
Unit 5: ICS Management Process

INSTRUCTOR GUIDE

Objectives

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

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

- Unit Introduction
 - ICS and the All-Hazards Emergency Management Program
 - ICS Tools and Forms
 - Stages of Response and Recovery
 - ICS Management Process
 - Command Transfer
 - Knowledge Review
 - Situation Briefing and Shift Change
 - Case Study
 - Management Meetings
 - Case Study
 - Modular Organization
 - Knowledge Review
 - Resource Management
 - Predicting Incident Workload/Needs
 - Analyzing Incident Complexity
 - Resource Kinds and Types
 - Knowledge Review
 - Communication Responsibilities
 - Assessment of Situation and Progress
 - Summary
-

Methodology

The instructors will introduce the unit by displaying a visual which outlines the unit objectives. After reviewing the unit objectives, the instructors will describe ICS and the all-hazards emergency management program, commonly used ICS tools and forms, and the stages of response and recovery. The instructor will then introduce the ICS management/command process and how it is transferred. Additional topics include situation briefings, management meetings, and the modular nature of ICS systems, which expand and contract according to incidents needs. Knowledge reviews and scenario-based case studies are interspersed to emphasize key concepts and reinforce their practical application.

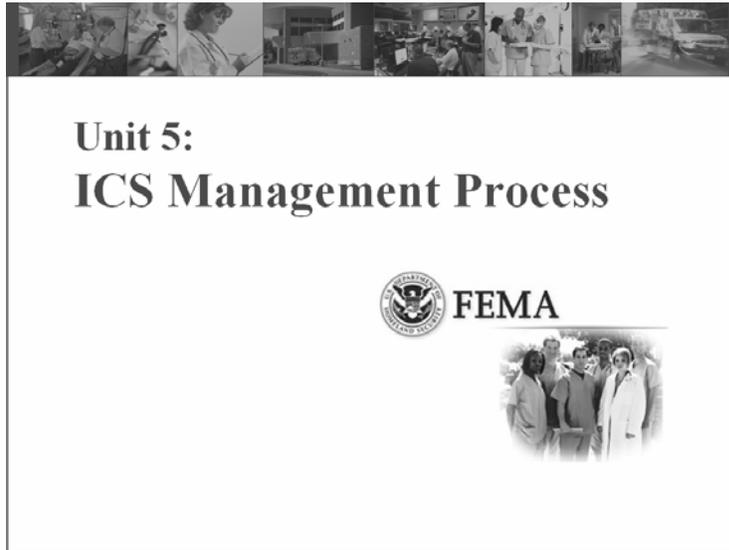
In the 2nd half of the unit, the instructor will address resource management, forecasting and planning for incident and workload and needs, incident complexity, resource types, and communications.

After answering any questions that participants have, summarize the unit's key points and transition to Unit 6, the 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
ICS and the All-Hazards Emergency Management Program	10 minutes
ICS Tools and Forms	10 minutes
Stages of Response and Recovery	10 minutes
ICS Management Process	15 minutes
Command Transfer	10 minutes
Knowledge Review	10 minutes
Situation Briefing and Shift Change	10 minutes
Case Study	15 minutes
Management Meetings	15 minutes
Case Study	15 minutes
Modular Organization	15 minutes
Knowledge Review	10 minutes
Resource Management	5 minutes
Predicting Incident Workload/Needs	10 minutes
Analyzing Incident Complexity	10 minutes
Resource Kinds and Types	5 minutes
Knowledge Review	5 minutes
Communication Responsibilities	10 minutes
Assessment of Situation and Progress	10 minutes
Summary	5 minutes
Total time	3 hours, 25 minutes



Visual Description: Title Slide

Key Points

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



Unit Objectives

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

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



Visual Description: Unit Objectives

Key Points

Explain that at the end of this unit, participants should be able to:

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



ICS and the All-Hazards Emergency Management Program

All-hazards emergency management programs address:

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



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

Key Points

Note the following key points:

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

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

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



ICS Tools

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

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



Visual Description: Incident Management System (ICS) Tools

Key Points

Explain that some important tools you should have available at any incident include:

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



ICS Forms

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

- Purpose
- Preparation
- Distribution



Visual Description: Incident Management System (ICS) Forms

Key Points

Explain that when receiving Incident Management System (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?



Commonly Used ICS Forms

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

Unit 5:
ICS Management Processes

Visual 5.6

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

Key Points

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

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

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

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



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

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

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



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

Key Points

Note the following key points:

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

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



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

During the initial response period:

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



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

Key Points

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

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

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



ICS Management Process

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

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



Visual Description: Incident Management System (ICS) Management Process

Key Points

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

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

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

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



When Command Is Transferred

It may take place for many reasons, including when:

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



Visual Description: When Command Is Transferred

Key Points

Explain that transfer of command may take place for many reasons, including when:

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

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



A More Qualified Person Arrives

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

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



Visual Description: A More Qualified Person Arrives

Key Points

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



Transfer of Command Process

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

Whenever possible, Transfer of Command should:

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



Visual Description: Transfer of Command Process

Key Points

Note the following key points:

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

Whenever possible, Transfer of Command should:

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

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



Knowledge Review

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

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



Visual Description: Knowledge Review

Key Points

Instructions: Ask students to determine whether each of the following statements is true.

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



Situation Briefing and Shift Change

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

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



Visual Description: Situation Briefing and Shift Change

Key Points

Note the following key points:

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

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

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



Case Study (1 of 2)

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

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

What should the Incident Commander do?

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



Visual Description: Case Study (1 of 2)

Key Points

Instructions: Ask participants to the scenario below (also in Student Manuals) and select the recommended course of action. Participants may work in small groups to do this.

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

Ask students: What should the Incident Commander do?

Offer the following options:

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



Case Study (2 of 2)

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

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



Visual Description: Case Study (2 of 2)

Key Points

Instructions: Ask participants to review the excerpt from the Gulf Coast City Incident ICS Form 201.

7. Summary of Current Actions

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

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

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

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

**Ask students: What information would you add to this summary of current actions?
As necessary, provide the following sample answers:**

1. Resources Ordered?
2. Incident Facility Locations?
3. Incident Objectives?



The Management Meeting

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

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



Visual Description: The Management Meeting

Key Points

Note the following key points:

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

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

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



The Planning Meeting (1 of 2)

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

This meeting occurs in two parts:

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



Visual Description: The Planning Meeting (1 of 2)

Key Points

Note the following key points:

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

This meeting occurs in two parts:

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



The Planning Meeting (2 of 2)

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



Visual Description: The Planning Meeting (2 of 2)

Key Points

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

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



Operations Briefing

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



Visual Description: Operations Briefing

Key Points

Note the following key points:

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

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

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

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

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



Operations Briefing Agenda (1 of 2)

A typical Operations Briefing includes the following:

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



Visual Description: Operations Briefing Agenda (1 of 2)

Key Points

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

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



Operations Briefing Agenda (2 of 2)

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



Visual Description: Operations Briefing Agenda (2 of 2)

Key Points

Note the following key points:

- The on-coming Operations Section Chief covers the work assignments and staffing of divisions and groups for the upcoming operational period.
- The Safety Officer reviews specific risks to operational resources and the identified safety/mitigation measures.
- Specific Section Chief/Unit Leaders present information related to ensuring safe and efficient operations.
- The Incident Commander reiterates his or her operational concerns and directs resources to deploy.
- The Planning Section Chief announces the time of the next Operations Briefing and then adjourns the meeting.



Case Study (1 of 4)

Instructions: Review the statement below.

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

Who would present this information during the Operations Briefing?



Visual Description: Case Study (1 of 4)

Key Points

Instructions: Ask participants to review the statement from the Gulf Coast City Incident Operations Briefing. Next, ask them who to determine who would present this information during the Ops Briefing.

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

As necessary, offer the following prompts:

- Public Information Officer?
- Operations Section Chief?
- Liaison Officer?

Explain that the correct answer is Operations Section Chief. The 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.

Note that:

1. The Public Information Officer would present information about media relations.
2. The Liaison Officer is unlikely to have a prominent role in the Operations Briefing unless there are interagency concerns or issues.



Case Study (2 of 4)

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

"The objectives for the next operational period are:

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



Visual Description: Case Study (2 of 4)

Key Points

Instructions: Ask participants to review the statement from the Gulf Coast City Incident Operations Briefing. After reviewing the statement, ask them to determine who would present this information.

"The objectives for the next operational period are:

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

Ask students, "Who would present this information during the Operations Briefing?"

As necessary, provide the following prompts:

1. Finance/Administration Section Chief?
2. Incident Commander?
3. Task Force Leader?

Explain that the correct answer is Incident Commander. The Incident Commander (or Planning Section Chief) presents incident objectives or confirms existing objectives if still valid. Before closing the briefing, the Incident Commander reiterates his or her operational concerns and directs resources to deploy. Note that the Finance/Administration Section Chief would present information if needed. The Task Force Leader would present information related to ensuring safe and efficient operations.



Case Study (3 of 4)

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

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



Visual Description: Case Study (3 of 4)

Key Points

Instructions: Ask participants to review the statement from the Gulf Coast City Incident Operations Briefing. After reviewing the statement, ask them to determine who would present this information.

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

Ask students, “Who would present this information during the Operations Briefing?”

As necessary, provide the following prompts:

1. Public Information Officer?
2. Safety Officer?
3. Logistics Section Chief?

Explain that the correct answer is Safety Officer. The Safety Officer reviews specific risks to operational resources and the identified safety/mitigation measures.

Remind students that the Public Information Officer would present information about media relations. The Logistics Section Chief would present information such as the communications plan.



Case Study (4 of 4)

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

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



Visual Description: Case Study (4 of 4)

Key Points

Instructions: Ask participants to review the statement from the Gulf Coast City Incident Operations Briefing. After reviewing the statement, ask them to determine who would present this information.

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

Ask students, "Who would present this information during the Operations Briefing?"

As necessary, provide the following prompts:

1. Planning Section Chief?
2. Operations Branch Director?
3. Agency Representative?

The correct answer is: Planning Section Chief. The Planning Section Chief facilitates the briefing. The Planning Section Chief: (1) reviews the agenda at the beginning of the briefing; and (2) announces the next Operations Briefing at the end of the briefing.

Note that: The Section Chiefs/Unit Leaders would present information related to ensuring safe and efficient operations. It is unlikely that an Agency Representative would have a prominent role in the Operations Briefing. Remember, an Agency Representative is assigned to an incident from an Assisting or Cooperating Agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the Incident Liaison Officer.



Modular Organization

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

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



Visual Description: Modular Organization

Key Points

Note the following key points:

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

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



Activation of Organizational Elements (1 of 2)

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

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



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

Key Points

Explain that 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.

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



Activation of Organizational Elements (2 of 2)

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



Unit 5:
ICS Management Processes

Visual 5.29

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

Key Points

Note the following key points:

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

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



Avoid Combining Positions

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

Unit 5:
ICS Management Processes

Visual 5.30

Visual Description: Avoid Combining Positions

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

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



Knowledge Review (1 of 2)

Determine whether the statements below are true or false.

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



Visual Description: Knowledge Review (1 of 2)

Key Points

Instructions: Ask participants to determine whether the statements below are true or false.

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



Knowledge Review (2 of 2)

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

Who does Pat Jones report to?



Visual Description: Knowledge Review (2 of 2)

Key Points

Instructions: Ask participants to select the correct response below.

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

Offer the following prompts:

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



Resource Management

The incident resource management process consists of the following:

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



Resource Status



Visual Description: Resource Management

Key Points

Note 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).



Visual Description: Anticipating Incident Resource Needs

Key Points

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



Predicting Incident Workload

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

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



Visual Description: Predicting Incident Workload

Key Points

Note the following key points:

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

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



Analyzing Incident Complexity

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

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



Visual Description: Analyzing Incident Complexity

Key Points

Note 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, and/or extensive financial costs.

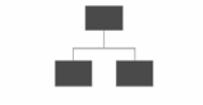
A complexity analysis can help:

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



Incident Complexity and Resource Needs

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

	Incident Complexity	Resource Needs	ICS Structure
Complexity			
			

Unit 5: ICS Management Processes Visual 5.37

Visual Description: Incident Complexity and Resource Needs

Key Points

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



Resource Kinds and Types

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

- **Kinds of Resources.**
- **Types of Resources.**



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



Visual Description: Resource Kinds and Types

Key Points

Note the following key points:

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

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



Knowledge Review

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

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



Visual Description: Knowledge Review

Key Points

Instructions: Ask participants to review the group of resources below, and determine if resource being ordered is a kind or type.

Ordering a registered nurse with critical care credentials is an example of a resource _____.

Ordering defibrillator is an example of a resource _____.



Standard Resource Terminology

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

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



Visual Description: Standard Resource Terminology

Key Points

Note the following key points:

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

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



Communication Responsibilities

To ensure sharing of critical information:

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



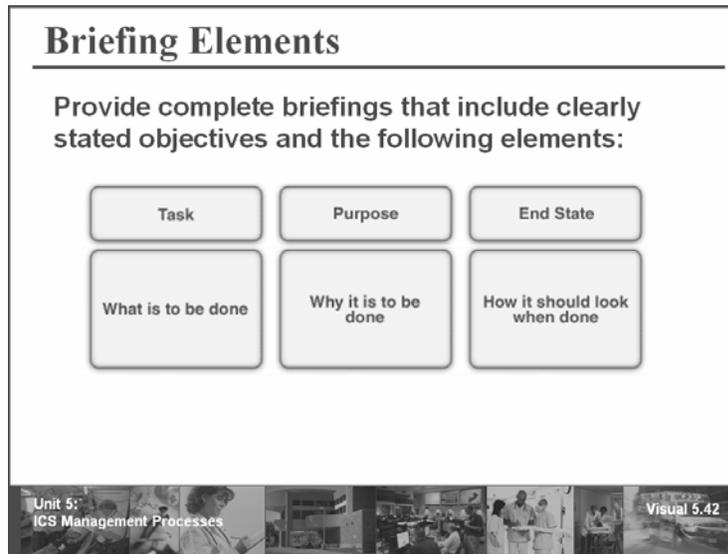
Visual Description: Communication Responsibilities

Key Points

Describe how to ensure sharing of critical information, all responders must:

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

Explain that while not always possible, the most effective form of communication is face-to-face.



Visual Description: Briefing Elements

Key Points

Explain that participants should provide complete briefings that include clearly stated objectives and the following elements:

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



Assessment of Situation and Progress

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

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



Visual Description: Assessment of Situation and Progress

Key Points

Note the following key points:

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

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



Post-Incident Evaluation and Corrective Actions

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

Assessment methods include:

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



Visual Description: Post-Incident Evaluation and Corrective Action

Key Points

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

Explain that assessment methods include:

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



Summary

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

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



Visual Description: Summary

Key Points

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

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

Explain that the next unit is the course summary.