
Unit 5: General Staff Functions

Objectives

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

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

Scope

- Unit Introduction
 - Unit Objective
 - General Staff Overview
 - Expanding Incidents
 - ICS Position Titles
 - ICS Section Chiefs and Deputies
 - Increasing Interagency Coordination
 - Operations Section
 - Audio: Operations Section Chief
 - Video: Operations Section Expanding and Contracting
 - Operations: Single Resources
 - Operations: Teams
 - Sample “Strike” Teams
 - Activity
 - Operations: Too Many Teams!
 - The Solution: Add Functional Groups
 - Geographic Divisions & Groups
 - Complex Incidents
 - Activity: What Is the Correct Title?
 - Planning Section
 - Planning Section: Major Activities
 - Audio: Planning Section Chief
 - Planning Section: Units
 - Knowledge Review
 - Logistics Section
 - Logistics Section: Major Activities
 - Audio: Logistics Section Chief
 - Logistics Section: Branches and Units
 - Finance/Administration Section
 - Finance/Administration Section: Major Activities
 - Audio: Finance/Administration Section Chief
 - Finance/Administration Section: Units
 - Activity: Which Section?
 - Job Aid: Training and Qualifying General Staff
 - Activity: ICS Assignments: Considerations
 - General Staff Functions: Case Study
 - Summary
-

Methodology

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

The instructors will then explain the importance of using specific ICS position titles. They will identify the titles for all ICS supervisory levels.

The instructors will start with the Operations Section, having the participants listen to an audio clip of an Operations Section Chief describing her role. The participants will then watch a video describing how the Operations Section may expand or contract. The instructors will further explain the role of Task Forces, Strike Teams, and Single Resources. The participants will complete an activity applying ICS position titles within an expanding Operations Section.

To introduce the Planning Section, the instructors will present an audio clip of a Planning Section Chief describing his job. The instructors will then overview the key Planning Section tasks, and discuss the roles of the four Planning Section Units. They will also explain the use of Technical Specialists. The participants will complete a Knowledge Review matching particular Planning Section Units to specific functions.

The instructors will then identify the tasks of the Logistics Section. The participants will listen to an audio clip of the Logistics Section Chief describing his role. The instructors will then describe the Service Branch and the Support Branch and their corresponding Units.

The instructors will then present an audio clip of a Finance/Administration Section Chief describing her role. The instructors will then outline the major tasks of the Finance/Administration Section. The instructors will then describe each of the four Finance/Administration Section Units.

The participants will then complete an activity that allows them to apply the information they have learned about General Staff roles and responsibilities.

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

Time Plan

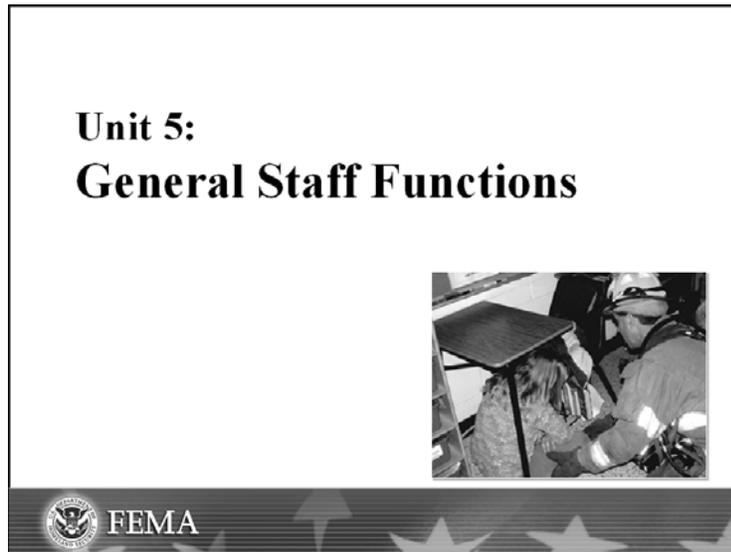
A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Unit Introduction and Unit Objectives	5 minutes
General Staff	10 minutes
Operations Section	15 minutes
Activity	20 minutes
Planning Section	10 minutes
Logistics Section	10 minutes
Finance/Administration Section	10 minutes
Activity	5 minutes
General Staff Functions: Case Study	15 minutes
Summary	5 minutes
Total Time	1 hour 45 minutes

This page intentionally left blank.



Visual 5.1



Visual Description: Unit Introduction

Instructor Notes

Tell the participants that this unit will provide an overview of ICS General Staff functions, including the following topics:

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

Topic

Unit Objective



Visual 5.2

Unit Objective

Describe the roles and functions of the General Staff including:

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



Unit 5:
General Staff Functions

Visual Description: Unit Objective

Instructor Notes

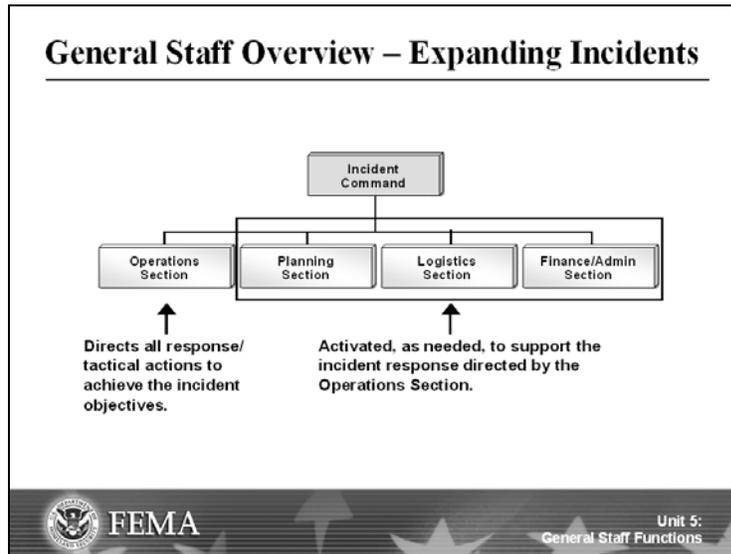
Tell participants that by the end of this unit, they should be able to describe the roles and functions of the General Staff including:

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

Remind the participants that most school incidents usually are small, managed in a short period of time, and require few outside response resources. However, a school may become involved in a larger incident affecting the whole community and may be isolated. In such cases, a larger ICS organization may be required to manage the incident.



Visual 5.3

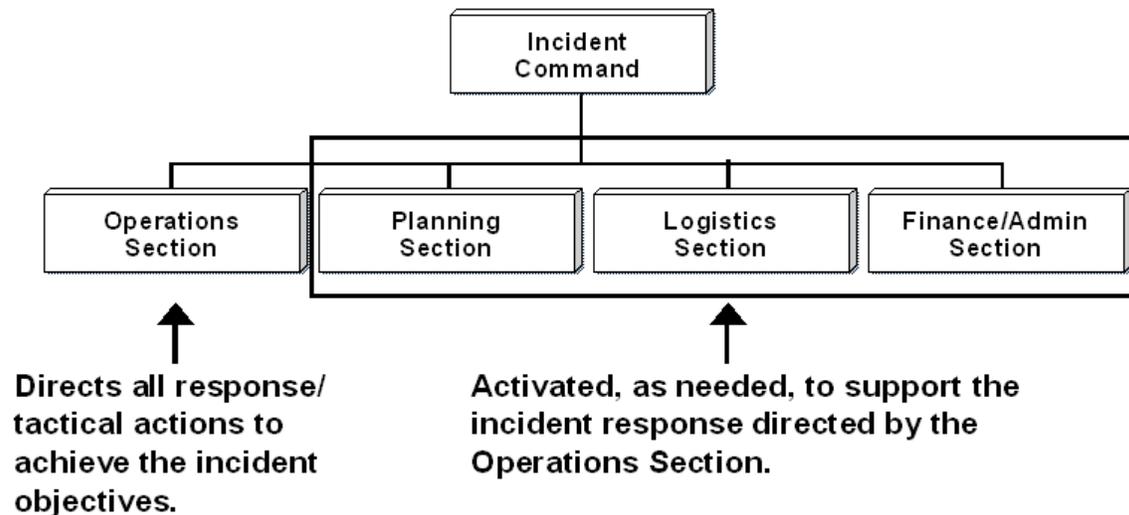


Visual Description: General Staff Overview – Expanding Incidents

Instructor Notes

Tell participants that the General Staff overall responsibilities are summarized in the graphic.

In an expanding incident, the Incident Command first establishes the Operations Section. The remaining Sections are established as needed to support the operation.





Visual 5.4



Visual Description: Expanding Incidents

Instructor Notes

Tell the participants that the definitions of ICS organizational components are shown in the Student Manual.

Note that later they will learn more about the different organizational elements.

- **Sections:** The organizational levels with responsibility for a major functional area of the incident (e.g., Operations, Planning, Logistics, Finance/Administration). The person in charge of each Section is designated as a Chief.
- **Divisions:** Used to divide an incident geographically. The person in charge of each Division is designated as a Supervisor.
- **Groups:** Used to describe functional areas of operations. The person in charge of each Group is designated as a Supervisor.
- **Branches:** Used when the number of Divisions or Groups exceeds the span of control. Can be either geographical or functional. The person in charge of each Branch is designated as a Director.
- **Task Forces:** A combination of mixed resources with common communications operating under the direct supervision of a Task Force Leader.
- **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.
- **Single Resources:** May be individuals, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified supervisor that can be used at an incident.



Visual 5.5

ICS 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 Unit 5: General Staff Functions

Visual Description: ICS Position Titles

Instructor Notes

Tell the participants that additional levels of supervision are added as the ICS organization expands.

The ICS supervisory titles are shown in the graphic.

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

Topic

Activity

Instructions: Match the title below with the correct description by placing the correct description number in the box.

- | | | |
|--------------------------|------------|---|
| <input type="checkbox"/> | Commander | 1. Responsible for supervision of a Branch. |
| <input type="checkbox"/> | Chief | 2. Responsible for a Task Force, Strike Team, or functional Unit. |
| <input type="checkbox"/> | Director | 3. Responsible for a Division or Group. |
| <input type="checkbox"/> | Supervisor | 4. Responsible for the overall management of the incident. |
| <input type="checkbox"/> | Leader | 5. Responsible for a functional Section, such as Operations. |

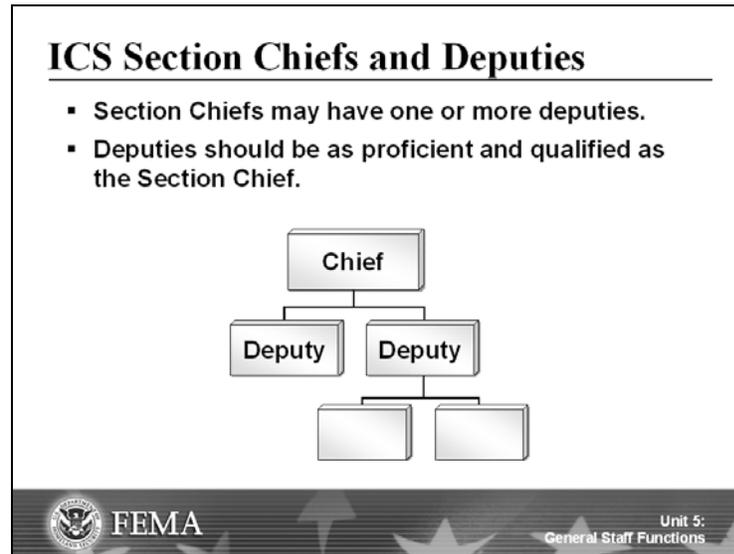
Allow the participants 2 minutes to mark their responses in their Student Manuals.

Review the correct answers as shown below:

- | | |
|----------------------------|--|
| <input type="checkbox"/> 4 | The Incident Commander is responsible for the overall management of the incident. |
| <input type="checkbox"/> 5 | A Section Chief is responsible for a functional Section, such as Operations. |
| <input type="checkbox"/> 1 | A Branch Director is responsible for supervision of a Branch. |
| <input type="checkbox"/> 3 | A Supervisor is responsible for a Division or Group. |
| <input type="checkbox"/> 2 | A Leader is responsible for a Task Force, Strike Team, or functional Unit. |



Visual 5.6



Visual Description: ICS Section Chiefs and Deputies

Instructor Notes

Tell the participants that, as mentioned previously, the person in charge of each Section is designated as a Chief. Section Chiefs have the ability to expand their Sections to meet the needs of the situation.

Each of the Section Chiefs may have a Deputy, or more than one, if necessary. The Deputy:

- May assume responsibility for a specific portion of the primary position, work as relief, or be assigned other tasks.
- Should always be as proficient as the person for whom he or she works.



Visual 5.7

Increasing Interagency Coordination

- When an incident involves multiple agencies, assigning Deputies from other organizations can increase interagency coordination.



Visual Description: Increasing Interagency Coordination

Instructor Notes

Explain that when an incident involves multiple agencies, assigning Deputies from other organizations can increase interagency coordination.

For example, in the case of a bomb threat at a school, Incident Command may be transferred to a first response organization while a school official may serve as a Deputy. When first responders and school personnel are integrated into the same ICS organizational structure, valuable information can be shared and crisis decisionmaking improved.



Visual 5.8

Audio: Operations Section Chief



Operations Section Chief

 Click icon to play.

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

FEMA

Unit 5:
General Staff Functions

Visual Description: Audio: Operations Section Chief

Instructor Notes

Present the following points to the participants:

Typically, the Operations Section Chief is the person with the greatest technical and tactical expertise in dealing with the problem at hand. The Operations Section Chief:

- Develops and implements strategy and tactics to carry out the incident objectives.
- Organizes, assigns, and supervises the response resources.

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

Audio Transcript:

I take direction from the Incident Commander. I'm responsible for developing and implementing strategy and tactics to accomplish the incident objectives. This means that I organize, assign, and supervise all the tactical or response resources assigned to the incident. I would also manage the Staging Area, if one were established.



Visual 5.9

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.



Visual Description: Operations Section

Instructor Notes

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

Review the following key points with the group:

The Operations Section:

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



Visual 5.10



Visual Description: Video: Operations Section: Expanding and Contracting

Instructor Notes

Tell the participants that you are going to play a short video that explains how the Section Chief manages the Operations Section. The video summarizes the expansion and contraction of an Operations Section.

Video Transcript:

The Operations Section Chief at an incident may work initially with only a few single resources or staff members.

The Operations Section usually develops from the bottom up. The organization will expand to include needed levels of supervision as more and more resources are deployed.

Single resources may be grouped into Strike Teams or Task Forces who report to a Leader. Remember, Strike Teams are comprised of similar resources while Task Forces combine different types of resources.

Groups may be added to supervise the growing number of resources, Teams, or Task Forces. Or, geographic Divisions along with Groups may be used. The Operations Section Chief may add Branches to supervise the Groups and Divisions and further reduce his or her span of control.

At some point, the Operations Section and the rest of the ICS organization will contract. The decision to contract will be based on the achievement of incident objectives.

Demobilization planning begins upon activation of the first personnel and continues until the ICS organization ceases operation.



Visual 5.11

Operations: Single Resources

On a smaller incident, the Operations Section may be comprised of an Operations Section Chief and single resources.



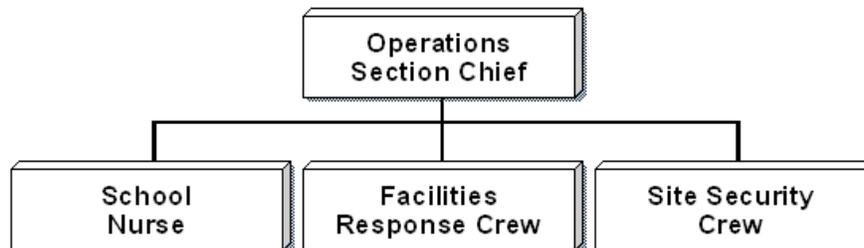
Unit 5:
General Staff Functions

Visual Description: Operations: Single Resources

Instructor Notes

Present the following points:

Single Resources are individuals, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified supervisor. On a smaller incident, the Operations Section may be comprised of an Operations Section Chief and single resources.





Visual 5.12

Operations: Teams

Most school-based incidents have “Teams and Team Leaders.” Using standard ICS terminology, the two types of team configurations are:

- **Task Forces**, which are a combination of mixed resources with common communications supervised by a Leader.
- **Strike Teams**, which include all similar resources with common communications supervised by a Leader.



Unit 5:
General Staff Functions

Visual Description: Operations: Teams

Instructor Notes

Summarize the following key points:

Single resources may be organized into teams. Using standard ICS terminology, the two types of team configurations are:

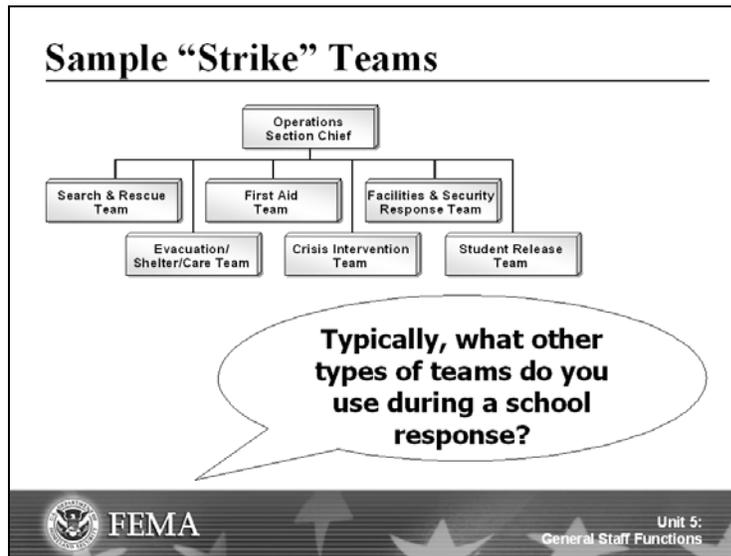
- **Task Forces**, which are a combination of mixed resources with common communications operating under the direct supervision of a Leader.
- **Strike Teams**, which include all similar resources with common communications operating under the direct supervision of a Leader.

Most school-based incidents typically use the terms, “Teams and Team Leaders.”

The terms Task Forces and Strike Teams comply with ICS common terminology and would be more easily understood by community-based responders.



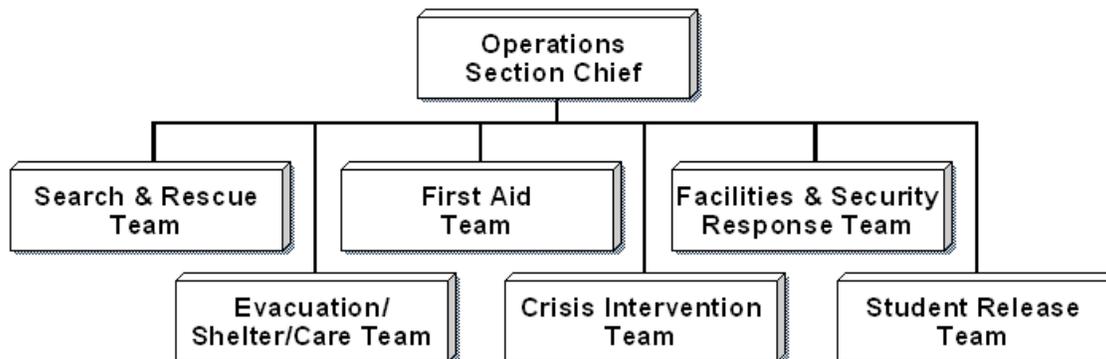
Visual 5.13



Visual Description: Sample “Strike” Teams

Instructor Notes

Point out that the Operations Section organization chart shows possible team assignments in a school incident. Each team would have a Team Leader reporting to the Operations Section Chief.



Note that these are examples of possible teams. Teams should be established based on the type of incident and unique requirements of the school.

Review the team responsibilities listed on the next page.

Ask the participants: Typically, what other types of teams do you use during a school response?

Topic

Potential Operations Section “Strike” Teams

Strike Team	Potential Responsibilities
Search & Rescue Team	<p>Search & Rescue Teams search the entire school facility, entering only after they have checked the outside for signs of structural damage and determined that it is safe to enter. Search & Rescue Teams are responsible for ensuring that all students and staff evacuate the building (or, if it is unsafe to move the persons, that their locations are documented so that professional responders can locate them easily and extricate them). Search & Rescue Teams are also responsible for:</p> <ul style="list-style-type: none"> ▪ Identifying and marking unsafe areas. ▪ Conducting initial damage assessment. ▪ Obtaining injury and missing student reports from teachers.
First Aid Team	<p>First Aid Teams provide triage, treatment, and psychological first aid services. First Aid Teams are responsible for:</p> <ul style="list-style-type: none"> ▪ Setting up first aid area for students. ▪ Assessing and treating injuries. ▪ Completing master injury report. <p>Note: The Logistics Section Medical Unit provides care to responders. The Operations Section First Aid Team is dedicated to students or other disaster victims.</p>
Evacuation/ Shelter/Care Team	<p>Evacuation, shelter, and student care in an emergency are among the most important tasks faced by schools. These tasks include student accounting, protection from weather, providing for sanitation needs, and providing for food and water. The Evacuation/Shelter/Care Team is responsible for:</p> <ul style="list-style-type: none"> ▪ Accounting for the whereabouts of all students, staff, and volunteers. ▪ Setting up a secure assembly area. ▪ Managing sheltering and sanitation operations. ▪ Managing student feeding and hydration. ▪ Coordinating with the Student Release Team. ▪ Coordinating with the Logistics Section to secure the needed space and supplies.
Facilities & Security Response Team	<p>The Facilities & Security Response Team is responsible for:</p> <ul style="list-style-type: none"> ▪ Locating all utilities and turning them off, if necessary. ▪ Securing and isolating fire/HazMat. ▪ Assessing and notifying officials of fire/HazMat. ▪ Conducting perimeter control.
Crisis Intervention Team	<p>The Crisis Intervention Team is responsible for:</p> <ul style="list-style-type: none"> ▪ Assessing need for onsite mental health support. ▪ Determining need for outside agency assistance. ▪ Providing onsite intervention/counseling. ▪ Monitoring well-being of school emergency team, staff, and students. ▪ Reporting all findings to the Operations Section Chief.
Student Release Team	<p>Reunification refers to getting students reunited with their parents or guardians in an efficient and orderly manner. Reunification can be an enormous challenge and takes a lot of planning. The Student Release Team is responsible for:</p> <ul style="list-style-type: none"> ▪ Setting up a secure reunion area. ▪ Checking student emergency cards for authorized releases. ▪ Completing release logs. ▪ Coordinating with the Public Information Officer on external messages.



Visual 5.14

Activity

Scenario: Heavy rains have caused flash flooding. East High School is isolated and students cannot leave. Help may not arrive for several hours.

Assignment: In your table groups:

- **Develop an organizational chart** depicting how the Operations Section could be organized into teams.
- List the **responsibilities** of each team.
- Be prepared to present in 15 minutes.



Visual Description: Activity

Instructor Notes

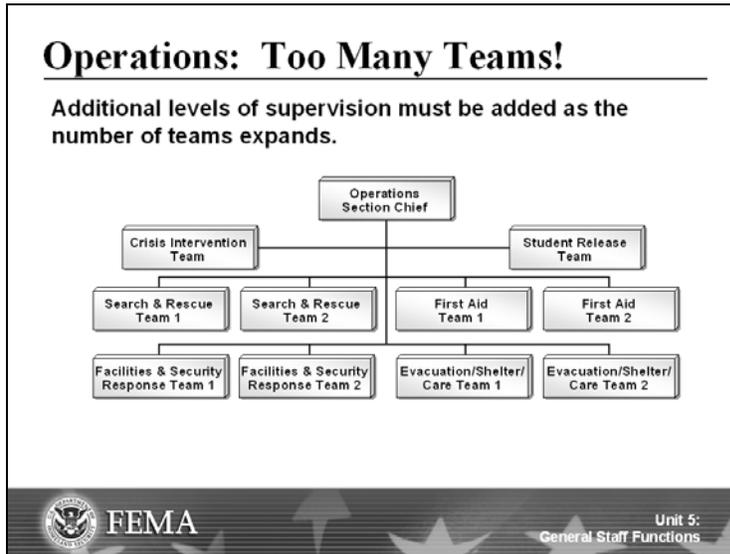
Review the scenario. Next, ask the participants to work in table groups to complete the following steps:

- Develop an organizational chart depicting how the Operations Section could be organized into teams. Draw the team structure on chart paper as large as possible.
- List the responsibilities of each team.
- Be prepared to present in 15 minutes.

Instructor Note: There is no single correct answer. Have the teams hang up their charts on one wall. Compare the similarities and differences among the team structures.



Visual 5.15

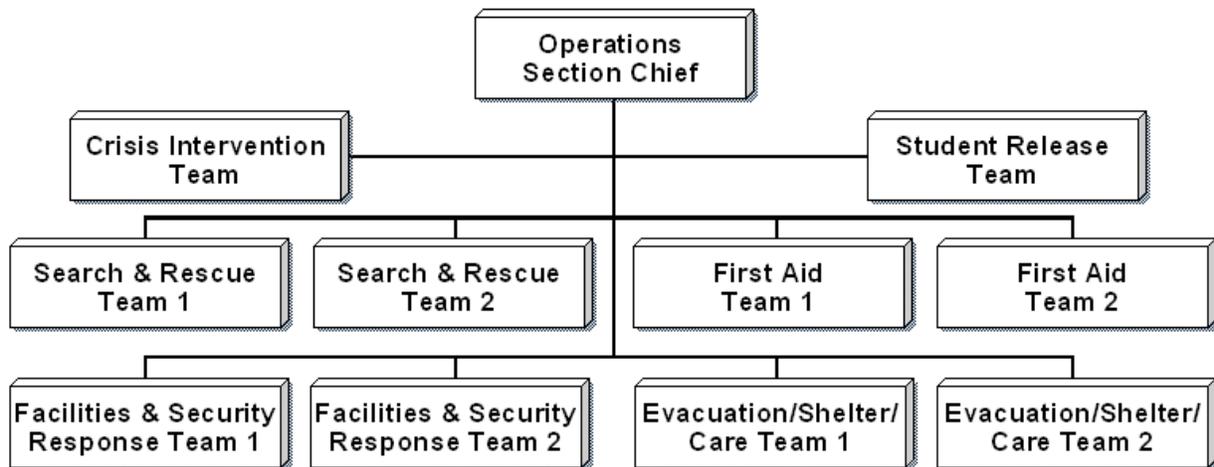


Visual Description: Operations: Too Many Teams!

Instructor Notes

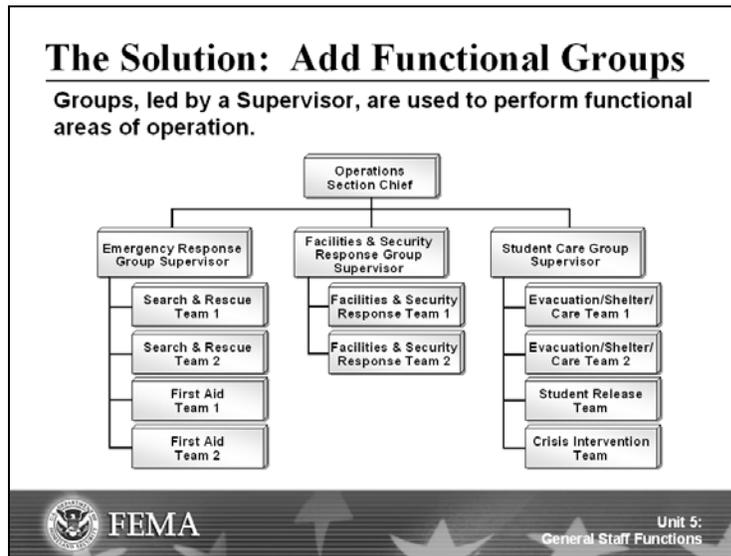
Explain to the participants that, to maintain span of control, each team should be comprised of a Team Leader and no more than 5 to 7 team members.

Ask the participants: As teams are added, what happens to the Operations Section Chief's span of control?





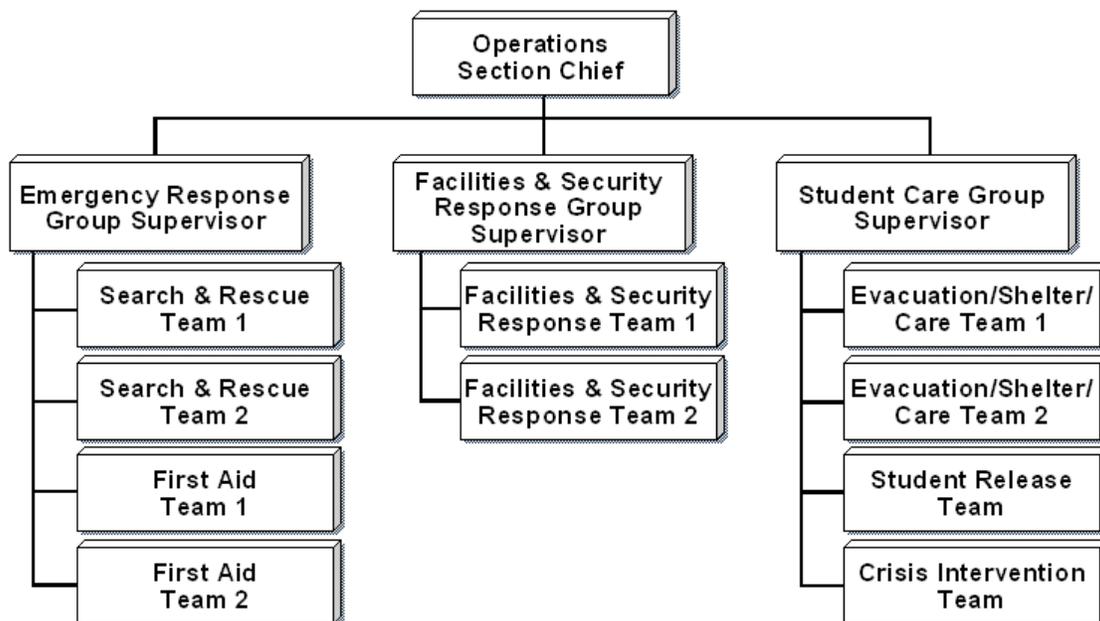
Visual 5.16



Visual Description: The Solution: Add Functional Groups

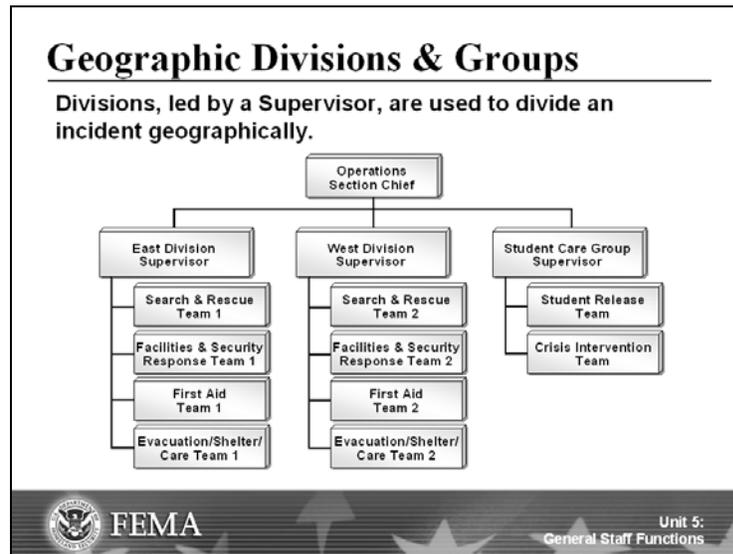
Instructor Notes

Point out that, on a large, complex incident the Operations Section may become very large. Using the ICS principle of modular organization, the Operations Section may add elements to manage span of control. **Groups are used to perform functional areas of operation.** The organizational chart below illustrates how Groups can be used to maintain span of control within the Operations Section.





Visual 5.17

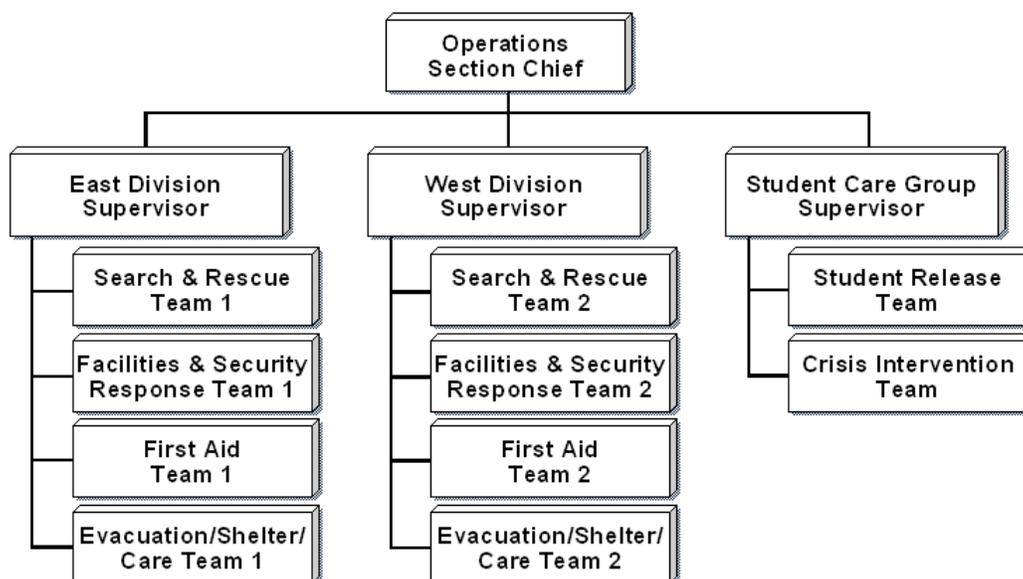


Visual Description: Geographic Divisions & Groups

Instructor Notes

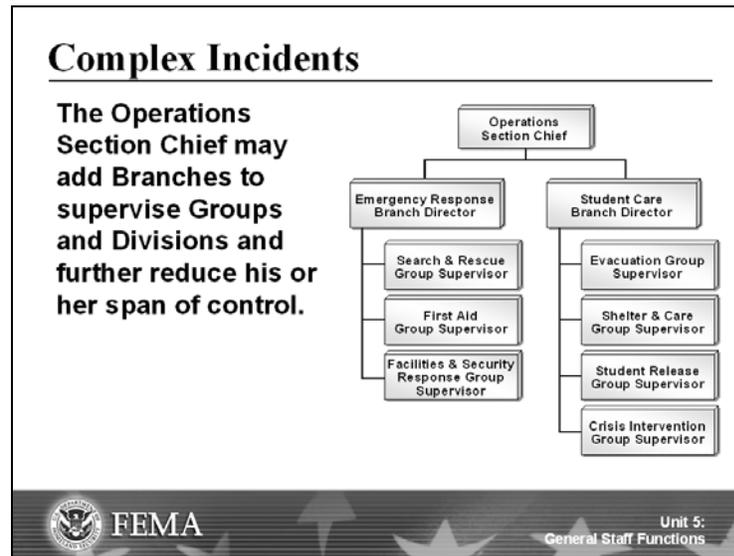
Summarize the following key points:

Divisions can be used to add a level of supervision. Divisions are used to divide an incident geographically. The organizational chart below illustrates how Groups and Divisions can be used together to maintain span of control within the Operations Section. The use of Divisions would be effective if the incident covered a large or isolated area of the school campus.





Visual 5.18



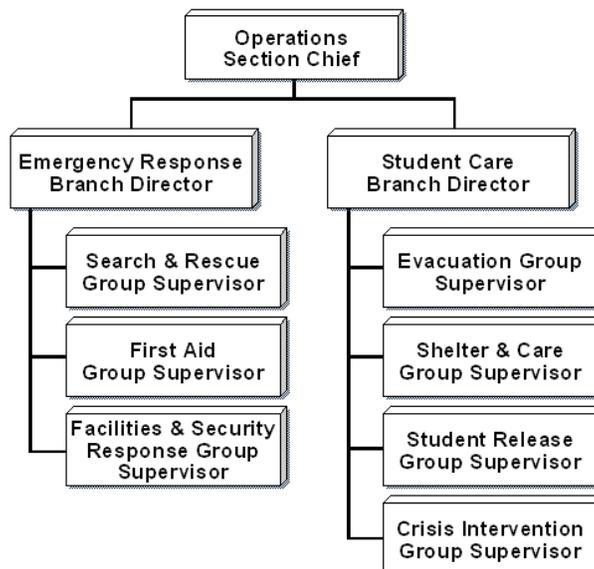
Visual Description: Complex Incidents

Instructor Notes

Summarize the following key points:

The Operations Section Chief may add Branches to supervise Groups and Divisions and further reduce his or her span of control. The person in charge of each Branch is designated as a Director.

Review the chart. Ask the participants: What are the advantages of reducing the Operations Section Chief's span of control?





Visual 5.19

Activity: What Is the Correct Title? (1 of 3)

Instructions: Read each scenario and question. Mark the answer in your Student Manual.

Scenario: As incident objectives and resources expand, the Operations Section Chief begins organizing resources into functional areas. What title is the correct addition to the organizational chart?

- Unit Supervisor
- Team Supervisor
- Group Supervisor

Unit 5:
General Staff Functions

Visual Description: Activity: What Is the Correct Title? (1 of 3)

Instructor Notes

Instructions: Read each scenario and question. Mark the answers in your Student Manual.

Scenario: As incident objectives and resources expand, the Operations Section Chief begins organizing resources into functional areas. What title is the correct addition to the organizational chart?

- Unit Supervisor
- Team Supervisor
- Group Supervisor

Provide feedback on the question:

The correct addition to the organizational chart is: Group Supervisor.

Groups are used to describe functional areas of operations. The person in charge of each Group is designated as a Supervisor.

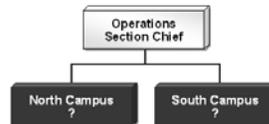


Visual 5.20

Activity: What Is the Correct Title? (2 of 3)

Scenario: The incident has isolated part of the school campus. Given this isolation, the Operations Section Chief has decided to organize resources by geographical areas. What title is the correct addition to the organizational chart?

- Task Force Supervisor
- Division Supervisor
- Sector Supervisor

Unit 5:
General Staff Functions

Visual Description: Activity: What Is the Correct Title? (2 of 3)

Instructor Notes

Scenario: The incident has isolated part of the school campus. Given this isolation, the Operations Section Chief has decided to organize resources by geographical areas. What title is the correct addition to the organizational chart?

- Task Force Supervisor
- Division Supervisor
- Sector Supervisor

Provide feedback on the question:

The correct addition to the organizational chart is: Division Supervisor.

Divisions are used to divide an incident geographically. The person in charge of each Division is designated as a Supervisor.



Visual 5.21

Activity: What Is the Correct Title? (3 of 3)

Scenario: As the incident expands even further, the Operations Section Chief determines that there is a need to add another level of supervisor to manage the Groups. What title is the correct addition to the organizational chart?

- Branch Director
- Department Director
- Field Director



Unit 5:
General Staff Functions

Visual Description: Activity: What Is the Correct Title? (3 of 3)

Instructor Notes

Scenario: As the incident expands even further, the Operations Section Chief determines that there is a need to add another level of supervisor to manage the Groups. What title is the correct addition to the organizational chart?

- Branch Director
- Department Director
- Field Director

Provide feedback on the question:

The correct addition to the organizational chart is: Branch Director.

Branches may be added when the number of Divisions or Groups exceeds the span of control and can be either geographical or functional. The person in charge of each Branch is designated as a Director.

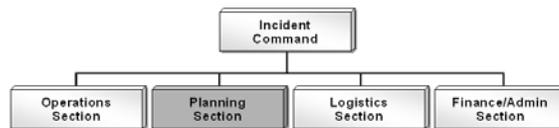
Tell the participants you will look at the Planning Section next.



Visual 5.22

Planning Section: Major Activities

- Collecting, evaluating, and displaying incident intelligence and information.
- Preparing and documenting Incident Action Plans.
- Tracking resources assigned to the incident.
- Maintaining incident documentation.
- Developing plans for demobilization.

Unit 5:
General Staff Functions

Visual Description: Planning Section: Major Activities

Instructor Notes

Tell the participants that the major activities of the Planning Section may include:

- Collecting, evaluating, and displaying incident intelligence and information.
- Preparing and documenting Incident Action Plans.
- Tracking resources assigned to the incident.
- Maintaining incident documentation.
- Developing plans for demobilization.



Visual 5.23

Audio: Planning Section Chief



Planning Section Chief

 Click icon to play.

Audio Key Points:

The Planning Section Chief:

- Helps provide accurate information.
- Provides resources such as maps and floor plans.
- Develops Incident Action Plans.
- Maintains chronology of events.

 FEMA Unit 5:
General Staff Functions

Visual Description: Audio: Planning Section Chief

Instructor Notes

Summarize the following key points:

- The Incident Commander will determine if there is a need for a Planning Section and if so, will designate a Planning Section Chief.
- If no Planning Section is established, the Incident Commander will perform all planning functions.
- It is up to the Planning Section Chief to activate any needed additional staffing.

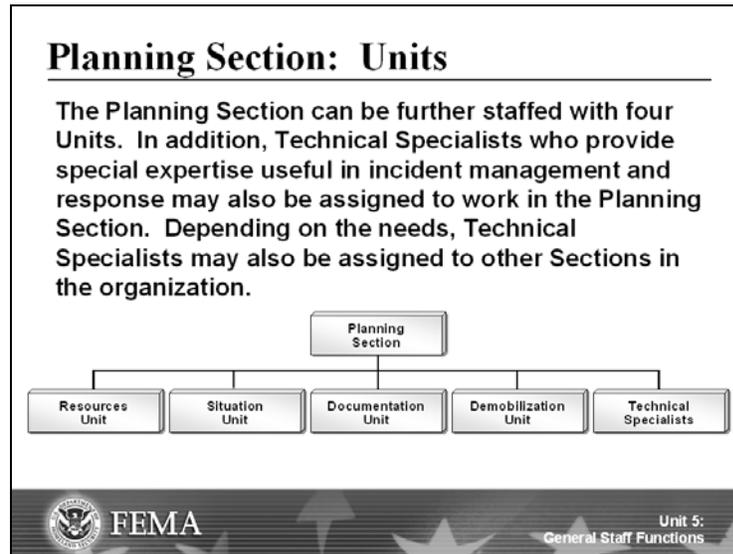
Tell the participants that you will play a short audio of a Planning Section Chief describing the role of the Planning Section in the ICS organization.

Audio Transcript:

The Incident Commander will determine if there is a need for a Planning Section, and if so, will designate a Planning Section Chief. In a school incident, the Planning Section helps ensure responders have accurate information, such as the number of students remaining in the building. We can also provide resources such as maps and floor plans. In addition to developing plans, we can provide an invaluable service by recording a chronology of incident events for legal, analytical, fiscal, and historical purposes.



Visual 5.24

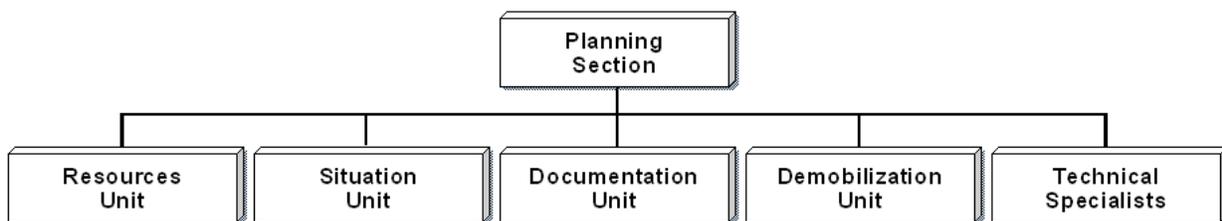


Visual Description: Planning Section: Units

Instructor Notes

Summarize the following key points:

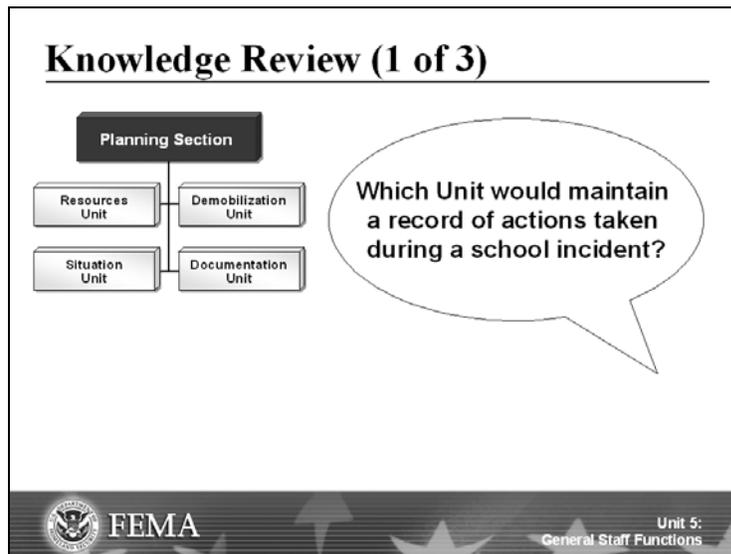
The Planning Section can be further staffed with four Units. In addition, Technical Specialists who provide special expertise useful in incident management and response may also be assigned to work in the Planning Section. Depending on the needs, Technical Specialists may also be assigned to other Sections in the organization.



- **Resources Unit:** Conducts all check-in activities and maintains the status of all incident resources. The Resources Unit plays a significant role in preparing the written Incident Action Plan.
- **Situation Unit:** Collects and analyzes information on the current situation, prepares situation displays and situation summaries, and develops maps and projections.
- **Documentation Unit:** Provides duplication services, including the written Incident Action Plan. Maintains and archives all incident-related documentation.
- **Demobilization Unit:** Assists in ensuring that resources are released from the incident in an orderly, safe, and cost-effective manner.



Visual 5.25



Visual Description: Knowledge Review (1 of 3) – Which Unit would maintain a record of actions taken during a school incident? The options are Resources Unit, Demobilization Unit, Situation Unit, or Documentation Unit.

Instructor Notes

Ask the participants the following question:

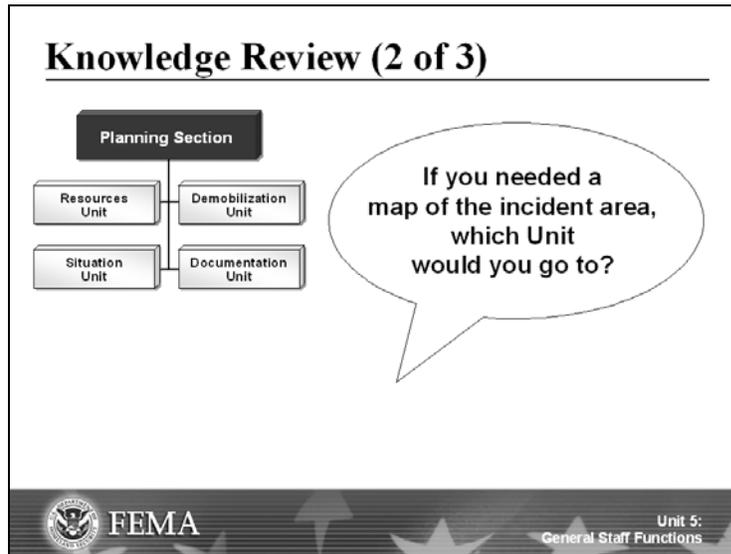
Which Planning Section Unit would maintain a record of actions taken during a school incident?

Allow time to respond.

If not mentioned, tell the participants that the correct answer is the Documentation Unit. The Documentation Unit maintains and archives documentation on incident actions.



Visual 5.26



Visual Description: Knowledge Review (2 of 3) – If you needed a map of the incident area, which Unit would you go to? The options are Resources Unit, Demobilization Unit, Situation Unit, or Documentation Unit.

Instructor Notes

Ask the group the following question:

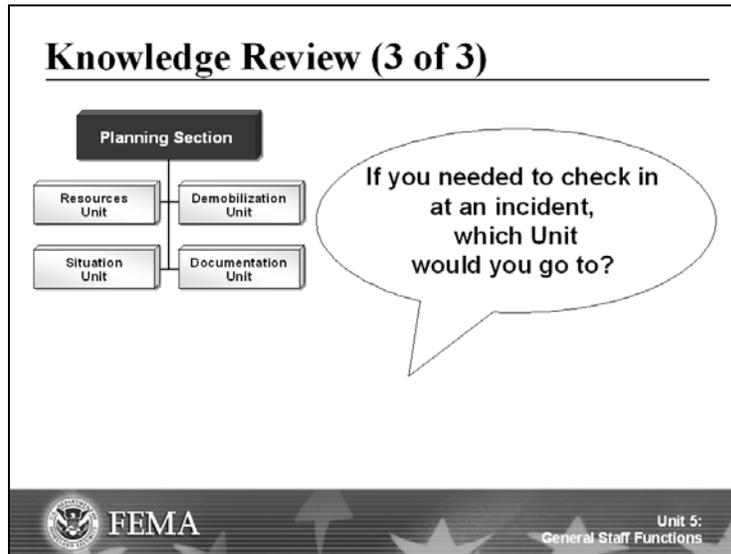
If you needed a map of the incident area, which Planning Section Unit would you go to?

Allow time to respond.

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



Visual 5.27



Visual Description: Knowledge Review (3 of 3) – If you needed to check in at an incident, which Unit would you go to? The options are Resources Unit, Demobilization Unit, Situation Unit, or Documentation Unit.

Instructor Notes

Ask the participants the following question:

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

Allow time to respond.

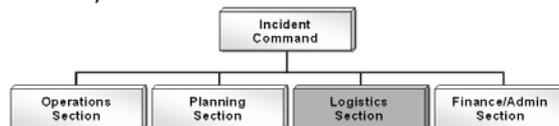
If not mentioned, tell the participants that the correct answer is the Resources Unit. The Resources Unit conducts all check-in activities and maintains the status of all incident resources.



Visual 5.28

Logistics Section: Major Activities

- Ordering, obtaining, maintaining, and accounting for essential personnel, equipment, and supplies.
- Providing communication planning and resources.
- Setting up food services.
- Setting up and maintaining incident facilities.
- Providing support transportation.
- Providing medical services to incident personnel (not injured students).

Unit 5:
General Staff Functions

Visual Description: Logistics Section: Major Activities

Instructor Notes

Summarize the following key points:

The Logistics Section is responsible for all of the services and support needs, including:

- Ordering, obtaining, maintaining, and accounting for essential personnel, equipment, and supplies.
- Providing communication planning and resources.
- Setting up food services.
- Setting up and maintaining incident facilities.
- Providing support transportation.
- Providing medical services to **incident personnel (not injured students)**.



Visual 5.29

Audio: Logistics Section Chief



Logistics Section Chief

 Click icon to play.

Audio Key Points:

The Logistics Section Chief:

- Provides resources and services required to support incident activities.
- Develops portions of Incident Action Plan and forwards them to the Planning Section.
- Contracts for and purchases goods and services needed at the incident.

FEMA Unit 5: General Staff Functions

Visual Description: Audio: Logistics Section Chief

Instructor Notes

Summarize the following key points:

- The Incident Commander will determine if there is a need for a Logistics Section at the incident, and if so, will designate an individual to fill the position of the Logistics Section Chief.
- The Logistic Section Chief helps make sure that there are adequate resources (personnel, supplies, and equipment) for meeting the incident objectives.

Tell the participants that you will play a short audio of a Logistics Section Chief describing his role in the ICS organization.

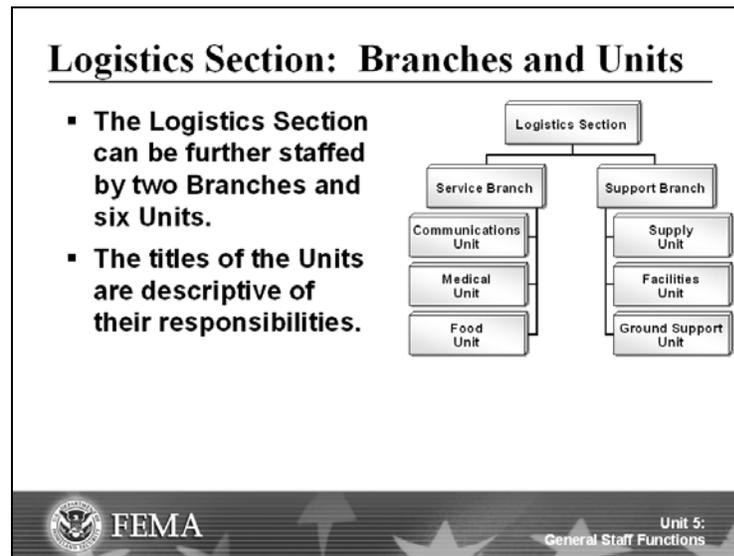
Audio Transcript:

Logistics can make or break an incident response. I assist the Incident Commander and Operations Section Chief by providing the resources and services required to support incident activities. During a school incident, Logistics is responsible for ensuring that there are sufficient food, water, and sanitation supplies. We are also responsible for arranging buses for evacuations and communication equipment.

Logistics and Finance have to work closely to contract for and purchase goods and services needed at the incident.



Visual 5.30



Visual Description: Logistics Section: Branches and Units

Instructor Notes

Summarize the following key points:

- The Logistics Section can be further staffed by two Branches and six Units.
- The titles of the Units are descriptive of their responsibilities.

Service Branch

The Logistics Service Branch can be staffed to include a:

- **Communications Unit:** Prepares and implements the Incident Communications Plan (ICS-205), distributes and maintains communications equipment, supervises the Incident Communications Center, and establishes adequate communications over the incident.
- **Medical Unit:** Develops the Medical Plan (ICS-206), provides first aid and light medical treatment for personnel assigned to the incident, and prepares procedures for a major medical emergency.
- **Food Unit:** Supplies the food and potable water for all incident facilities and personnel, and obtains the necessary equipment and supplies to operate food service facilities at Bases and Camps.

Support Branch

The Logistics Support Branch can be staffed to include a:

- **Supply Unit:** Determines the type and amount of supplies needed to support the incident. The Unit orders, receives, stores, and distributes supplies, services, and nonexpendable equipment. All resource orders are placed through the Supply Unit. The Unit maintains inventory and accountability of supplies and equipment.
- **Facilities Unit:** Sets up and maintains required facilities to support the incident. Provides managers for the Incident Base and Camps. Also responsible for facility security and facility maintenance services such as sanitation, lighting, and cleanup.
- **Ground Support Unit:** Prepares the Transportation Plan. Arranges for, activates, and documents the fueling, maintenance, and repair of ground resources. Arranges for the transportation of personnel, supplies, food, and equipment.



Visual 5.31

Finance/Administration Section: Major Activities

The Finance/Administration Section is set up for any incident that requires incident-specific financial management. The Finance/Administration Section is responsible for:

- Contract negotiation and monitoring.
- Timekeeping.
- Cost analysis.
- Compensation for injury or damage to property.



FEMA

Unit 5:
General Staff Functions

Visual Description: Finance/Administration Section: Major Activities

Instructor Notes

Summarize the following key points:

The Finance/Administration Section is set up for any incident that requires incident-specific financial management. The Finance/Administration Section is responsible for:

- Contract negotiation and monitoring.
- Timekeeping.
- Cost analysis.
- Compensation for injury or damage to property.

Note: On some incidents, the Finance/Administration function is not done at the incident scene; rather, this function is handled by the school district.



Visual 5.32

Audio: Finance/Administration Section Chief



Finance/Administration
Section Chief

 Click icon to play.

Audio Key Points:

The Finance/Admin Section Chief:

- Is responsible for financial and cost analysis.
- Oversees contract negotiations.
- Tracks personnel and equipment time.
- Processes claims for accidents and injuries.
- Works with Logistics to ensure resources are procured.

 FEMA Unit 5:
General Staff Functions

Visual Description: Audio: Finance/Administration Section Chief

Instructor Notes

Summarize the following key points:

The Incident Commander will determine if there is a need for a Finance/Administration Section at the incident, and if so, will designate an individual to fill the position of the Finance/Administration Section Chief.

Tell the participants you will play a short audio of a Finance/Administration Section Chief describing her role in the ICS organization.

Audio Transcript:

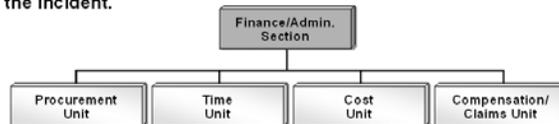
I'm the one who worries about paying for the response efforts. I'm responsible for all of the financial and cost analysis aspects of an incident. These include contract negotiation, tracking personnel and equipment time, documenting and processing claims for accidents and injuries occurring at the incident, and keeping a running tally of the costs associated with the incident. I work most closely with Logistics to be sure that we are able to contract for and procure the resources necessary to manage an incident.



Visual 5.33

Finance/Administration Section: Units

- **Procurement Unit:** Responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.
- **Time Unit:** Responsible for incident personnel time recording.
- **Cost Unit:** Collects all cost data, performs cost effectiveness analyses, provides cost estimates, and makes cost savings recommendations.
- **Compensation/Claims Unit:** Responsible for the overall management and direction of all administrative matters pertaining to compensation for injury-related and claims-related activities kept for the incident.



FEMA

Unit 5:
General Staff Functions

Visual Description: Finance/Administration Section: Units

Instructor Notes

Summarize the following key points:

- **Procurement Unit:** Responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.
- **Time Unit:** Responsible for incident personnel time recording.
- **Cost Unit:** Collects all cost data, performs cost effectiveness analyses, provides cost estimates, and makes cost savings recommendations.
- **Compensation/Claims Unit:** Responsible for the overall management and direction of all administrative matters pertaining to compensation for injury-related and claims-related activities kept for the incident.



Visual 5.34

Activity: Which Section?

Instructions: Read the following statements and identify the correct Section Chief. Write your answers in your Student Manual.

- My Section is working on getting 50 buses for an immediate evacuation of the school in advance of floodwaters.
- When SWAT responders appeared on the scene of a hostile intruder incident, we provided school floor plans and attendance counts for the day.
- Teams within my Section are providing triage, treatment, and psychological first aid services to injured students.
- We oversee the documenting and processing of claims for accidents and injuries occurring at the incident.



Unit 5:
General Staff Functions

Visual Description: Activity: Which Section?

Instructor Notes

Instructions: Use the following activity to review the General Staff Section responsibilities. Ask the participants to identify the correct Section Chief.

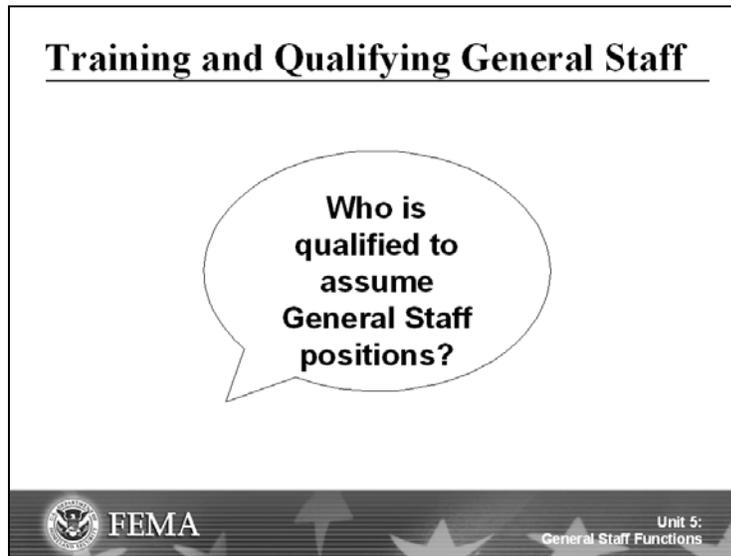
	Statement	Which Section?
A	My Section is working on getting 50 buses for an immediate evacuation of the school in advance of floodwaters.	
B	When SWAT responders appeared on the scene of a hostile intruder incident, we provided school floor plans and attendance counts for the day.	
C	Teams within my Section are providing triage, treatment, and psychological first aid services to injured students.	
D	We oversee the documenting and processing of claims for accidents and injuries occurring at the incident.	

Ask for volunteers to identify the correct Section Chief for each statement. If not mentioned, tell the participants that the correct answers are:

- A. Logistics Section Chief
- B. Planning Section Chief
- C. Operations Section Chief
- D. Finance/Administration Section Chief



Visual 5.35



Visual Description: Training and Qualifying General Staff: Who is qualified to assume General Staff positions?

Instructor Notes

Tell participants to turn to the job aid located on the next page in their Student Manuals.

Explain that the job aid can be completed in class if time permits; otherwise, tell the participants to complete it when they return to their school or workplace.

Emphasize that the job aid identifies skills required for ICS positions rather than pre-selecting ICS positions based on everyday title or rank in the school organization.

Job Aid: Training and Qualifying General Staff

Instructions: Review the descriptions below and identify the school personnel who may be able to be assigned to each ICS position.

Operations Section Chief	<ul style="list-style-type: none"> ▪ Past experience as incident responder ▪ Completion of ICS training ▪ Ability to: <ul style="list-style-type: none"> ▪ Size up the situation and make rapid decisions ▪ Communicate clear directions ▪ Balance response initiatives with safety concerns ▪ Lead and motivate responders ▪ Assess the effectiveness of tactics/strategies ▪ Be flexible and modify plans as necessary
Planning Section Chief	<ul style="list-style-type: none"> ▪ Completion of ICS training ▪ Ability to: <ul style="list-style-type: none"> ▪ Organize and analyze information ▪ Write clear, accurate documents ▪ Interpret diagrams and maps ▪ Develop and present briefings ▪ Use computer-based applications including databases and spreadsheets ▪ Direct others in a crisis
Logistics Section Chief	<ul style="list-style-type: none"> ▪ Completion of ICS training ▪ Knowledge of school logistics (food services, sheltering, transportation, emergency caches, etc.) ▪ Ability to: <ul style="list-style-type: none"> ▪ Organize and prioritize resource requests ▪ Anticipate and plan for resource needs ▪ Maintain records and documentation ▪ Track resource requests ▪ Solve resource problems creatively ▪ Communicate effectively orally and in writing ▪ Direct others in a crisis
Finance/Administration Section Chief	<ul style="list-style-type: none"> ▪ Completion of ICS training ▪ Knowledge of workers' compensation, insurance claims, and contracting requirements ▪ Ability to: <ul style="list-style-type: none"> ▪ Keep accurate accounting records ▪ Purchase/contract for needed resources ▪ Process insurance and workers' compensation claims ▪ Communicate effectively orally and in writing ▪ Direct others in a crisis



Visual 5.36

Activity: ICS Assignments: Considerations

Instructions: Read the following scenario and answer the questions that follow.

Scenario: An explosion and fire have just occurred in a middle school science lab. First responders have not yet arrived.

- Which ICS positions would be activated? In your school, who is likely to assume these positions?
- What procedures would you use to account for students during the evacuation?
- When first responders arrive, what needs to happen?



Unit 5:
General Staff Functions

Visual Description: Activity: ICS Assignments: Considerations

Instructor Notes

Provide participants with the following instructions for the activity.

Instructions: Review the scenario. Next, work in table groups to answer the following questions:

Scenario: An explosion and fire have just occurred in a middle school science lab. First responders have not yet arrived.

1. Which Command and General Staff (Section Chiefs) ICS positions would be activated?

ICS Positions Activated	Who Would Fill the Position?

Note: There is no single correct answer. Given this scenario, an Incident Commander, Safety Officer, Public Information Officer, Operations Section Chief, and Planning Section Chief would most likely be activated.

2. What procedures would you use to account for students during the evacuation?

Instructor Note: Explain that if their plans call for assigning classroom teachers to ICS positions, some classrooms will be unsupervised. Suggest that they develop a buddy system to ensure that all students are supervised properly. A buddy system is also a good idea in case one or more teachers become casualties of the event. Explain that, after developing a buddy list, school administrators need to take some additional steps to ensure that the buddy system works.

3. When first responders arrive, what needs to happen?

Instructor Note: Transfer of command briefing should be included as part of the answer.



Visual 5.37

General Staff Functions: Case Study (1 of 7)

Instructions: Read the scenario below and then answer the question.

The Scenario: On a chilly autumn morning at Midtown Middle School, a school bus driver suffers a heart attack, loses control of his bus, and hits the bus ahead of him at the unloading zone. Several students are injured and others run from the scene, and five are later reported as missing. The Assistant Principal, who was greeting the students upon their arrival, establishes the initial ICS organization.

- In the ICS organization described above, the Assistant Principal has assumed which role?



Unit 5:
General Staff Functions

Visual Description: General Staff Functions: Case Study (1 of 7)

Instructor Notes

Provide the following instructions to the participants for the Case Study.

Instructions: Review the scenario described on the visuals. Answer the questions following each scenario.

Scenario: On a chilly autumn morning at Midtown Middle School, a school bus driver suffers a heart attack, loses control of his bus, and hits the bus ahead of him at the unloading zone. Several students are injured and others run from the scene and five are later reported as missing. The Assistant Principal who was greeting the students upon their arrival establishes the initial ICS organization.

Question:

- In the ICS organization described above, the Assistant Principal has assumed which role?

Allow time to respond. If not mentioned, review the question and give the correct answer.

- In the ICS organization described above, the Assistant Principal has assumed which role? *The Incident Commander. The Assistant Principal was the first on the scene and was responsible for establishing the initial ICS organization. He or she was functioning as the Incident Commander.*



Visual 5.38

General Staff Functions: Case Study (2 of 7)

The Scenario Continues:

The Assistant Principal tells the school secretary to call 911 for assistance and to notify the school district of the incident. Shortly afterwards, a Police Chief arrives at the scene along with an Emergency Medical Technician and other resources.

- What must happen before the Police Chief assumes the Incident Commander role?
- Who is the Emergency Medical Technician in the ICS organization?



Unit 5:
General Staff Functions

Visual Description: General Staff Functions: Case Study (2 of 7)

Instructor Notes

Tell the group to review the scenario described on the visual and answer the questions that follow.

Scenario: The Assistant Principal tells the school secretary to call 911 for assistance and to notify the school district of the incident. Shortly afterwards, a Police Chief arrives at the scene along with an Emergency Medical Technician and other resources.

Questions:

- What must happen before the Police Chief assumes the Incident Commander role?
- What is the Emergency Medical Technician in the ICS organization?

Allow time to respond. If not mentioned, review the questions and give the correct answers.

- **What must happen before the Police Chief assumes the Incident Commander role?** *There must be a transfer of command briefing for the incoming Incident Commander. In this case, the Police Chief must be briefed by the Assistant Principal.*
- **What is the Emergency Medical Technician in the ICS organization?** *The Emergency Medical Technician is a Single Resource in the ICS organization.*



Visual 5.39

General Staff Functions: Case Study (3 of 7)

The Scenario Continues:

A transfer of command occurs and the Police Chief assumes the Incident Commander role. The Command and General Staff positions are filled as shown on the chart.

- Does the Incident Commander have a manageable span of control?
- What is the title of the person in charge of the Search Group?
- The Evacuation/Shelter/Care Team is composed of 3 teachers providing student accountability services and reporting to a Leader.
- What is the correct ICS title for this team?

```

graph TD
    IC[Incident Commander] --- SO[Safety Officer]
    IC --- LO[Liaison Officer]
    IC --- Q[?]
    SO --- EMTE[Emergency Medical Technician]
    SO --- SG[Search Group]
    SO --- ESTC[Evacuation/Shelter/Care Team]
    
```

FEMA
Unit 5:
General Staff Functions

Visual Description: General Staff Functions: Case Study (3 of 7)

Instructor Notes

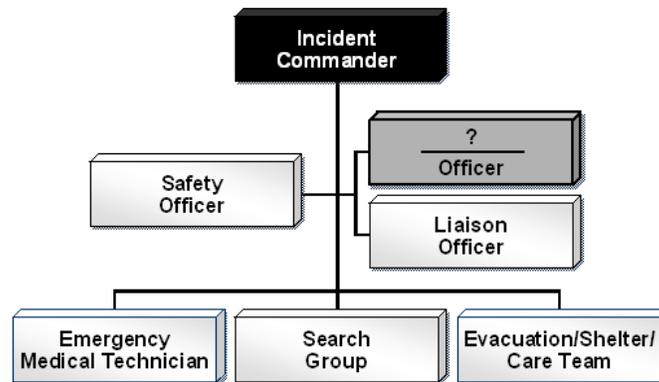
Tell the group to review the scenario described on the visual and answer the questions that follow. (See enlarged chart on the next page.)

Scenario: A transfer of command occurs and the Police Chief assumes the Incident Commander role. The Command and General Staff positions are filled as shown on the chart.

Questions:

- Does the Incident Commander have a manageable span of control?
- What is the title of the person in charge of the Search Group?
- The Evacuation/Shelter/Care Team is composed of 3 teachers providing student accountability services and reporting to a Leader. What is the correct ICS title for this team?

(Continued)



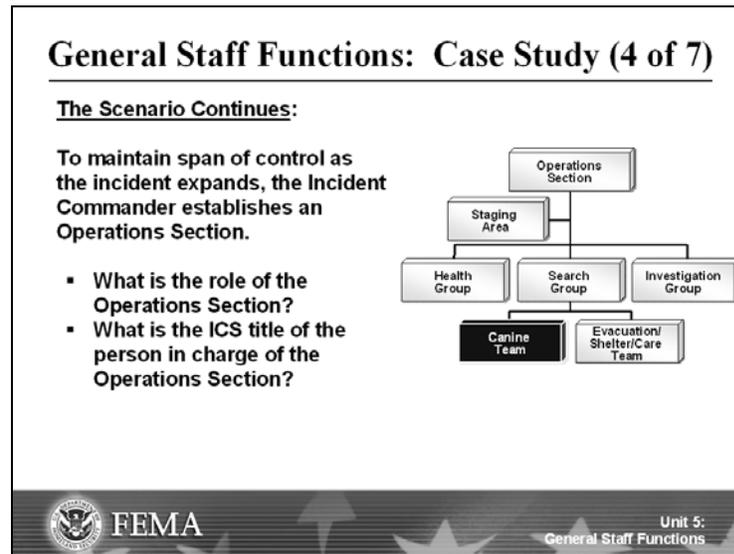
Caption: Organizational chart with Incident Commander, Safety Officer, [?] Officer, Liaison Officer, Emergency Medical Technician, Search Group, and Evacuation/Shelter/Care Team.

Allow time to respond. If not mentioned, review the questions and give the correct answers.

- **Does the Incident Commander have a manageable span of control?** *The Incident Commander does have a manageable span of control.*
- **What is the title of the person in charge of the Search Group?** *A Supervisor would be in charge of the Search Group.*
- **The Evacuation/Shelter/Care Team is composed of 3 teachers providing student accountability services and reporting to a Leader. What is the correct ICS title for this team?** *The correct ICS title for the Evacuation/Shelter/Care Team is "Strike Team."*



Visual 5.40



Visual Description: General Staff Functions: Case Study (4 of 7)

Instructor Notes

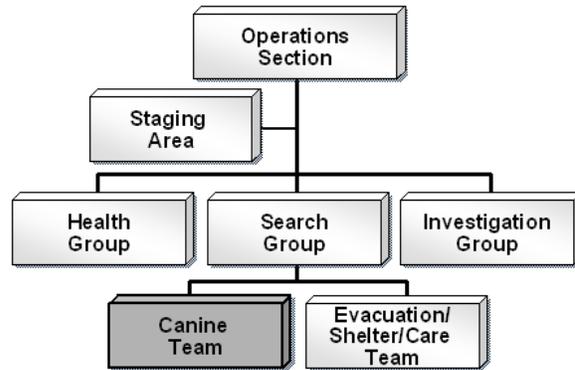
Tell the group to review the scenario described on the visual and answer the questions that follow. (See enlarged chart on the next page.)

Scenario: To maintain span of control as the incident expands, the Incident Commander establishes an Operations Section.

Questions:

- What is the role of the Operations Section?
- What is the ICS title of the person in charge of the Operations Section?

(Continued)



Caption: Organizational chart showing the Operations Section. Reporting to the Operations Section are the following: Staging Area, Health Group, Search Group, Investigation Group, Canine Team, and Evacuation/Shelter/Care Team.

Allow time to respond. If not mentioned, review the questions and give the correct answers.

- **What is the role of the Operations Section?** *The Operations Section directs and controls all tactical operations for the incident.*
- **What is the ICS title of the person in charge of the Operations Section?** *The correct title of the person in charge of the Operations Section is "Chief."*



Visual 5.41

General Staff Functions: Case Study (5 of 7)

The Scenario Continues:

After the first hour, the Incident Commander establishes a second Section that will develop the Incident Action Plan and track the status of resources on the scene.

- What is the correct title of this Section?

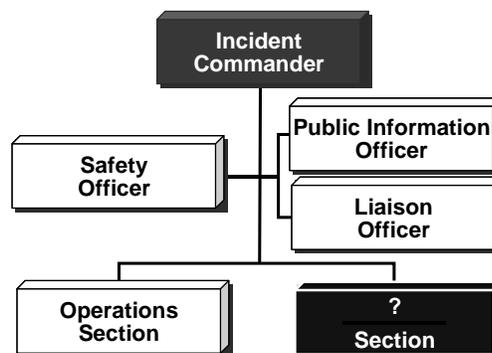
FEMA Unit 5: General Staff Functions

Visual Description: General Staff Functions: Case Study (5 of 7)

Instructor Notes

Tell participants to review the scenario described on the visual and answer the question that follows.

Scenario: After the first hour, the Incident Commander establishes a second Section that will develop the Incident Action Plan and track the status of resources on the scene.



Caption: Organizational chart with Incident Commander, Command Staff, and Operations Section. A second Section has been added.

(Continued)

Question:

- **What is the correct title of this Section?**

Allow time to respond. If not mentioned, tell the participants that the correct answer is the Planning Section. As part of its many responsibilities, the Planning Section prepares and documents the Incident Action Plan (IAP).



Visual 5.42

General Staff Functions: Case Study (6 of 7)

The Scenario Continues:

Later, more than 100 personnel are on the scene searching for the missing students. Given the number of personnel on the scene, there is a need to provide meals, food, first aid, and rest areas for responders.



- Which Section is responsible for providing these support resources?



Unit 5:
General Staff Functions

Visual Description: General Staff Functions: Case Study (6 of 7)

Instructor Notes

Tell participants to review the scenario described on the visual and answer the question that follows.

Scenario: Later, more than 100 personnel are on the scene searching for the missing students. Given the number of personnel on the scene, there is a need to provide meals, food, first aid, and rest areas for responders.

Question:

- Which Section is responsible for providing these support resources?

Allow time to respond. If not mentioned, tell the participants that the correct answer is the Logistics Section. As part of its responsibilities, the Logistics Section is responsible for all services and support needs, such as food and medical services.



Visual 5.43

General Staff Functions: Case Study (7 of 7)

The Scenario Continues:

Just before noon the students are found.

- Which resources would you demobilize first? Why?



Unit 5:
General Staff Functions

Visual Description: General Staff Functions: Case Study (7 of 7)

Instructor Notes

Tell participants to review the scenario described on the visual and answer the question that follows.

Scenario: Just before noon the students are found.

Question:

- Which resources would you demobilize first? Why?

Facilitate a discussion. There is no single correct answer. Use this activity as an opportunity to have the participants think about the need for demobilization planning.

Some of the factors that should be considered during the demobilization of this incident include: continued need for investigative resources, continued media coverage, recognition of volunteers, etc.



Visual 5.44

Summary

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

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



Unit 5:
General Staff Functions

Visual Description: Summary

Instructor Notes

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

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

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

The next unit will focus on the features and organizational structures related to Unified Command.