior to the operational resources being deployed to the area of work. Often, a field-level briefing will take place subsequent to the completion of the operational period briefing.</p> <p>During any Section-level briefing, the supervisor attempts to share incident-wide direction from the Incident Commander, how the direction impacts the Section staff, and specific ways the Section will support the Incident Commander's direction. The supervisor will establish Section staffing requirements, Section work tasks, Section-wide scheduling rules, and overall timelines for meetings and completion of work products.</p>

**BRIEFING INFORMATION**

**Visual 5.5**



**Briefing Topics Checklist**

- **Current Situation and Objectives**
- **Safety Issues and Emergency Procedures**
- **Work Tasks**
- **Facilities and Work Areas**
- **Communications Protocols**
- **Supervisory/Performance Expectations**
- **Process for Acquiring Resources, Supplies, and Equipment**
- **Work Schedules**
- **Questions or Concerns**

FEMA

Visual 5.5  
Briefings

**Instructor Notes: Present the following key points.**

Below is a list of topics that you may want to include in a briefing:

- Current Situation and Objectives
- Safety Issues and Emergency Procedures
- Work Tasks
- Facilities and Work Areas
- Communications Protocols
- Supervisory/Performance Expectations
- Process for Acquiring Resources, Supplies, and Equipment
- Work Schedules
- Questions or Concerns

**ACTIVITY: BRIEFING INFORMATION**

**Visual 5.6**

**Activity: Briefing Information**

**Instructions:** Working in your team . . .

1. Each group will be assigned one type of briefing (staff, field, section).
2. For the assigned type of briefing, list the specific types of information that you think should be in briefings. You may want to refer to the two previous visuals.
3. Choose a spokesperson to present your findings to the class. Be ready to present your list in 10 minutes.

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Visual 5.6  
Briefings

**Instructor Notes:** Present the following key points.

**Activity Purpose:** To give the students practice at sifting out the appropriate details when preparing for an incident briefing, so that only information that is pertinent to the audience is covered in the briefing.

**Time:** 15 minutes

**Instructions:** Working in your group:

1. Each group will be assigned one type of briefing (staff, field, section).
2. For the assigned type of briefing, list the specific types of information that you think should be in briefings. You may want to refer to the two previous visuals.
3. Choose a spokesperson to present your findings to the class. Be ready to present your list in 10 minutes.

**Debrief Instructions:** Working in your group:

1. Monitor the time. After 10 minutes, call time.
2. Ask each spokesperson to present the team's list of information.
3. Compare the similarities and differences among the lists.
4. Summarize the main learning points from this activity.

**ACTIVITY: BRIEFING INFORMATION**

**Visual 5.7**



**Staff-Level Briefing Topics**

- Work area
- Safety issues and emergency procedures
- Specific tasks for the work period
- Coworkers, subordinates
- Process to obtain additional resources, supplies, and equipment
- Shift or work period schedule
- Communication protocol within the unit
- Expectations:
  - Meeting attendance and schedule
  - Quantity and quality of work
  - Timelines
  - Schedule for updates and completed products

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Visual 5.7 Briefings

**Instructor Notes: Present the following key points.**

**Note: This visual is not in the Student Manual. Use this visual to compare to the items identified by the participants in the previous activity.**

**ACTIVITY: BRIEFING INFORMATION**

**Visual 5.8**

**Field-Level Briefing Topics**

- Work area
- Scope of responsibility
- Safety issues and emergency procedures
- Specific tasks for the work period
- Communication channels and protocols
- Coworkers, subordinates, supervisor, and adjoining forces
- Process to obtain additional resources, supplies, and equipment
- Shift or work period schedule
- Expectations

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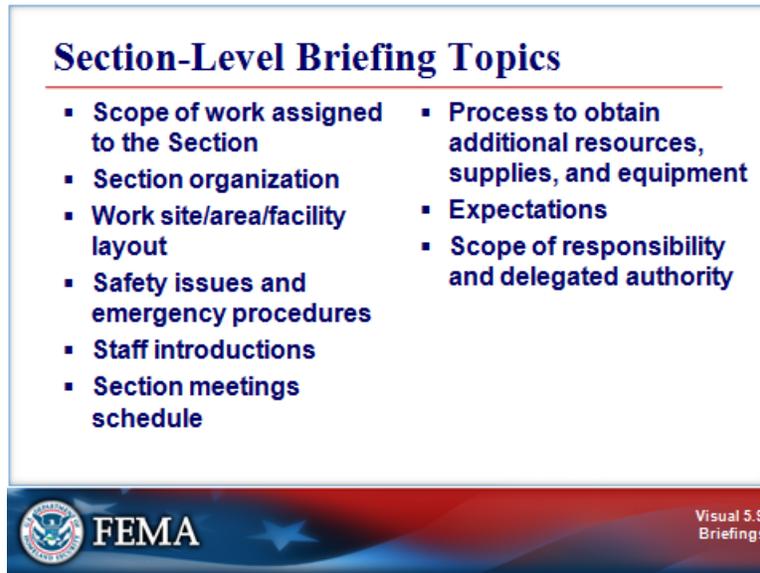
Visual 5.8 Briefings

**Instructor Notes: Present the following key points.**

**Note: This visual is not in the Student Manual. Use this visual to compare to the items identified by the participants in the previous activity.**

**ACTIVITY: BRIEFING INFORMATION**

**Visual 5.9**



**Section-Level Briefing Topics**

- Scope of work assigned to the Section
- Section organization
- Work site/area/facility layout
- Safety issues and emergency procedures
- Staff introductions
- Section meetings schedule
- Process to obtain additional resources, supplies, and equipment
- Expectations
- Scope of responsibility and delegated authority

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Visual 5.9 Briefings

**Instructor Notes: Present the following key points.**

**Note: This visual is not in the Student Manual. Use this visual to compare to the items identified by the participants in the previous activity.**

**OPERATIONAL PERIOD BRIEFING**

**Visual 5.10**

**Operational Period Briefing**

- Is conducted at the beginning of each operational period.
- Presents the Incident Action Plan for the upcoming period to personnel within the Operations Section.
- Should be concise.



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Visual 5.10  
Briefings

**Instructor Notes: Present the following key points.**

The operational period briefing:

- Is conducted at the beginning of each operational period.
- Presents the Incident Action Plan for the upcoming period to supervisory personnel within the Operations Section.
- Should be concise.

In addition to the Operations Section Chief, at the operational period briefing the other members of the Command and General Staffs as well as specific support elements (i.e., Communications Unit, Medical Unit) can provide important information needed for safe and effective performance during the shift.

**OPERATIONAL PERIOD BRIEFING**

**Visual 5.11**

**Operational Period Briefing: Agenda (1 of 3)**

- **The Planning Section Chief reviews the agenda and facilitates the briefing.**
- **The Incident Commander presents incident objectives or confirms existing objectives.**
- **The current Operations Section Chief provides current assessment and accomplishments.**
- **The on-coming Operations Section Chief covers the work assignments and staffing of Divisions and Groups for the upcoming operational period.**

The slide features a blue and red decorative banner at the bottom. On the left is the FEMA logo, which includes the text 'FEMA' and 'U.S. DEPARTMENT OF HOMELAND SECURITY'. On the right, the text 'Visual 5.11 Briefings' is displayed.

**Instructor Notes: Present the following key points.**

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

- The Planning Section Chief reviews the agenda and facilitates the briefing.
- The Incident Commander presents incident objectives or confirms existing objectives.  
Note: Objectives may be presented by the Planning Section Chief.
- The current Operations Section Chief provides current assessment and accomplishments.
- The on-coming Operations Section Chief covers the work assignments and staffing of Divisions and Groups for the upcoming operational period.

**OPERATIONAL PERIOD BRIEFING**

**Visual 5.12**

**Operational Period Briefing: Agenda (2 of 3)**

- **Technical Specialists present updates on conditions affecting the response (weather, fire behavior, environmental factors).**
- **The Safety Officer reviews specific risks to operational resources and the identified safety/mitigation measures.**
- **The Special Operations Chief briefs on areas such as Air Operations (if activated).**

The slide features a decorative banner at the bottom with the FEMA logo on the left, the word "FEMA" in the center, and a stylized American flag graphic on the right. The text "Visual 5.12 Briefings" is located in the bottom right corner of the slide.

**Instructor Notes: Present the following key points.**

Other elements of a typical briefing include the following:

- Technical Specialists present updates on conditions affecting the response (e.g., weather, fire behavior, environmental factors).
- The Safety Officer reviews specific risks to operational resources and the identified safety/mitigation measures.
- The Special Operations Chief briefs on areas such as Air Operations (if activated).

**OPERATIONAL PERIOD BRIEFING**

**Visual 5.13**

**Operational Period Briefing: Agenda (3 of 3)**

- **Specific Section Chiefs/Unit Leaders present information related to ensuring safe and efficient operations.**
- **The Incident Commander reiterates his or her operational concerns and directs resources to deploy.**
- **The Planning Section Chief announces the next planning meeting and operational period briefing, then adjourns the meeting.**

The slide features a decorative banner at the bottom with the FEMA logo on the left, the word "FEMA" in the center, and a stylized American flag graphic on the right. The text "Visual 5.13 Briefings" is located in the bottom right corner of the slide.

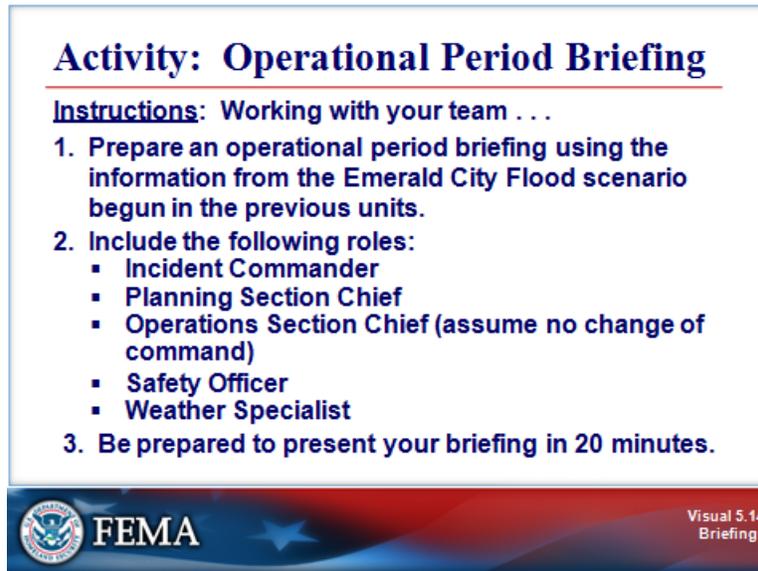
**Instructor Notes: Present the following key points.**

Other elements of a typical briefing include the following:

- Specific Section Chiefs/Unit Leaders present information related to ensuring safe and efficient operations.
- The Incident Commander reiterates his or her operational concerns and directs resources to deploy.
- The Planning Section Chief announces the next planning meeting and operational period briefing, then adjourns the meeting.

**ACTIVITY: OPERATIONAL PERIOD BRIEFING**

**Visual 5.14**



**Activity: Operational Period Briefing**

**Instructions:** Working with your team . . .

1. Prepare an operational period briefing using the information from the Emerald City Flood scenario begun in the previous units.
2. Include the following roles:
  - Incident Commander
  - Planning Section Chief
  - Operations Section Chief (assume no change of command)
  - Safety Officer
  - Weather Specialist
3. Be prepared to present your briefing in 20 minutes.

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Visual 5.14 Briefings

**Instructor Notes:** Present the following key points.

**Activity Purpose:** To give students practice at preparing and presenting briefings.

**Time:** 55 minutes

**Instructions:** Working in your team:

1. Prepare an operational period briefing using the information from the Emerald City Flood scenario begun in the previous units.
2. Include the following roles:
  - Incident Commander
  - Planning Section Chief
  - Operations Section Chief (assume no change of command)
  - Safety Officer
  - Weather Specialist
3. Be prepared to present your briefing in 20 minutes.

**Debrief Instructions:** Working in your team:

1. Monitor the time. After 20 minutes, call time.
2. Pair up the teams. Have the teams take turns presenting the briefings to each other:
  - Round 1
    - Team 1: Present the operational period briefing.
    - Team 2: Participate as resources being briefed. Ask questions as appropriate.
  - Round 1 Feedback
    - Team 1 Self-Assessment: Strengths of Presentation and Areas for Improvement
    - Team 2 Peer Feedback
    - Instructor Feedback
  - Round 2
    - Reverse roles: Team 2 presents and Team 1 role plays the resources being briefed.
3. Wrap up the exercise with a summary of observations, strengths, and areas to work on.

**SUMMARY**

**Visual 5.15**

**Summary**

**Are you now able to:**

- **Describe components of field, staff, and section briefings/meetings?**
- **Plan to give an operational period briefing?**

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Visual 5.15  
Briefings

**Instructor Notes: Present the following key points.**

Are you now able to:

- Describe components of field, staff, and section briefings/meetings?
- Plan to give an operational period briefing?

---

## **Unit 6: Organizational Flexibility**

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## Unit 6. Organizational Flexibility

### Unit Objectives

At the end of this unit, students will be able to:

- Explain how the modular organization expands and contracts.
  - Complete a complexity analysis when given a scenario.
  - Define the five types of incidents.
- 

### Scope

- Unit Introduction
  - Unit Objectives
  - ICS Organizational Flexibility
  - Modular Organization
  - Complexity Analysis
  - Activity: Complexity Analysis
  - Resource Kinds and Types
  - Incident Complexity Types
  - Activity: Incident Types
  - Summary
- 

### Methodology

The content in this unit is presented using a combination of instructor presentations and discussion questions. The unit begins by clarifying the point that standardization of the ICS organizational chart and associated terms does not limit the flexibility of the system. The next topic reviews the ICS feature of modular organization in an expanding incident. The instructor then explains that incident complexity determines the types of incident objectives and resource requirements. At this point, the students work in teams to complete an activity in which they identify critical factors they would use to determine the complexity of a selected incident.

The next sections of the unit present tools for analyzing the complexity of an incident. After considering the factors affecting incident complexity, the instructor introduces the concept of resource kinds and types. The final section of the unit covers the incident complexity types. An activity at the end of the lesson gives students the opportunity to type a series of incidents.

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## Unit 6. Organizational Flexibility

### Time Plan

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

Topic	Time
Unit Introduction Unit Objectives ICS Organizational Flexibility	5 minutes
Modular Organization	10 minutes
Complexity Analysis Activity: Complexity Analysis	30 minutes
Resource Kinds and Types	10 minutes
Incident Complexity Types	15 minutes
Activity: Incident Types	15 minutes
Summary	5 minutes
<b>Total</b>	<b>1 hour 30 minutes</b>

### Materials

- PowerPoint visuals 6.1 – 6.30
- Student Manual

**UNIT INTRODUCTION**

**Visual 6.1**



**Instructor Notes: Present the following key points.**

The Organizational Flexibility unit introduces you to flexibility within the standard ICS organizational structure.

**UNIT OBJECTIVES**

**Visual 6.2**

**Unit Objectives**

- Explain how the modular organization expands and contracts.
- Complete a complexity analysis when given a scenario.
- Define the five types of incidents.

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Visual 6.2  
Organizational Flexibility

**Instructor Notes: Present the following key points.**

The objectives of this unit are as follows:

- Explain how the modular organization expands and contracts.
- Complete a complexity analysis when given a scenario.
- Define the five types of incidents.

ICS ORGANIZATIONAL FLEXIBILITY

Visual 6.3

**Flexibility and Standardization**

- Standardization does **NOT** limit flexibility.
- ICS works for small, routine operations as well as catastrophic events.



**A key principle of ICS is its flexibility.**

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Visual 6.3  
Organizational Flexibility

**Instructor Notes: Present the following key points.**

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

Standardization within ICS does not limit flexibility. ICS works for small, routine operations as well as catastrophic events.

Flexibility does not mean that the ICS feature of common terminology is superseded. Flexibility is allowed only within the standard ICS organizational structure and position titles.

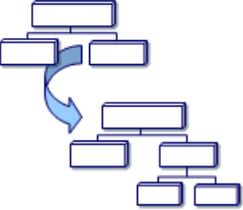
**MODULAR ORGANIZATION**

**Visual 6.4**

**Modular Organization**

Incident command organizational structure is based on:

- Size and complexity of the incident.
- Specifics of the hazard environment created by the incident.
- Incident planning process and incident objectives.



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Visual 6.4  
Organizational Flexibility

**Instructor Notes: Present the following key points.**

Incident command organizational structure is based on:

- Size and complexity of the incident.
- Specifics of the hazard environment created by the incident.
- Incident planning process and incident objectives.

**MODULAR ORGANIZATION**

**Visual 6.5**

**ICS Expansion and Contraction**

**Remember that:**

- Only functions/positions that are necessary to achieve incident objectives are filled.
- Each activated element must have a person in charge.
- An effective span of control must be maintained.



The diagram shows a pyramid with a person icon at the top. Three red arrows point downwards from the top person to three person icons at the base, illustrating a 1:3 span of control.

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Visual 6.5  
Organizational Flexibility

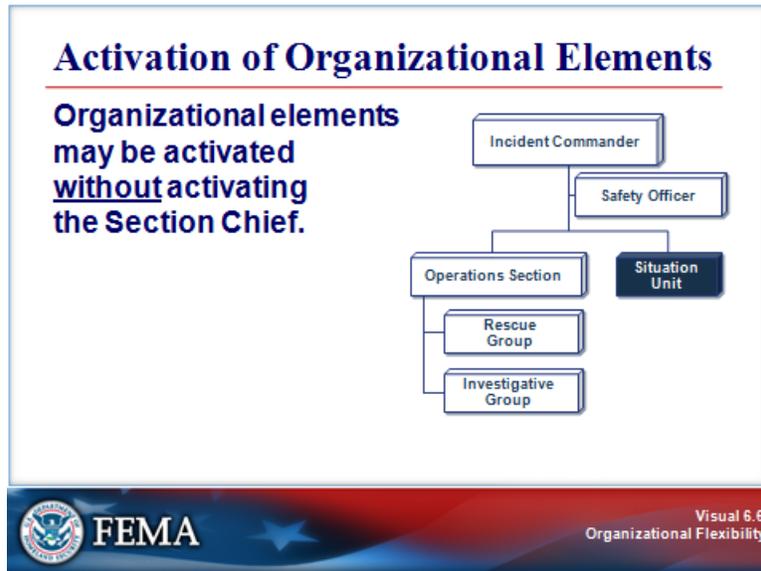
**Instructor Notes: Present the following key points.**

It is important to remember that:

- Only functions and positions that are necessary to achieve incident objectives are filled.
- Each activated element must have a person in charge.
- An effective span of control must be maintained.

MODULAR ORGANIZATION

Visual 6.6



**Instructor Notes: Present the following key points.**

Activation of organizational elements is flexible, as noted below.

- Many incidents will never require the activation of the entire Command or General Staff or entire list of organizational elements within each Section. Other incidents will require some or all members of the Command Staff and all sub-elements of each General Staff Section.
- The decision to activate an element (Section, Branch, Unit, Division, or Group) must be based on incident objectives and resource needs.
- An important concept is that many organizational elements may be activated in various Sections without activating the Section Chief.
- For example, the Situation Unit can be activated without a Planning Section Chief assigned. In this case, the supervision of the Situation Unit will rest with the Incident Commander.

MODULAR ORGANIZATION

Visual 6.7

**Avoiding Combining Positions**

- Do not combine ICS positions to save on staffing. Individuals may supervise multiple units, but the positions should remain distinct.



- Do not use nonstandard titles or hybrid positions. These titles may be unrecognizable to assisting or cooperating personnel.

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Visual 6.7  
Organizational Flexibility

**Instructor Notes: Present the following key points.**

- It is tempting to combine ICS positions to gain staffing efficiency. Rather than combining positions, you may assign the same individual to supervise multiple units.
- When assigning personnel to multiple positions, do not use nonstandard titles. Creating new titles may be unrecognizable to assisting or cooperating personnel and may cause confusion. Be aware of potential span-of-control issues that may arise from assigning one person to multiple positions.

MODULAR ORGANIZATION

Visual 6.8

**Resource Management**

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

Available, Assigned, Out of Service

Resource Status

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Visual 6.8  
Organizational Flexibility

**Instructor Notes: Present the following key points.**

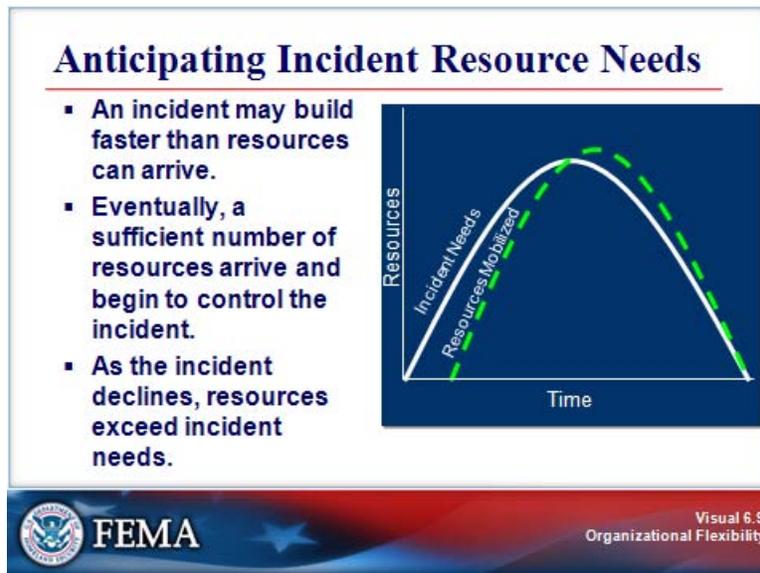
Maintaining an accurate and up-to-date picture of resource utilization is a critical component of incident management. The incident resource management process consists of the following:

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

This section of the lesson reviews key resource management principles.

MODULAR ORGANIZATION

Visual 6.9



**Instructor Notes: Present the following key points.**

Experience and training will help you to predict workloads and corresponding staffing needs. As the graphic illustrates, an incident may build faster than resources can arrive.

Eventually, a sufficient number of resources arrive and begin to control the incident. As the incident declines, resources then exceed incident needs.

MODULAR ORGANIZATION

Visual 6.10

**Anticipating Incident Resource Needs**

- **Operations Section.** The workload of Operations is immediate and often massive.
- **Planning Section.** The Resources and Situation Units will be very busy in the initial phases of the incident.
- **Logistics Section.** The Supply and Communications Units will be very active in the initial and final stages of the incident.

FEMA Visual 6.10 Organizational Flexibility

**Instructor Notes: Present the following key points.**

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

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

**COMPLEXITY ANALYSIS**

**Visual 6.11**

**Analyzing Complexity**

Analyzing incident complexity can help to:

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



 **FEMA** 

Visual 6.11  
Organizational Flexibility

**Instructor Notes: Present the following key points.**

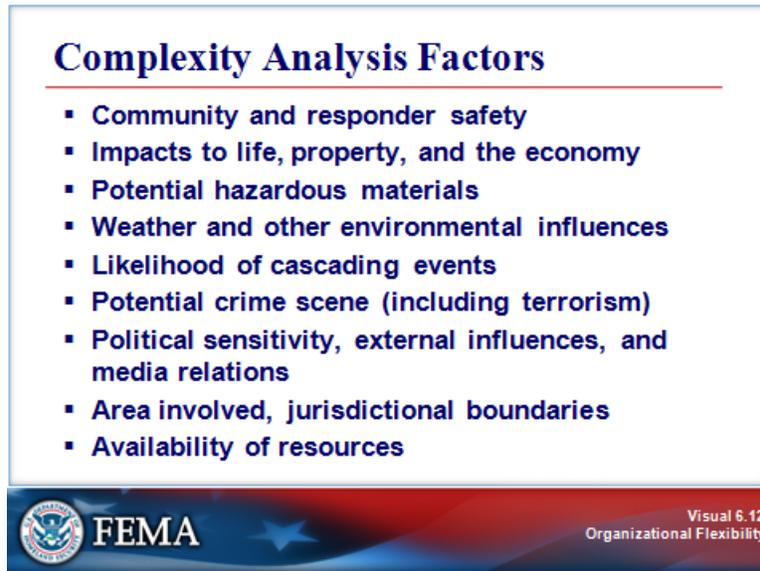
It is important to strike the right balance when determining resource needs. Having too few resources can lead to loss of life and property, while having too many resources can result in unqualified personnel deployed without proper supervision.

A complexity analysis can help:

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

**COMPLEXITY ANALYSIS**

**Visual 6.12**



**Complexity Analysis Factors**

- Community and responder safety
- Impacts to life, property, and the economy
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events
- Potential crime scene (including terrorism)
- Political sensitivity, external influences, and media relations
- Area involved, jurisdictional boundaries
- Availability of resources

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Visual 6.12  
Organizational Flexibility

**Instructor Notes: Present the following key points.**

Ask the participants to review the following complexity factors (listed on the visual):

- Community and responder safety
- Impacts to life, property, and the economy
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events
- Potential crime scene (including terrorism)
- Political sensitivity, external influences, and media relations
- Area involved, jurisdictional boundaries
- Availability of resources

Ask the participants if there are additional factors that they would add to this list.

### ACTIVITY: COMPLEXITY ANALYSIS

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#### Visual 6.13

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**Activity: Complexity Analysis**

---

**Instructions:** Working with your team . . .

1. Select an incident (e.g., flood, building collapse, water main break, bridge accident, hostage, hazardous materials, fire, disease outbreak, planned event, etc.).
2. Using the worksheet in your Student Manuals, identify a list of indicators that you might consider in order to determine the complexity of this incident. List the top 3 critical factors on chart paper.
3. Choose a spokesperson and be ready to present your complexity analysis to the class in 15 minutes.



Visual 6.13  
Organizational Flexibility

---

**Instructor Notes:** Present the following key points.

---

**Activity Purpose:** To give the students practice at identifying the indicators that are considered when analyzing and determining the complexity of an incident.

**Time:** 20 minutes

**Instructions:** Working in your team:

1. Select an incident (e.g., flood, building collapse, water main break, bridge accident, hostage, hazardous materials, fire, disease outbreak, planned event, etc.). (Or you may want to assign an incident type to each team.)
2. Using the worksheet in the Student Manual (see the next page), identify a list of indicators that you might consider in order to determine the complexity of this incident. List the top three critical factors on chart paper.
3. Choose a spokesperson and be ready to present your complexity analysis to the class in 15 minutes.

**Debrief Instructions:**

1. Monitor the time. After 15 minutes, call time.
2. Ask each spokesperson to present the top three indicators.
3. Compare the similarities and differences among the indicators presented.
4. Summarize the main learning points from this activity.

**Unit 6. Organizational Flexibility**

**ACTIVITY: COMPLEXITY ANALYSIS**

---

**Visual 6.13 (Continued)**

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**Activity: Complexity Analysis Worksheet**

**Describe your selected incident (e.g., flood, building collapse, water main break, bridge accident).**

**List the specific indicators that you would use to analyze the complexity of this kind of incident.**

**Next, select your top three indicators.**

COMPLEXITY ANALYSIS

Visual 6.14



**Instructor Notes: Present the following key points.**

Note that as complexity increases, resources expand, requiring an organization with additional levels of supervision.

The next visuals will cover the relationships between incident complexity, resources, and ICS structure.

RESOURCE KINDS AND TYPES

Visual 6.15

**Resource Kinds and Types**

ICS resources are categorized by:

- **Kinds of Resources:** Describe what the resource is (for example: medic, firefighter, Planning Section Chief, helicopter, ambulance, combustible gas indicator, bulldozer).
- **Types of Resources:** Describe the size, capability, and staffing qualifications of a specific kind of resource.

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Visual 6.15  
Organizational Flexibility

**Instructor Notes: Present the following key points.**

Managing an expanding incident requires that responders get the right personnel and equipment. For this reason, ICS resources are categorized by:

- **Kinds of Resources.** Describe what the resource is (for example: medic, firefighter, Planning Section Chief, helicopter, ambulance, combustible gas indicator, bulldozer).
- **Types of Resources.** Describe the size, capability, and staffing qualifications of a specific kind of resource.

**RESOURCE KINDS AND TYPES**

**Visual 6.16**



**Instructor Notes: Present the following key points.**

Review the items on the visual. Ask the participants:

**Which side (A or B) represents kinds? Which side represents types?**

Acknowledge the participants' responses. If not clear from the group's answers, note that the correct answers are:

A = Types

B = Kinds

RESOURCE KINDS AND TYPES

Visual 6.17



**Instructor Notes: Present the following key points.**

Requesting a resource kind without specifying a resource type could result in an inadequate resource arriving on the scene.

Ask the following questions:

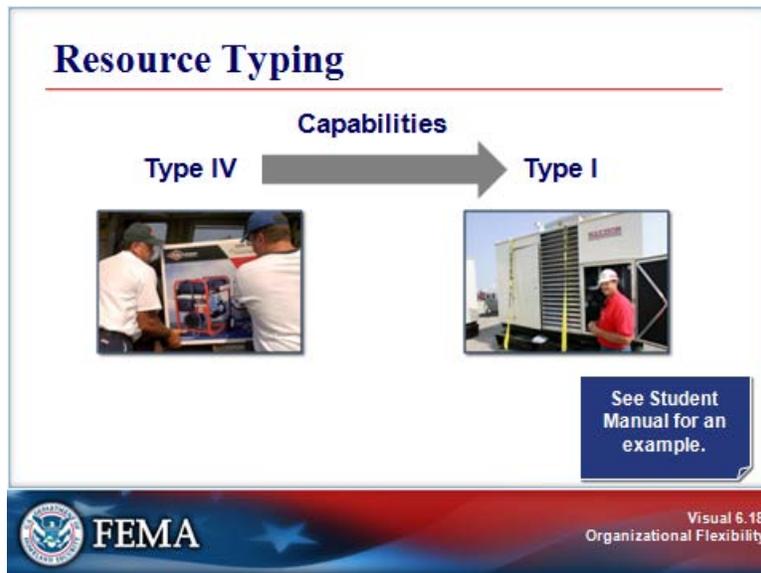
- **What are the implications of a HazMat team arriving without the appropriate level of protective gear?**
- **Can anyone think of other examples of situations when the response resources deployed were not sufficient?**
- **How about situations where the resources at the scene exceeded the requirements? What are the implications of having resources that exceed the requirements?**

If not mentioned in the discussion, add the following key points:

- Unqualified resources or inadequate resources jeopardize safety and achievement of incident objectives.
- When overly qualified resources are deployed where they are not needed, then they are not available for deployment elsewhere. In addition, incident costs may be higher for resources than is necessary.

### RESOURCE KINDS AND TYPES

#### Visual 6.18



#### Instructor Notes: Present the following key points.

- Resource types range from Type I (most capable) to Type IV (least capable), letting you reserve the appropriate level of resource for your incident by describing the size, capability, and staffing qualifications of a specific resource.
- Assigning the Type I label to a resource implies that it has a greater level of capability than a Type II of the same resource (for example, due to its power, size, or capacity), and so on to Type IV.
- Typing provides managers with additional information to aid the selection and best use of resources. In some cases, a resource may have less than or more than four types; in such cases, either additional types will be identified, or the type will be described as "not applicable." The type assigned to a resource or component is based on a minimum level of capability described by the identified metric(s) for that resource.

Tell the participants that NIMS requires the development of a national resource typing protocol.

The next page provides a sample resource typing.

## Unit 6. Organizational Flexibility

### RESOURCE KINDS AND TYPES



U.S. Department of Homeland Security  
Federal Emergency Management Agency

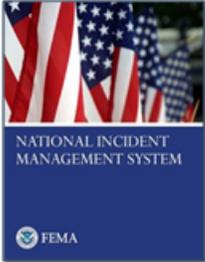
RESOURCE: HazMat Entry Team							
CATEGORY:		Hazardous Materials Response (ESF #10)			KIND:	Team	
MINIMUM CAPABILITIES:		TYPE I	TYPE II	TYPE III	TYPE IV	OTHER	
COMPONENT	METRIC						
Equipment	Communications	Same as Type II plus: (Secure Communications)	Same as Type III plus: (Wireless Data)	(In-Suit; Wireless Voice) Personnel utilizing CPC shall be able to communicate appropriately and safely with one another and their team leaders			
Personnel	Staffing	5 Personnel	5 Personnel	5 Personnel			
Personnel	Training	Same as Type II	Same as Type III	All personnel must be trained to the minimum response standards in accordance with the most current editions of NFA Standard # 471, "Recommended Practice for Responding to Hazardous Materials Incidents," NFA Standard # 472, "Standard for Professional Competence of Responders to Hazardous Materials Incidents," and NFA Standard # 473, "Standard for Competencies for EMS Personnel Responding to Hazardous Materials Incidents," as is appropriate for the specific team type			
Personnel	Sustainability	Same as Type II	Same as Type III	Capability to Perform Three (3) Entries in a 24-hour Period			
COMMENTS:							

**RESOURCE KINDS AND TYPES**

**Visual 6.19**



**Resource Typing and NIMS**



**The National Integration Center encourages Federal, State, tribal, and local officials to use the 120 NIMS Resource Typing definitions as they develop or update response assets inventories.**

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Visual 6.19  
Organizational Flexibility

**Instructor Notes: Present the following key points.**

- Resource typing is a key component of NIMS. This effort helps all Federal, State, tribal, and local jurisdictions locate, request, and track resources to assist neighboring jurisdictions when local capability is overwhelmed.
- The National Integration Center encourages Federal, State, tribal, and local officials to use NIMS Resource Typing definitions as they develop or update response assets inventories.

RESOURCE KINDS AND TYPES

Visual 6.20

**Additional Resource Terminology**

- A **Task Force** is a combination of mixed resources with common communications operating under the direct supervision of a Task Force Leader.
- A **Strike Team** is a set number of resources of the same kind and type with common communications operating under the direct supervision of a Strike Team Leader.
- A **Single Resource** is 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.



**Instructor Notes: Present the following key points.**

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

- A **Task Force** is a combination of mixed resources with common communications operating under the direct supervision of a Task Force Leader.
- A **Strike Team** is a set number of resources of the same kind and type with common communications operating under the direct supervision of a Strike Team Leader.
- A **Single Resource** is 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.

INCIDENT COMPLEXITY TYPES

Visual 6.21

**Incident Typing: Overview**

- Incidents, like resources, may be categorized into five types based on complexity.
- Type 5 incidents are the least complex and Type 1 the most complex.

Complexity ↑  
Type 1  
Type 5

FEMA  
Visual 6.21  
Organizational Flexibility

**Instructor Notes: Present the following key points.**

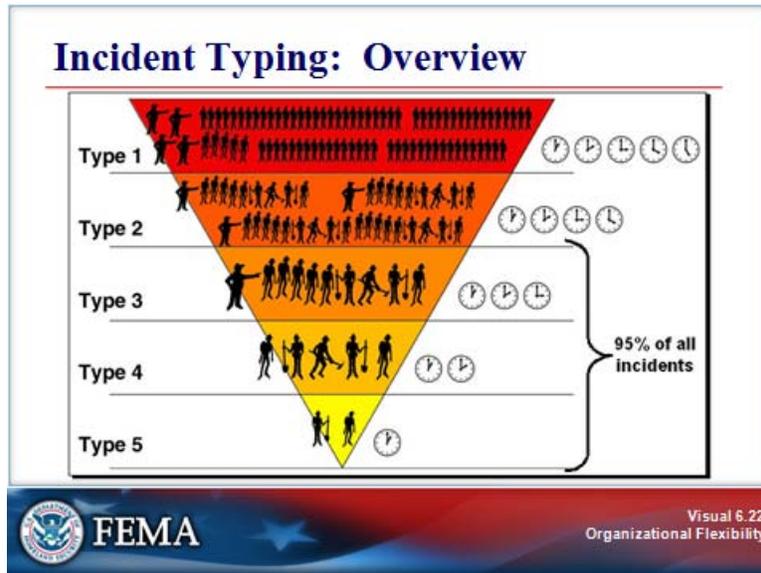
Incidents, like resources, may be categorized into five types based on complexity. Type 5 incidents are the least complex and Type 1 the most complex.

Incident typing may be used to:

- Make decisions about resource requirements.
- Order Incident Management Teams (IMTs). An IMT is made up of the Command and General Staff members in an ICS organization.

INCIDENT COMPLEXITY TYPES

Visual 6.22



**Instructor Notes: Present the following key points.**

The incident type corresponds to both the number of resources required and the anticipated incident duration.

INCIDENT COMPLEXITY TYPES

Visual 6.23

**Type 5 Incident**

**Resources:** One or two single resources with up to six personnel. Command and General Staff positions (other than the Incident Commander) are not activated.

**Time Span:** Incident is contained within the first operational period and often within a few hours after resources arrive on scene. No written Incident Action Plan is required.



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Visual 6.23  
Organizational Flexibility

**Instructor Notes: Present the following key points.**

Characteristics of a Type 5 Incident are as follows:

- **Resources:** One or two single resources with up to six personnel. Command and General Staff positions (other than the Incident Commander) are not used.
- **Time Span:** Incident is contained within the first operational period and often within a few hours after resources arrive on scene. No written Incident Action Plan is required.

Examples include a vehicle fire, an injured person, or a police traffic stop.

INCIDENT COMPLEXITY TYPES

Visual 6.24

**Type 4 Incident**

**Resources:** Command Staff and General Staff functions are activated (only if needed). Several single resources are required to mitigate the incident.

**Time Span:** Limited to one operational period in the control phase. No written Incident Action Plan is required for non-HazMat incidents. A documented operational briefing is completed.



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Visual 6.24  
Organizational Flexibility

**Instructor Notes: Present the following key points.**

Characteristics of a Type 4 Incident are as follows:

- **Resources:** Command Staff and General Staff functions are activated (only if needed). Several single resources are required to mitigate the incident.
- **Time Span:** Limited to one operational period in the control phase. No written Incident Action Plan is required for non-HazMat incidents. A documented operational briefing is completed.

INCIDENT COMPLEXITY TYPES

Visual 6.25

**Type 3 Incident**

**Resources:** When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. Some or all of the Command and General Staff positions may be activated, as well as Division or Group Supervisor and/or Unit Leader level positions.

**Time Span:** The incident may extend into multiple operational periods and a written Incident Action Plan may be required for each operational period.



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Visual 6.25  
Organizational Flexibility

**Instructor Notes: Present the following key points.**

Characteristics of a Type 3 Incident are as follows:

- **Resources:** When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. Some or all of the Command and General Staff positions may be activated, as well as Division or Group Supervisor and/or Unit Leader level positions. An Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, and an extended attack incident until containment/control is achieved.
- **Time Span:** The incident may extend into multiple operational periods and a written Incident Action Plan may be required for each operational period.

INCIDENT COMPLEXITY TYPES

Visual 6.26

**Type 2 Incident**

**Resources:** Regional and/or national resources are required to safely and effectively manage the operations. Most or all Command and General Staff positions are filled. Operations personnel typically do not exceed 200 per operational period and the total does not exceed 500.

**Time Span:** The incident is expected to go into multiple operational periods. A written Incident Action Plan is required for each operational period.



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Visual 6.26  
Organizational Flexibility

**Instructor Notes: Present the following key points.**

Characteristics of a Type 2 Incident are as follows:

- **Resources:** Regional and/or national resources are required to safely and effectively manage the operations. Most or all Command and General Staff positions are filled. Operations personnel typically do not exceed 200 per operational period and the total does not exceed 500. The agency administrator/official is responsible for the incident complexity analysis, agency administrator briefings, and written delegation of authority.
- **Time Span:** The incident is expected to go into multiple operational periods. A written Incident Action Plan is required for each operational period.

INCIDENT COMPLEXITY TYPES

Visual 6.27

**Type 1 Incident**

**Resources:** National resources are required to safely and effectively manage the operations. All Command and General Staff positions are activated, and Branches need to be established.

**Time Span:** The incident is expected to go into multiple operational periods. A written Incident Action Plan is required for each operational period.



 **FEMA** 

Visual 6.27  
Organizational Flexibility

**Instructor Notes: Present the following key points.**

Characteristics of a Type 1 Incident are as follows:

- **Resources:** National resources are required to safely and effectively manage the operations. All Command and General Staff positions are utilized, and Branches need to be established. Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions. The incident may result in a disaster declaration.
- **Time Span:** The incident is expected to go into multiple operational periods. A written Incident Action Plan is required for each operational period.

### INCIDENT COMPLEXITY TYPES

#### Visual 6.28

### Incident Management Teams (IMTs)

**IMTs:**

- May be used to respond to an incident.
- Include Command and General Staff members.
- Consist of five types corresponding to incident type:
  - Type 5: Local Village and Township Level
  - Type 4: City, County, or Fire District Level
  - Type 3: State or Metropolitan Area Level
  - Type 2: National and State Level
  - Type 1: National and State Level (Type 1 Incident)
- Are filled by certified team members with the necessary training and experience.



Visual 6.28  
Organizational Flexibility

#### Instructor Notes: Present the following key points.

As mentioned earlier, an IMT is made up of the Command and General Staff members in an ICS organization. Persons to fill these positions for various types of incidents or events are often predesignated to ensure that they have the necessary training and experience to fulfill the roles and responsibilities of the ICS position. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining the “type,” or level, of IMT.

Briefly review the following information about IMT types:

- **Type 5: Local Village and Township Level** – A “pool” of primarily fire officers from several neighboring departments trained to serve in Command and General Staff positions during the first 6-12 hours of a major or complex incident.
- **Type 4: City, County, or Fire District Level** – A designated team of fire, EMS, and possibly law enforcement officers from a larger and generally more populated area, typically within a single jurisdiction (city or county), activated when necessary to manage a major or complex incident during the first 6-12 hours and possibly transition to a Type 3 IMT.
- **Type 3: State or Metropolitan Area Level** – A standing team of trained personnel from different departments, organizations, agencies, and jurisdictions within a State or DHS Urban Area Security Initiative (UASI) region, activated to support incident management at incidents that extend beyond one operational period. Type 3 IMTs will respond throughout the State or large portions of the State, depending upon State-specific laws, policies, and regulations.

(Continued on the next page.)

### INCIDENT COMPLEXITY TYPES

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#### Visual 6.28 (Continued)

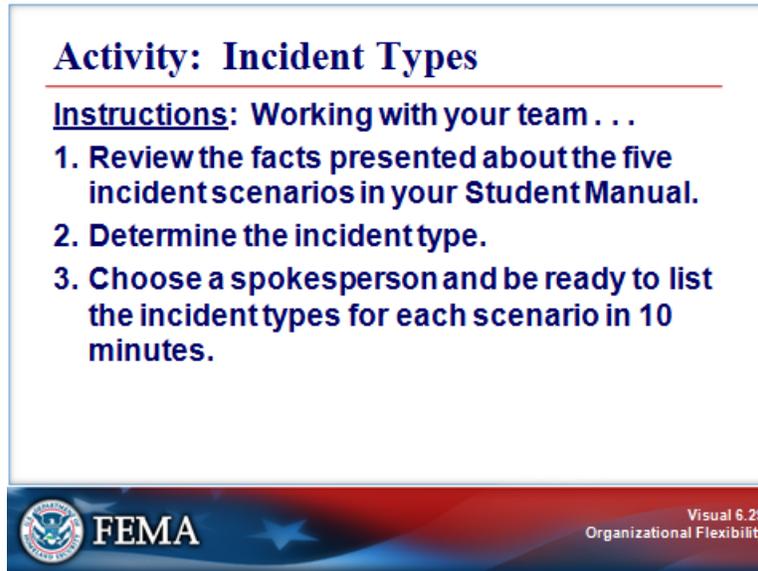
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- **Type 2: National and State Level** – A federally or State-certified team; has less staffing and experience than Type 1 IMTs, and is typically used on smaller scale national or State incidents. Several dozen Type 2 IMTs are currently in existence, and operate through the U.S. Forest Service.
- **Type 1: National and State Level** – A federally or State-certified team; is the most robust IMT with the most experience; is fully equipped and self-contained. Sixteen Type 1 IMTs are now in existence, and operate through the U.S. Forest Service.

Source: <http://www.usfa.fema.gov/subjects/incident/imt/overview.shtm>

**ACTIVITY: INCIDENT TYPES**

**Visual 6.29**



**Activity: Incident Types**

**Instructions:** Working with your team . . .

1. Review the facts presented about the five incident scenarios in your Student Manual.
2. Determine the incident type.
3. Choose a spokesperson and be ready to list the incident types for each scenario in 10 minutes.

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Visual 6.29  
Organizational Flexibility

**Instructor Notes:** Present the following key points.

**Activity Purpose:** To give the students practice at determining incident types for various scenarios.

**Time:** 15 minutes

**Instructions:** Working with your team:

1. Review the facts presented about the five incident scenarios in your Student Manual.
2. Determine the incident type.
3. Choose a spokesperson and be ready to list the incident types for each scenario in 10 minutes.

Note: A table summarizing characteristics of each type is provided after the scenarios.

**Debrief Instructions:**

1. Monitor the time. After 10 minutes, call time.
2. Ask each spokesperson to present the team's list of incident types.
3. Compare the different teams' incident types. Where there are different types, ask the team spokesperson to present the reasons why the team chose a different incident type. (Note that the correct answers can be found on the following pages of the Instructor Guide.)
4. Summarize the main learning points from this activity.

### ACTIVITY: INCIDENT TYPES

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#### Visual 6.29 (Continued)

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##### Scenario 1:

- A multivehicle accident with critical injuries has occurred.
- Local resources are on the scene.
- The rescue and investigation should be complete in one operational period.
- The IAP is verbal.

**Instructor Debrief Notes:** This incident described is **Type 4**. Operations will be completed within a single operational period, and the IAP is verbal, not written.

---

##### Scenario 2:

- There is ongoing flooding in a tri-State area.
- Local and regional resources are overwhelmed.
- There are numerous missing and injured persons.
- Additional rain and wind are forecasted.
- The President has declared all counties in the affected region as disaster areas under the Stafford Act.

**Instructor Debrief Notes:** This incident described is **Type 1**. It is a complex incident, requiring many response personnel and support from the Federal Government.

---

##### Scenario 3:

- A cargo jet has crashed with injuries onboard and on the ground.
- Possible hazardous materials are aboard.
- State and local resources are managing the incident.
- All Command Staff positions are filled and the Operations and Planning Sections are being utilized.

**Instructor Debrief Notes:** This incident described is **Type 2**. It has exceeded the capacity of local responders and requires involvement of State agencies. All Command Staff positions and many of the General Staff positions have been filled. It will span multiple operational periods and will require a written IAP for each operational period.

### ACTIVITY: INCIDENT TYPES

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#### Visual 6.29 (Continued)

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##### Scenario 4:

- A small kitchen fire has occurred in a single family residence.
- The fire department, police and emergency medical services responded.
- The fire was out by the time the responders arrived on scene.
- The fire department confirmed the fire was out and helped the homeowner clear the smoke from the house.
- All units were back in service within one hour after the initial dispatch.

**Instructor Debrief Notes:** This incident described is **Type 5**. It requires few resources and will be completed in a single operational period. Command and General Staff positions (other than the Incident Commander) have not been activated, and no written IAP is required.

---

##### Scenario 5:

- A bank robber is holding staff and patrons hostage.
- An Operations Section has been activated with a Perimeter Control Group, Investigation Group, and SWAT Unit.
- The Command Staff includes the Incident Commander and a Public Information Officer.
- The incident may extend into multiple operational periods.

**Instructor Debrief Notes:** This incident described is **Type 3**. Some Command Staff positions are staffed, as well as Group Supervisors and Unit Leaders. The incident may extend into multiple operational periods and requires a written IAP for each operational period.

**ACTIVITY: INCIDENT TYPES****Visual 6.29 (Continued)****Incident Typing Review:**

Incidents may be typed in order to make decisions about resource requirements. Incident types are based on the following five levels of complexity. (Source: U.S. Fire Administration)

<b>Type 5</b>	<ul style="list-style-type: none"><li>• The incident can be handled with one or two single resources with up to six personnel.</li><li>• Command and General Staff positions (other than the Incident Commander) are not activated.</li><li>• No written Incident Action Plan (IAP) is required.</li><li>• The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.</li><li>• Examples include a vehicle fire, an injured person, or a police traffic stop.</li></ul>
<b>Type 4</b>	<ul style="list-style-type: none"><li>• Command staff and general staff functions are activated only if needed.</li><li>• Several resources are required to mitigate the incident, including a Task Force or Strike Team.</li><li>• The incident is usually limited to one operational period in the control phase.</li><li>• The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated.</li><li>• No written Incident Action Plan (IAP) is required but a documented operational briefing will be completed for all incoming resources.</li><li>• The role of the agency administrator includes operational plans including objectives and priorities.</li></ul>
<b>Type 3</b>	<ul style="list-style-type: none"><li>• When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident.</li><li>• Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions.</li><li>• A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 IMT.</li><li>• The incident may extend into multiple operational periods.</li><li>• A written IAP may be required for each operational period.</li></ul>
<b>Type 2</b>	<ul style="list-style-type: none"><li>• This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing.</li><li>• Most or all of the Command and General Staff positions are filled.</li><li>• A written IAP is required for each operational period.</li><li>• Many of the functional units are needed and staffed.</li><li>• Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only).</li><li>• The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.</li></ul>
<b>Type 1</b>	<ul style="list-style-type: none"><li>• This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.</li><li>• All Command and General Staff positions are filled.</li><li>• Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.</li><li>• Branches need to be established.</li><li>• The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated.</li><li>• Use of resource advisors at the incident base is recommended.</li><li>• There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.</li></ul>

**SUMMARY**

**Visual 6.30**

**Summary**

**Are you now able to:**

- **Explain how the modular organization expands and contracts?**
- **Complete a complexity analysis when given a scenario?**
- **Define the five types of incidents?**

FEMA Visual 6.30 Organizational Flexibility

**Instructor Notes: Present the following key points.**

Are you now able to:

- Explain how the modular organization expands and contracts?
- Complete a complexity analysis when given a scenario?
- Define the five types of incidents?

Next, ask the participants if they have any questions about the content presented in this unit.

Answer any questions. Then explain that the next unit presents information about transfer of command.

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## **Unit 7: Transfer of Command**

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## Unit 7. Transfer of Command

### Unit Objectives

At the end of this unit, students will be able to:

- Describe the process of transfer of command.
  - List the essential elements of information involved in transfer of command.
- 

### Scope

- Unit Introduction
  - Unit Objectives
  - Transfer of Command
  - Briefing Elements
  - Activity: Transfer of Command
  - Summary
- 

### Methodology

This unit begins with the unit objectives. Next, the instructor introduces transfer of command by covering when and why command is transferred. After a discussion question, the instructor covers transfer of command briefing elements and forms. The final activity allows the students to apply what they have learned in this unit.

---

## Unit 7. Transfer of Command

### Time Plan

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

Topic	Time
Unit Introduction Unit Objectives	5 minutes
Transfer of Command	15 minutes
Briefing Elements	10 minutes
Activity: Transfer of Command	10 minutes
Summary	5 minutes
<b>Total</b>	<b>45 minutes</b>

### Materials

- PowerPoint visuals 7.1 – 7.11
- Student Manual

**UNIT INTRODUCTION**

**Visual 7.1**



**Instructor Notes: Present the following key points.**

The Transfer of Command unit introduces you to transfer of command briefings and procedures.

**UNIT OBJECTIVES**

**Visual 7.2**

**Unit Objectives**

- Describe the process of transfer of command.
- List the essential elements of information involved in transfer of command.

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Visual 7.2  
Transfer of Command

**Instructor Notes: Present the following key points.**

The objectives of this unit are as follows:

- Describe the process of transfer of command.
- List the essential elements of information involved in transfer of command.

**TRANSFER OF COMMAND**

**Visual 7.3**

**Transfer of Command**

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



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Visual 7.3  
Transfer of Command

**Instructor Notes: Present the following key points.**

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

**TRANSFER OF COMMAND**

**Visual 7.4**

**When Command Is Transferred**



- It is legally required.
- It is necessary for effectiveness.
- Incident complexity changes.
- There is a need to relieve personnel on incidents of extended duration.
- Personal emergencies arise.
- Agency administrator directs a change in command.

 **FEMA** Visual 7.4  
Transfer of Command

**Instructor Notes: Present the following key points.**

Transfer of command may take place for many reasons, including when:

- A jurisdiction or agency is legally required to take command.
- Change of command is necessary for effectiveness or efficiency.
- Incident complexity changes.
- There is a need to relieve personnel on incidents of extended duration.
- Personal emergencies arise (e.g., Incident Commander has a family emergency).
- Agency administrator directs a change in command.

**TRANSFER OF COMMAND**

**Visual 7.5**

**A More Qualified Person Arrives**

A more qualified individual may:

- Assume command.
- Maintain command as it is and monitor command activity and effectiveness.
- Request an Incident Commander with more experience and/or specialized training.



The image shows two individuals, likely emergency responders, sitting at a table and reviewing documents. One person is pointing at a document while the other looks on attentively.

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Visual 7.5  
Transfer of Command

**Instructor Notes: Present the following key points.**

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

The more qualified individual may:

- Assume command according to agency guidelines.
- Maintain command as it is and monitor command activity and effectiveness.
- Request a more qualified Incident Commander from the agency with more experience and/or specialized training.

**TRANSFER OF COMMAND**

**Visual 7.6**

**Transfer of Command Procedures**

**Transfer of command should:**

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

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



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Visual 7.6  
Transfer of Command

**Instructor Notes: Present the following key points.**

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

Whenever possible, transfer of command should:

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

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

**BRIEFING ELEMENTS**

**Visual 7.7**



**Instructor Notes: Present the following key points.**

Ask the participants:

**What would you include in a transfer of command briefing?**

Acknowledge the participants' responses. If not mentioned by the group, cover the information on the following page.

**BRIEFING ELEMENTS**

**Visual 7.8**

**Briefing Elements**

- Situation status
- Incident objectives and priorities
- Current organization
- Resource assignments
- Resources ordered
- Incident facilities
- Incident communications plan
- Incident prognosis
- Introduction of staff members



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Visual 7.8  
Transfer of Command

**Instructor Notes: Present the following key points.**

A transfer of command briefing should always take place. The briefing should include:

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

**BRIEFING ELEMENTS**

**Visual 7.9**

**Incident Briefing Form**

- In all cases, the information shared must be documented and saved for easy retrieval during and after the incident.
- The initial Incident Commander can use the ICS Form 201 to document actions and situational information.



The image shows a screenshot of the ICS Form 201 Incident Briefing Form. The form is titled "Incident Briefing Form" and includes fields for "Incident Name", "Incident Number", "Incident Type", and "Incident Location". The form is displayed within a window titled "ICS Form 201".

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Visual 7.9  
Transfer of Command

**Instructor Notes: Present the following key points.**

Agency policies and incident-specific issues may alter the transfer of command process. In all cases, the information shared must be documented and saved for easy retrieval during and after the incident.

The initial Incident Commander can use the ICS Form 201 to document actions and situational information.

For more complex transfer of command situations, every aspect of the incident must be documented and included in the transfer of command briefing.

**ACTIVITY: TRANSFER OF COMMAND**

**Visual 7.10**

**Activity: Transfer of Command**

**Instructions: Working individually . . .**

1. Review the Emerald City Flood update provided in your Student Manual.
2. Review the list of briefing elements and check the items that should be included in the transfer of command briefing.
3. Be prepared to share your answer in 5 minutes.

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Visual 7.10  
Transfer of Command

**Instructor Notes: Present the following key points.**

**Activity Purpose:** To give students the opportunity to identify the elements that should be included in a transfer of command briefing.

**Time:** 10 minutes

**Instructions:** Working individually:

1. Review the Emerald City Flood update provided in your Student Manual.
2. Review the list of briefing elements and check the items that should be included in the transfer of command briefing.
3. Be prepared to share your answer in 5 minutes.

**Incident Update:** Let's return to the Emerald City Incident. It is now 1800 and the water level is still rising. You are relieving the current Incident Commander for the next operational period. Review the list below and check the items that should be included in the transfer of command briefing.

**Debrief Instructions:**

1. Monitor the time. When 5 minutes have elapsed, call time.
2. Ask for a volunteer to present one briefing element and tell whether it should be included in the transfer of command briefing.
3. Then ask for another volunteer to present the next element and tell whether it should be included in the transfer of command briefing, and so on.
4. If there is any question about what to include from the list of possible elements, share the answers on the following page with the class.

**Unit 7. Transfer of Command****ACTIVITY: TRANSFER OF COMMAND****Visual 7.10 (Continued)****Answers to Transfer of Command Activity**

<b>Briefing Element</b>	<b>Yes</b>	<b>No</b>
Situation Status	✓	
Incident Objectives and Priorities	✓	
Current Organization	✓	
Current Expenditures and Anticipated Budget		✓
Resource Assignment	✓	
Resources En Route or On Order	✓	
Incident Facilities	✓	
Incident Communications Plan	✓	
News Releases and Media Monitoring Reports		✓
Incident Prognosis	✓	
Special Requests from Agency Representatives		✓
Introduction of Command and General Staff Members	✓	

**SUMMARY**

**Visual 7.11**

**Summary**

**Are you now able to:**

- **Describe the process of transfer of command?**
- **List the essential elements of information involved in transfer of command?**

 **FEMA** Visual 7.11  
Transfer of Command

**Instructor Notes: Present the following key points.**

Are you now able to:

- Describe the process of transfer of command?
- List the essential elements of information involved in transfer of command?

The next unit will summarize the key learning points of the course.

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## **Unit 8: Course Summary**

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## Unit 8. Course Summary

### Unit Objectives

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

- Summarize the key learning points of the course.
  - Complete a course evaluation.
- 

### Scope

- Unit Introduction
  - Leadership and Management
  - Delegation of Authority
  - Functional Areas & Positions
  - Briefings
  - Organizational Flexibility
  - Transfer of Command
  - Final Exam
  - Course Evaluation
- 

### Methodology

This unit summarizes the key learning points of the course. The instructor will review key points from: Leadership and Management, Delegation of Authority, Functional Areas & Positions, Briefings, Organizational Flexibility, and Transfer of Command. Then, the instructor will administer the final exam. Finally, students will complete a course evaluation form to give their feedback.

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## Unit 8. Course Summary

### Time Plan

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

Topic	Time
Unit Introduction	5 minutes
Leadership and Management	5 minutes
Delegation of Authority	5 minutes
Functional Areas & Positions	5 minutes
Briefings	5 minutes
Organizational Flexibility	5 minutes
Transfer of Command	5 minutes
Final Exam	20 minutes
Course Evaluation	5 minutes
<b>Total</b>	<b>1 hour</b>

### Materials

- PowerPoint visuals 8.1 – 8.21
- Student Manual
- Course evaluations (one per student)

**UNIT INTRODUCTION**

**Visual 8.1**



**Instructor Notes: Present the following key points.**

This unit provides a brief summary of the key learning points of the course. After reviewing the summary information, you will receive instructions for taking the final exam.

LEADERSHIP AND MANAGEMENT

Visual 8.2

**Leadership and Management (1 of 4)**

The Leadership and Management unit covered:

- Chain of Command.
- Unity of Command.
- Unified Command.



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Visual 8.2  
Course Summary

**Instructor Notes: Present the following key points.**

The Leadership and Management unit provided a detailed look at the following ICS features:

- **Chain of Command** refers to the orderly line of authority within the ranks of the incident management organization.
- **Unity of Command** means that each individual involved in incident operations will be assigned to only one supervisor to whom they report.
- **Unified Command** is a management structure used in multijurisdictional or multiagency incidents. Unified Command is not implemented in all incidents.

LEADERSHIP AND MANAGEMENT

Visual 8.3

**Leadership and Management (2 of 4)**

**Formal communication must be used when:**

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



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Visual 8.3  
Course Summary

**Instructor Notes: Present the following key points.**

Within the ICS organization, information must flow freely. The types of communication are summarized below.

- **Formal communication** channels must be used when:
  - Receiving and giving work assignments.
  - Requesting support or additional resources.
  - Reporting progress of assigned tasks.
- **Informal communication** is the exchange of incident information among responders that does not involve tasking work assignments or requests for support or additional resources.

LEADERSHIP AND MANAGEMENT

Visual 8.4

**Leadership and Management (3 of 4)**

**Responsibilities include:**

- Ensuring safe practices.
- Taking command of assigned resources.
- Motivating.
- Demonstrating initiative.
- Communicating.
- Supervising the scene.
- Evaluating effectiveness.
- Accepting modifications.



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Visual 8.4  
Course Summary

**Instructor Notes: Present the following key points.**

Common leadership responsibilities include:

- **Ensuring** safe work practices.
- **Taking command** of assigned resources.
- **Motivating** with a “can do safely” attitude.
- **Demonstrating initiative** by taking action.
- **Communicating** by giving specific instructions and asking for feedback.
- **Supervising** the scene of action.
- **Evaluating** the effectiveness of the plan.
- **Understanding and accepting** the need to modify plans or instructions.

LEADERSHIP AND MANAGEMENT

Visual 8.5

**Leadership and Management (4 of 4)**

**The ICS organization:**

- Facilitates command, operations, planning, logistics, and finance and administration.
- Has a scalable organizational structure.
- Uses standard terminology.
- Helps maintain a span of control that is between 3 and 7 subordinates.

The slide features a decorative banner at the bottom with the FEMA logo on the left, the word "FEMA" in the center, and the text "Visual 8.5 Course Summary" on the right.

**Instructor Notes: Present the following key points.**

The ICS organization:

- Is typically structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.
- Has a scalable organizational structure that is based on the size and complexity of the incident.
- Uses standard terminology to refer to elements and positions.
- Helps maintain a span of control that is between 3 and 7 subordinates.

DELEGATION OF AUTHORITY

Visual 8.6

**Delegation of Authority (1 of 2)**

**The Delegation of Authority & Management by Objectives unit presented information about:**

- The delegation of authority process.
- Management by objectives and the Incident Action Plan.
- Preparedness plans.



The diagram illustrates the delegation of authority. It features two portrait photographs. The top photograph shows a woman with short dark hair, wearing a white top, looking down thoughtfully. Below her photo is the text "Agency Executive". A blue downward-pointing arrow connects this photo to the bottom photograph. The bottom photograph shows a woman with dark hair pulled back, wearing a dark jacket over a light-colored top, looking forward. Below her photo is the text "Incident Commander".

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Visual 8.6  
Course Summary

**Instructor Notes: Present the following key points.**

The Delegation of Authority & Management by Objectives unit presented information about:

- The delegation of authority process.
- Management by objectives and the Incident Action Plan.
- Preparedness plans (Federal, State, or local Emergency Operations Plans, Standard Operating Guidelines, Standard Operating Procedures, etc.).

**DELEGATION OF AUTHORITY**

**Visual 8.7**

**Delegation of Authority (2 of 2)**

Objectives are established based on:

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



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Visual 8.7  
Course Summary

**Instructor Notes: Present the following key points.**

Throughout the incident, objectives are established based on the following priorities:

- First Priority: Life Safety
- Second Priority: Incident Stabilization
- Third Priority: Property Preservation

FUNCTIONAL AREAS & POSITIONS

Visual 8.8

**Functional Areas & Positions (1 of 5)**

The Functional Areas & Positions unit reviewed ICS organizational components, including:

- The Incident Commander.
- The Deputy Incident Commander.
- The Command Staff.



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Visual 8.8  
Course Summary

**Instructor Notes: Present the following key points.**

The Functional Areas & Positions unit reviewed ICS organizational components, including:

- The **Incident Commander**, who has the overall responsibility for the incident management.
- The **Deputy Incident Commander**, who performs assigned tasks and may relieve the Incident Commander. A Deputy must be fully qualified and equally capable to assume the position.
- The **Command Staff**, which carries out staff functions needed to support the Incident Commander. These functions include interagency liaison, incident safety, and public information.

FUNCTIONAL AREAS & POSITIONS

Visual 8.9

**Functional Areas & Positions (2 of 5)**

**Remember:**

- An **Agency Representative** is an individual assigned to an incident from an assisting or cooperating agency.
- An **assisting agency** is defined as an agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.
- A **cooperating agency** is an agency supplying assistance other than direct operational or support functions or resources to the management effort.



The slide features a decorative banner at the bottom with the FEMA logo on the left, the word 'FEMA' in large white letters, and a stylized American flag graphic. On the right side of the banner, the text 'Visual 8.9 Course Summary' is displayed.

**Instructor Notes: Present the following key points.**

Remember that:

- An **Agency Representative** is an individual assigned to an incident from an assisting or cooperating agency.
- An **assisting agency** is defined as an agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management.
- A **cooperating agency** is an agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

FUNCTIONAL AREAS & POSITIONS

Visual 8.10

**Functional Areas & Positions (3 of 5)**

**The Operations Section:**

- Is part of the General Staff.
- Directs and coordinates all incident tactical operations.
- Is typically one of the first organizations to be assigned to the incident.
- Expands from the bottom up.
- Has the most resources.
- May have Staging Areas and special organizations.

```
graph TD; IC[Incident Commander] --> OS[Operations Section]; OS --> SA[Staging Area]; OS --> BCG[Business Continuity Group]; OS --> SG[Security Group];
```

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Visual 8.10  
Course Summary

**Instructor Notes: Present the following key points.**

The Operations Section:

- Is part of the General Staff of an ICS organization.
- Directs and coordinates all incident tactical operations.
- Is typically one of the first organizations to be assigned to the incident.
- Expands from the bottom up.
- Has the most incident resources.
- May have Staging Areas and special organizations.

FUNCTIONAL AREAS & POSITIONS

Visual 8.11

**Functional Areas & Positions (4 of 5)**

The General Staff also includes the:

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



Visual 8.11  
Course Summary

**Instructor Notes: Present the following key points.**

In addition to the Operations Section, the **General Staff** includes:

- **Planning Section:** Responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of Incident Action Plans. This Section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident.
- **Logistics Section:** Responsible for providing facilities, services, and materials for the incident.
- **Finance/Administration Section:** Responsible for all incident costs and financial considerations.

FUNCTIONAL AREAS & POSITIONS

Visual 8.12

**Functional Areas & Positions (5 of 5)**

**The Incident Briefing Form includes:**

- Incident situation.
- Incident objectives.
- Summary of current actions.
- Status of resources assigned or ordered for the incident.



The image shows a thumbnail of the ICS Form 201 Incident Briefing Form. The form is titled 'ICS Form 201' and 'INCIDENT BRIEFING'. It has a header with 'INCIDENT BRIEFING' and 'ICS Form 201'. Below the header, there are sections for '1. Incident Name', '2. Incident Location', and '3. Incident Description'. The main body of the form is titled 'Incident Briefing Form'. At the bottom, there is a section for '4. Prepared by Name and Position'.

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Visual 8.12  
Course Summary

**Instructor Notes: Present the following key points.**

The Incident Briefing Form (ICS Form 201) provides an Incident Command/Unified Command with status information that can be used for briefing incoming resources, an incoming Incident Commander or team, or an immediate supervisor. The basic information includes:

- Incident situation (map, significant events).
- Incident objectives.
- Summary of current actions.
- Status of resources assigned or ordered for the incident or event.

BRIEFINGS

Visual 8.13

**Briefings (1 of 2)**

The Briefings unit introduced the three types of briefings/meetings used in ICS, including:

- Staff-level briefings.
- Field-level briefings.
- Section-level briefings.



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Visual 8.13  
Course Summary

**Instructor Notes: Present the following key points.**

The Briefings unit introduced the three types of briefings/meetings used in ICS, including:

- **Staff-level briefings**, which are delivered to resources assigned to nonoperational and support tasks at the Incident Command Post or Base.
- **Field-level briefings**, which are delivered to individual resources or crews who are assigned to operational tasks and/or work at or near the incident site.
- **Section-level briefings**, which are delivered to an entire Section and include the **Operational Period Briefing**.

BRIEFINGS

Visual 8.14

**Briefings (2 of 2)**

The operational period briefing:

- Is conducted at the beginning of each operational period.
- Presents the Incident Action Plan for the upcoming period to personnel within the Operations Section.
- Should be concise.



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Visual 8.14  
Course Summary

**Instructor Notes: Present the following key points.**

The Operational Period Briefing:

- May be referred to as the Shift Briefing.
- Is conducted at the beginning of each operational period.
- Presents the Incident Action Plan for the upcoming period to supervisory personnel within the Operations Section.
- Should be concise.

In addition to the Operations Section Chief, the other members of the Command and General Staffs as well as specific support elements (e.g., Communications Unit, Medical Unit) can provide important information needed for safe and effective performance during the shift.

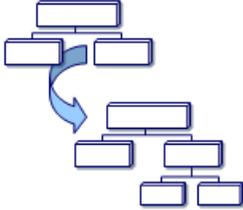
ORGANIZATIONAL FLEXIBILITY

Visual 8.15

**Organizational Flexibility (1 of 3)**

**The Organizational Flexibility unit described:**

- The flexibility within the standard ICS organizational structure.
- The ICS principle of management by objectives.



The diagram shows a hierarchical organizational structure with a top box, two middle boxes, and two bottom boxes. A blue arrow points from the top box to the left middle box, and another blue arrow points from the left middle box to the right middle box, illustrating flexibility within the structure.

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Visual 8.15  
Course Summary

**Instructor Notes: Present the following key points.**

The Organizational Flexibility unit described the flexibility within the standard ICS organizational structure and the ICS principle of management by objectives.

It is important to strike the right balance when determining resource needs. Having too few resources can lead to loss of life and property, while having too many resources can result in unqualified personnel deployed without proper supervision. A complexity analysis can help ensure the right resource balance.

ORGANIZATIONAL FLEXIBILITY

Visual 8.16

**Organizational Flexibility (2 of 3)**

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

- **Kinds of Resources:** Describe what the resource is (for example: medic, firefighter, Planning Section Chief, helicopter, ambulance, combustible gas indicator, bulldozer).
- **Types of Resources:** Describe the size, capability, and staffing qualifications of a specific kind of resource.

The slide features a blue and red decorative banner at the bottom. On the left is the FEMA logo, which includes the text 'FEDERAL EMERGENCY MANAGEMENT AGENCY' around a central emblem. To the right of the logo, the word 'FEMA' is written in large, bold, white letters. Further right, there are two white stars. On the far right of the banner, the text 'Visual 8.16 Course Summary' is displayed in a small, white font.

**Instructor Notes: Present the following key points.**

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

- **Kinds of Resources:** Describe what the resource is (for example: registered nurse, emergency physician, engineer, security officer, ambulance).
- **Types of Resources:** Describe the size, capability, and staffing qualifications of a specific kind of resource. Types range from Type 1 (most capable) to Type 4 (least capable), letting you reserve the appropriate level of resource for your incident by describing the size, capability, and staffing qualifications of a specific resource.

ORGANIZATIONAL FLEXIBILITY

Visual 8.17

**Organizational Flexibility (3 of 3)**

Incidents may be categorized into five types based on complexity.

Incident typing may be used to:

- Make decisions about resource requirements.
- Order Incident Management Teams (IMTs).

Complexity ↑

Type 1

Type 5



Visual 8.17  
Course Summary

**Instructor Notes: Present the following key points.**

Incidents, like resources, may be categorized into types based on complexity, with a total of five types used to delineate levels of incident complexity. Type 5 incidents are the least complex and Type 1 are the most complex.

Incident typing may be used to:

- Make decisions about resource requirements.
- Order Incident Management Teams (IMTs). An IMT is made up of the Command and General Staff members in an ICS organization.

**TRANSFER OF COMMAND**

**Visual 8.18**

**Transfer of Command (1 of 2)**



**Transfer of command may take place when:**

- It is legally required.
- It is necessary for effectiveness.
- Incident complexity changes.
- There is a need to relieve personnel on incidents of extended duration.
- Personal emergencies arise.
- Agency administrator directs a change in command.

 **FEMA**

Visual 8.18  
Course Summary

**Instructor Notes: Present the following key points.**

The Transfer of Command unit covered transfer of command briefings and procedures. Transfer of command may take place for many reasons, including when:

- A jurisdiction or agency is legally required to take command.
- Change of command is necessary for effectiveness or efficiency.
- Incident complexity changes.
- There is a need to relieve personnel on incidents of extended duration.
- Personal emergencies arise (e.g., Incident Commander has a family emergency).
- The agency administrator directs a change in command.

**TRANSFER OF COMMAND**

**Visual 8.19**

**Transfer of Command (2 of 2)**

**Transfer of command should:**

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

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



 **FEMA** 

Visual 8.19  
Course Summary

**Instructor Notes: Present the following key points.**

One of the main features of ICS is a procedure to transfer command with minimal disruption to the incident. This procedure may be used any time personnel in supervisory positions change. Whenever possible, transfer of command should:

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

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

FINAL EXAM

Visual 8.20

**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 and the NIMS document when completing this test.

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Visual 8.20  
Course Summary

**Instructor Notes: Present the following key points.**

**Instructions:** Present the following IS-200.b test 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 take the test online.

Tell the participants that they may refer to their Student Manuals and the NIMS document when completing this test. 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.

See the next page for an important instructor note.

**FINAL EXAM**

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**Visual 8.20 (Continued)**

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**Instructor Note:** To receive a certificate of completion, participants must take the 23-question multiple-choice posttest, submit an answer sheet (to EMI's Independent Study Office), and score 75 percent on the test. Two options exist for test submission:

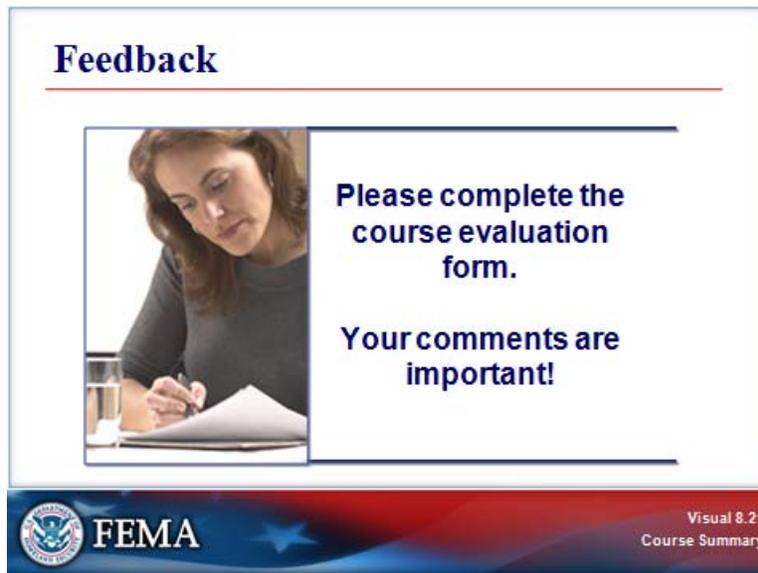
- Participants submit their tests online, and upon successful completion receive an email message with a link to their electronic certification.
  - Go to <http://training.fema.gov/IS/crslist.asp> and click on the link for IS-200.b.
  - Click on "Take Final Exam."
- Instructions for group delivery: Tests can be provided upon request by calling (301) 447-1200. Answer sheets can be requested online at <http://training.fema.gov/IS/ansreq.asp>. Note that this must be done well in advance of the course.

The completed answer sheets can then be submitted as a group to:

EMI Independent Study  
16825 South Seton Ave.  
Emmitsburg, MD 21727

COURSE EVALUATION

Visual 8.21



**Instructor Notes: Present the following key points.**

Completing the course evaluation form is important. Your comments will be used to evaluate the effectiveness of this course and make changes for future versions.

Please use the course evaluation forms provided by the organization sponsoring the course. **Note that the course evaluation forms must be obtained well in advance of the course.**