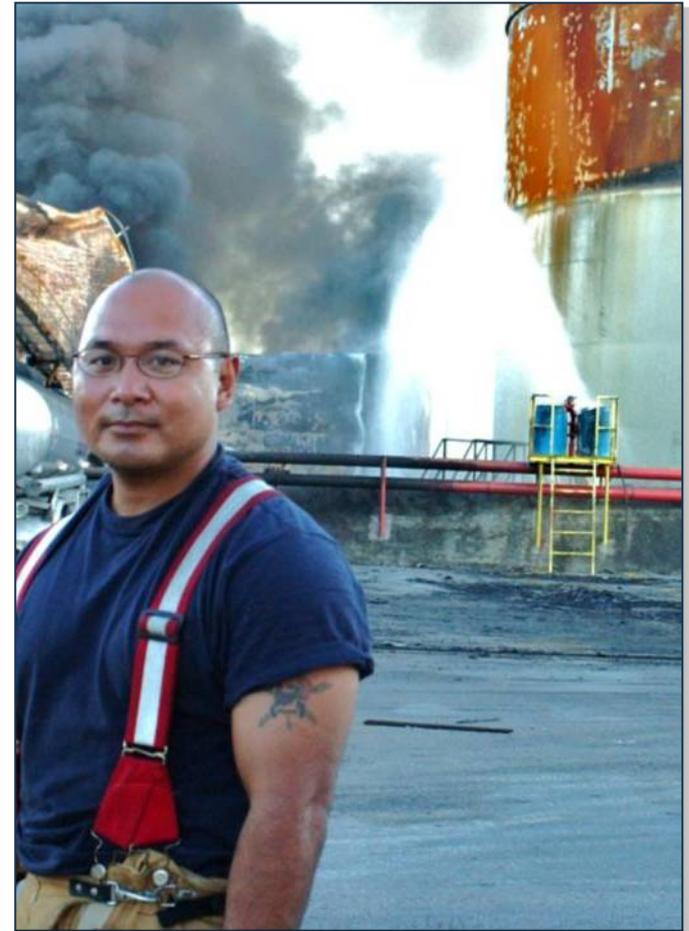


Unit 3:
**Delegation of
Authority &
Management by
Objectives**



FEMA

Visual 3.1
Delegation of Authority &
Management by Objectives

Unit Objectives

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

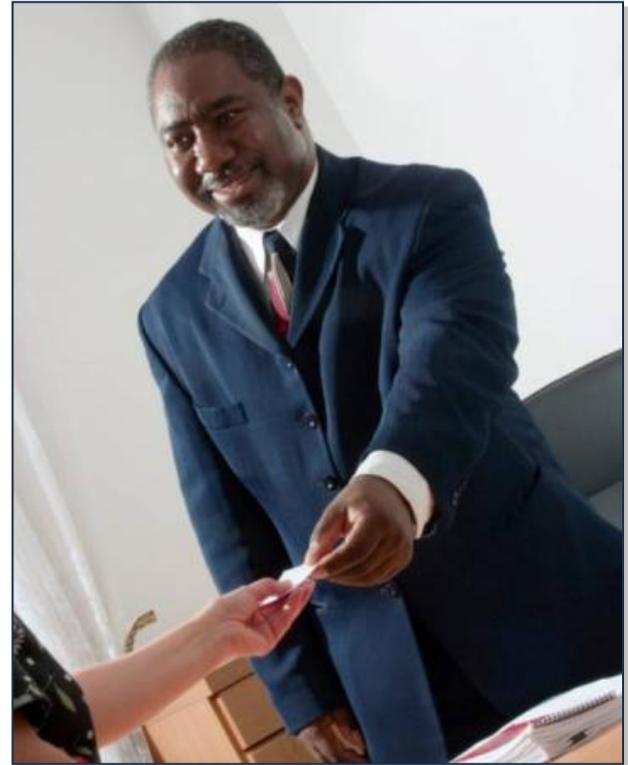


FEMA

Authority

Authority is . . .

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



FEMA

Visual 3.3
Delegation of Authority &
Management by Objectives

Who's Responsible?

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



FEMA

Visual 3.4
Delegation of Authority &
Management by Objectives

Scope of Authority

An Incident Commander's scope of authority is derived:

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



FEMA

Visual 3.5
Delegation of Authority &
Management by Objectives

Delegation of Authority

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



Agency Executive



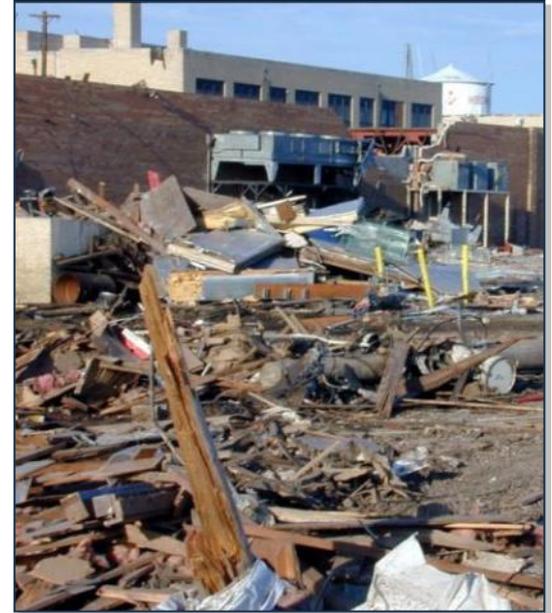
Incident Commander



FEMA

Delegation of Authority: When Needed

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



FEMA

Visual 3.7
Delegation of Authority &
Management by Objectives

Discussion Question

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



FEMA

Visual 3.8
Delegation of Authority &
Management by Objectives

Delegation of Authority: Elements

Should include:

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



Delegation of
Authority



FEMA

Visual 3.9
Delegation of Authority &
Management by Objectives

Discussion Question

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



FEMA

Visual 3.10
Delegation of Authority &
Management by Objectives

Activity: Delegating Authority

Instructions: Working with your team . . .

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



FEMA

Visual 3.11
Delegation of Authority &
Management by Objectives

Implementing Authorities

Within his or her scope of authority, the Incident Commander establishes incident objectives, then determines strategies, resources, and ICS structure.



FEMA

Visual 3.12
Delegation of Authority &
Management by Objectives

Management by Objectives

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



FEMA

Visual 3.13
Delegation of Authority &
Management by Objectives

Establishing and Implementing Objectives

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



FEMA

Visual 3.14
Delegation of Authority &
Management by Objectives

Initial Response: Conduct a Size-Up

The first responder must determine:

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



FEMA

Visual 3.15
Delegation of Authority &
Management by Objectives

Overall Priorities

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

#1: Life Safety

#2: Incident Stabilization

#3: Property Preservation



FEMA

Visual 3.16
Delegation of Authority &
Management by Objectives

SMART Incident Objectives

Effective incident objectives are:

- **S**pecific.
- **M**easurable.
- **A**ction oriented.
- **R**ealistic
- **T**ime sensitive.



FEMA

Visual 3.17
Delegation of Authority &
Management by Objectives

Activity: Adding Incident Objectives

Instructions: Working with your team . . .

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



FEMA

Objectives, Strategies, and Tactics



State what will be accomplished.

Establish the general plan or direction for accomplishing the incident objectives.

Specify how the strategies will be executed.



FEMA

Elements of an Incident Action Plan

Every IAP must have four elements:

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



FEMA

Visual 3.20
Delegation of Authority &
Management by Objectives

Preparedness Plans and Agreements

The most common preparedness plans are:

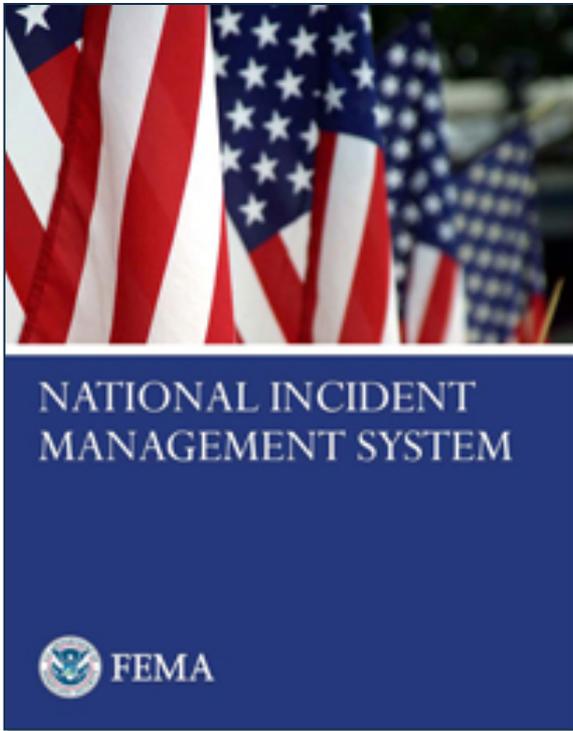
- **Federal, State, or local Emergency Operations Plans (EOPs).**
- **Standard operating guidelines (SOGs).**
- **Standard operating procedures (SOPs).**
- **Jurisdictional or agency policies.**



FEMA

Visual 3.21
Delegation of Authority &
Management by Objectives

Emergency Operations Plans (EOPs)



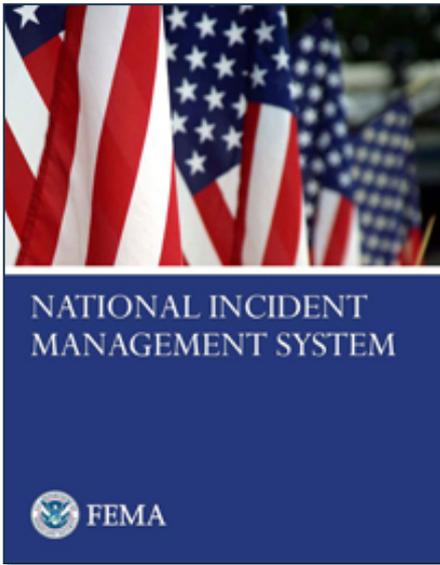
- EOPs are developed at the Federal, State, and local levels to provide a uniform response to all hazards.
- EOPs written after October 2005 must be consistent with NIMS.



FEMA

Visual 3.22
Delegation of Authority &
Management by Objectives

Mutual Aid and Assistance Agreements (1 of 2)



NIMS states that:

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



FEMA

Visual 3.23
Delegation of Authority &
Management by Objectives

Mutual Aid and Assistance Agreements (2 of 2)

Mutual aid:

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



FEMA

Visual 3.24
Delegation of Authority &
Management by Objectives

Mutual Aid and Assistance: All Levels

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



FEMA

Visual 3.25
Delegation of Authority &
Management by Objectives

Information Derived From Plans

Plans may include:

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



FEMA

Visual 3.26
Delegation of Authority &
Management by Objectives

Discussion Question

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



FEMA

Visual 3.27
Delegation of Authority &
Management by Objectives

Activity: Developing Incident Objectives

Instructions: Working in your team . . .

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



FEMA

Summary

Are you now able to:

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



FEMA

Visual 3.29
Delegation of Authority &
Management by Objectives