

# Unit 6: Organizational Flexibility



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Visual 6.1  
Organizational Flexibility

# Unit Objectives

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



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# Flexibility and Standardization

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



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



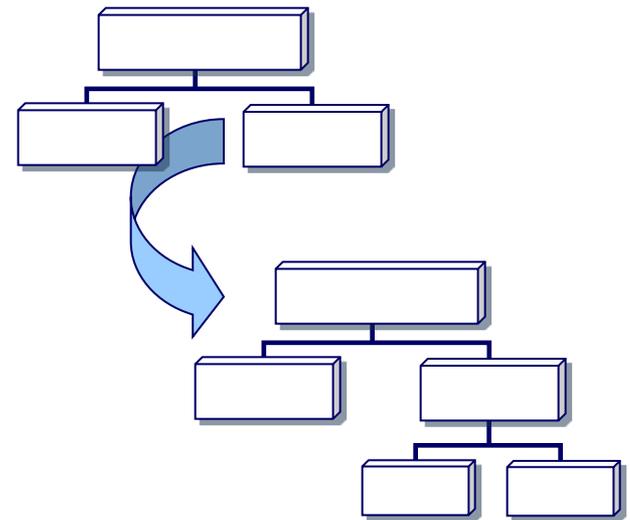
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# Modular Organization

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Incident command organizational structure is based on:

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



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# ICS Expansion and Contraction

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Remember that:

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



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# Activation of Organizational Elements

Organizational elements may be activated without activating the Section Chief.

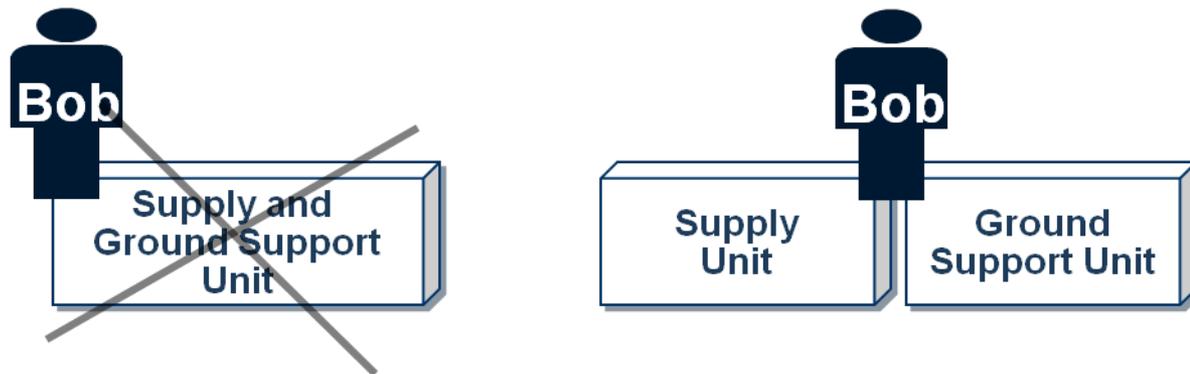


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# Avoiding Combining Positions

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



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



# Resource Management

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

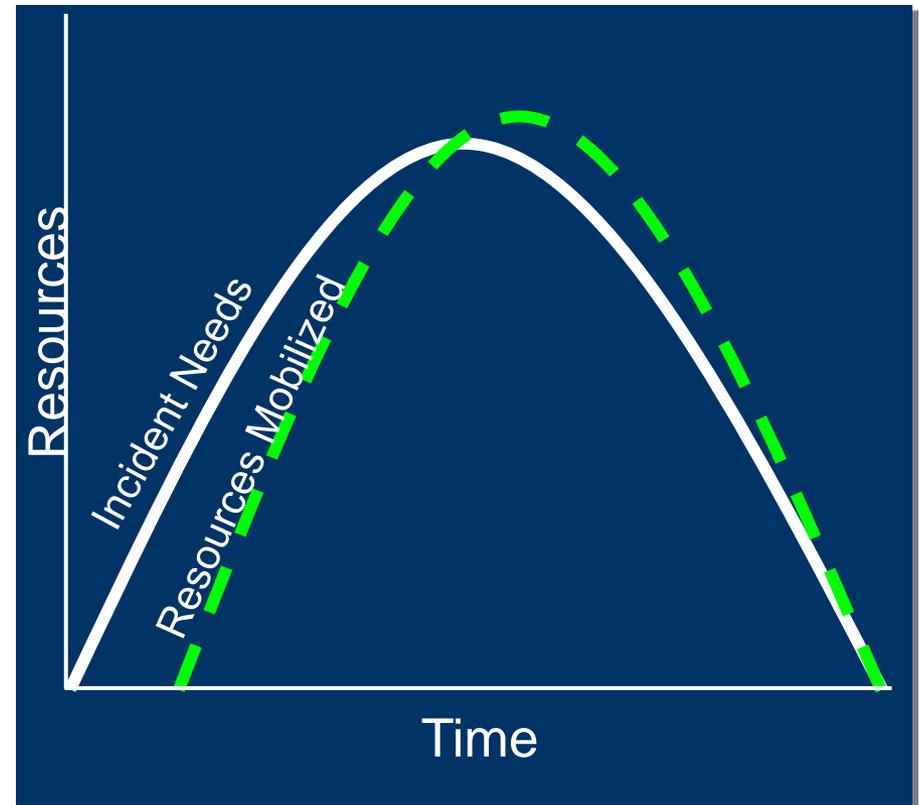


Resource Status



# Anticipating Incident Resource Needs

- An incident may build faster than resources can arrive.
- Eventually, a sufficient number of resources arrive and begin to control the incident.
- As the incident declines, resources exceed incident needs.



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# Anticipating Incident Resource Needs

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



# Analyzing Complexity

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**Analyzing incident complexity can help to:**

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



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# Complexity Analysis Factors

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



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# Activity: Complexity Analysis

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

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

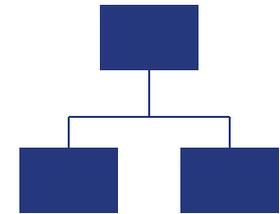
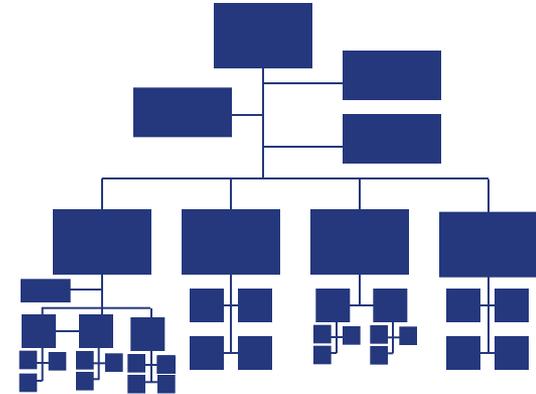


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# Incident Complexity and Resource Needs

Incident Complexity      Resource Needs

Complexity ↑



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# Resource Kinds and Types

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ICS resources are categorized by:

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



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# Which Is Kinds? Which Is Types?



A



B



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# Importance of Resource Typing

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The Order: “We need a HazMat team.”



**What You Needed**



**What Arrived**



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# Resource Typing

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## Capabilities

Type IV



Type I



See Student  
Manual for an  
example.

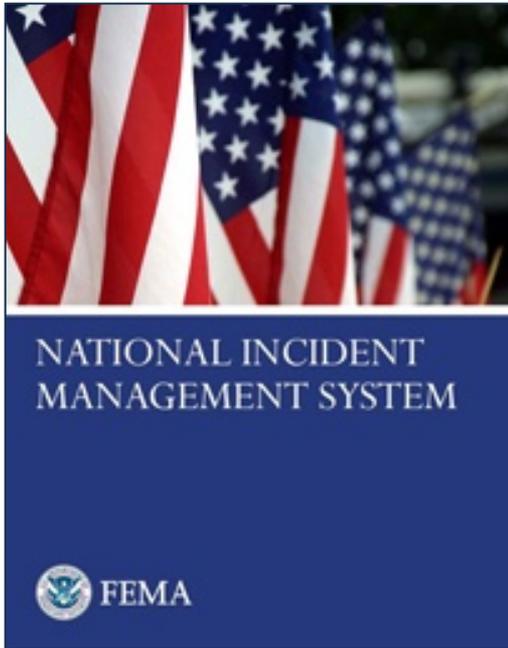


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# Resource Typing and NIMS

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



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# Additional Resource Terminology

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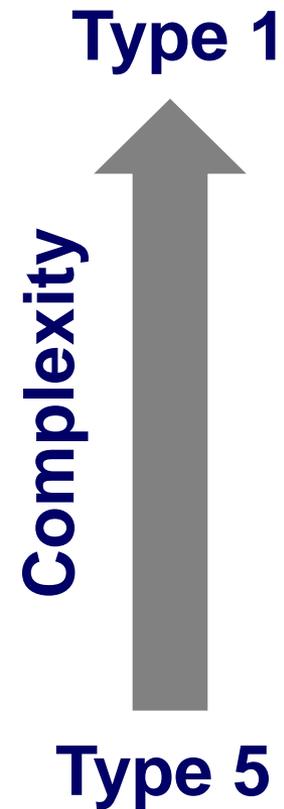
- A **Task Force** is a combination of mixed resources with common communications operating under the direct supervision of a Task Force Leader.
- A **Strike Team** is a set number of resources of the same kind and type with common communications operating under the direct supervision of a Strike Team Leader.
- A **Single Resource** is an individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.



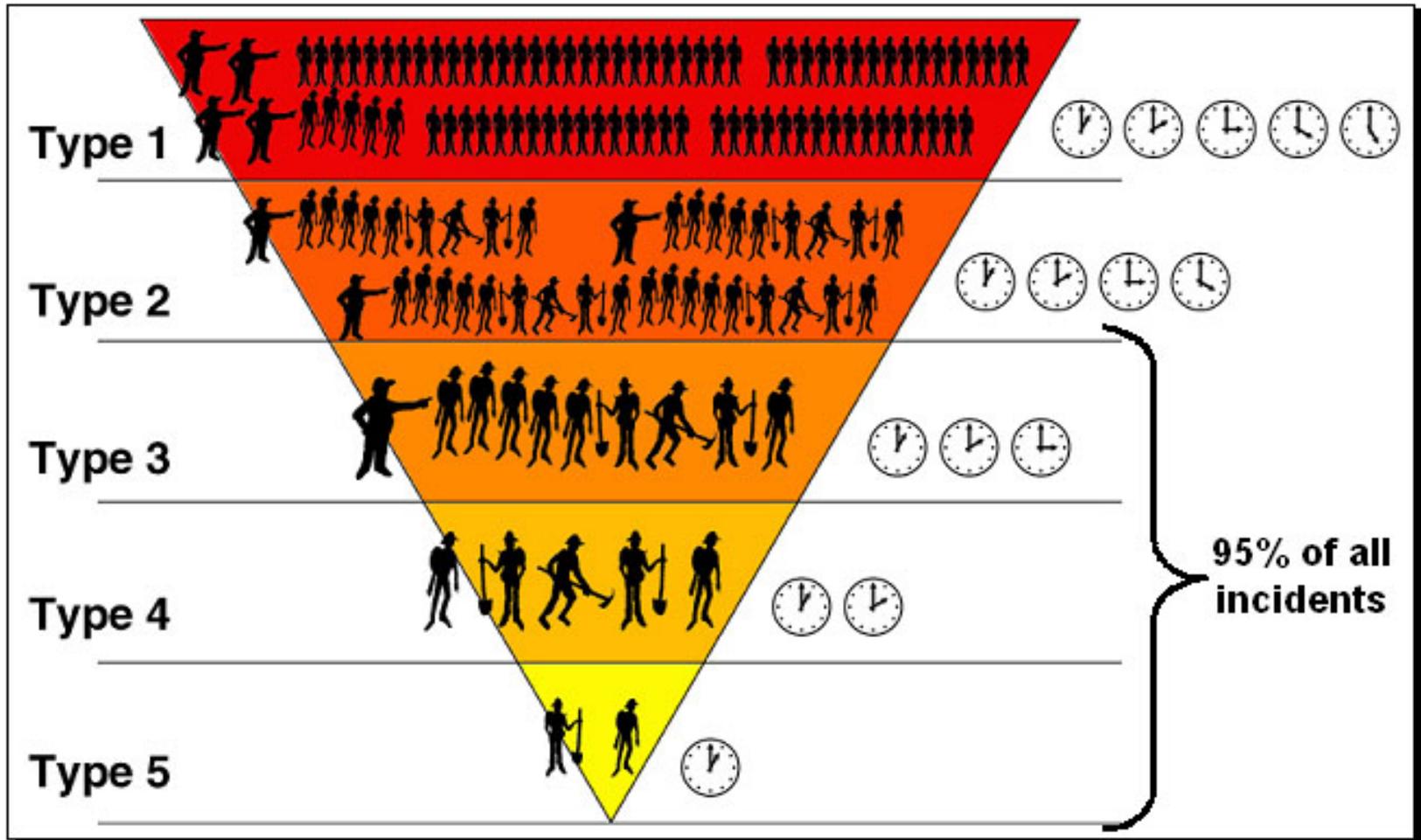
# Incident Typing: Overview

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



# Incident Typing: Overview



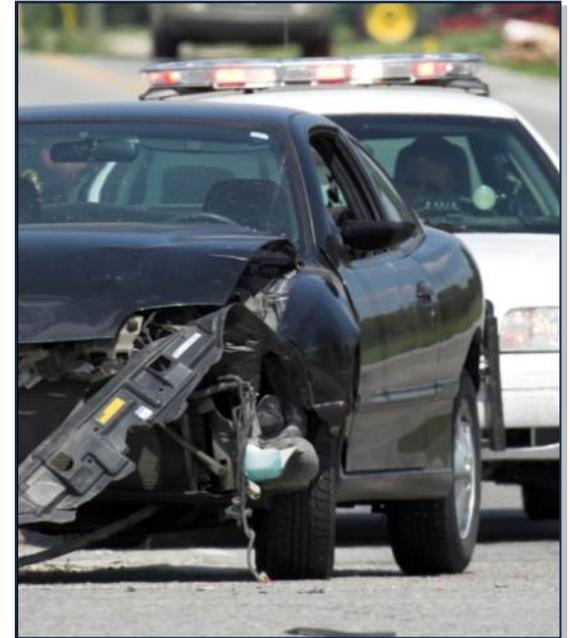
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# Type 5 Incident

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

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



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# Type 4 Incident

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

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



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# Type 3 Incident

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

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



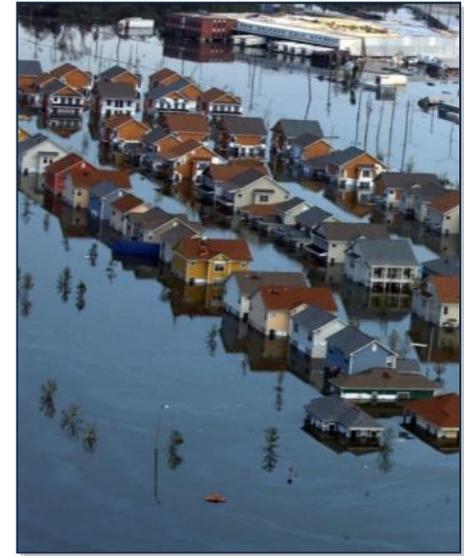
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# Type 2 Incident

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

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



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# Type 1 Incident

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

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



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# Incident Management Teams (IMTs)

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## IMTs:

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



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# Activity: Incident Types

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

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



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# Summary

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**Are you now able to:**

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



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