G 0402 NIMS Overview for Senior Officials (Executives, Elected, & Appointed)

FEMA

Instructor Guide
May 2019
Version 1.0

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Table of Contents

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INSTRUCTOR PREPARATION

This part of the Instructor Guide (IG) provides instructors with administrative, logistical, and content support to prepare for and deliver this course. Early review of this section will help you to organize and deliver this course in an effective manner.

COURSE CONTENT

Goal

The purpose of this course is to familiarize Senior Officials (executives, elected and appointed officials, city/county managers, agency administrators, etc.) their role in supporting incident management within the National Incident Management System (NIMS).

Overall Course Objective

Upon completion of this course, students will be able to explain National Incident Management System (NIMS) tenets and the role of the four command and coordination entities (ICS, EOC, MAC Group and JIS) within NIMS.

Course Terminal Objectives

Upon completion of this course, students will be able to:

- Explain the course goals and objectives.

- Explain the National Incident Management System.

- Explain the NIMS Management Characteristics, the organizational structure of the Incident Command System, and the role of the Command and General Staff.

- Explain the attributes and purpose of Emergency Operations Centers.

- Explain the interconnectivity between the MAC Group, EOCs, the Joint Information System and Incident Command.

- Explain the Senior Official's role in preparedness.

- Summarize the course objectives.

TARGET AUDIENCE

The audience for this course consists of Senior Officials.

REQUIRED PREREQUISITES

As an entry level course, there are no prerequisites.

INSTRUCTOR QUALIFICATIONS

This is a state delivered ICS course. The instructor qualifications to teach this course will be defined by the Authority Having Jurisdiction (AHJ) that will issue the course completion certificate.

It is recommended that Instructors are mid-level or senior-level emergency management and incident response practitioners with experience in using NIMS in real-world incidents, planned events, or accredited activities.

It is recommended that AHJs use trained instructors that have successfully completed ICS 100, ICS 200, ICS 300, ICS 400, IS 0700, and IS 0800. AHJs may also require that instructors complete E 0449.

METHODOLOGY

Robert Gagne's Nine Levels of Instruction served as a model for the development of this course. This course is designed for delivery in the classroom. Lecture, discussion, and multiple application activities have been designed to enable students to learn, practice, and demonstrate their knowledge.

DURATION

The course is designed to require a minimum of 3 ½ hours of instruction. More time is usually required for discussion, questions and answers of the students. This can vary depending on the experience level of the class.

COURSE AGENDA

Unit	Duration	Unit Title
Unit 1:	15 minutes	Course Introduction
Unit 2:	30 minutes	What is NIMS?
Unit 3:	1 hour	ICS Organization and Features
Unit 4:	30 minutes	NIMS Coordination: Emergency Operations Centers
Unit 5:	30 minutes	NIMS Coordination: The MAC Group and the Joint Information System
Unit 6:	30 minutes	Preparedness
Unit 7:	10 minutes	Course Summary
TOTAL	**3 hours 30 minutes**	

ABBREVIATED DELIVERY

The course is designed to require a minimum of 3 1/2 hours of instruction and is often delivered as a forum for Senior Official discussion that can take more than the allotted time. Some Senior Officials may not be able to spend 3 1/2 or more hours receiving information on NIMS. In these cases, instructors can draw from the course materials to develop an abbreviated presentation on NIMS to present to the Senior Official. The instructor must choose what information to present based on the information requirements of the Senior Official and the time available.

It is preferable to reduce the depth of some content in units rather than to completely eliminate whole units. Some key topics that should be considered for discussion in an abbreviated delivery:

- An explanation of the National Incident Management System

- An overview of the ICS Organizational Structure and how it is used

- The concepts of Unified Command and Area Command

- The interconnectivity and respective roles of ICS, EOC, MAC Group and JIS

- The role of the Senior Official

It is not appropriate to issue the Senior Official receiving an abbreviated briefing with a G402 course completion certificate if the full course program of instruction was not adhered to. If a certificate of completion is issued for a NIMS briefing it should not use the official course name or number.

PREPARATION CHECKLIST

Pre-delivery Administrative Duties

- Obtain the course roster.

- Ensure that course materials are available. This can be through download of electronic course materials or printing of course materials.

- Make the appropriate number of copies of any items that must be printed. (See Instructional Materials section.)

Pre-delivery Instructor Preparation

- Your preparation has a direct impact on training effectiveness. Use the following steps during your preparation:

  - Read the Instructor Guide and the Student Manual thoroughly.

  - Complete all exercises and be prepared to answer any questions that students may ask.

  - Draft your own notes in the white space around the margins in the Instructor Guide. Adding personal experiences helps illustrate course concepts.

Using This Manual

This manual has been formatted to facilitate course delivery. Key features include:

- Instructor Note: "Instructor Notes" provide information such as preparatory directions and other helpful directions.

- Icons: Icons are seen throughout this document and are used to assist in transitioning between delivery methods (see icon key below).

	Easel Chart		**Discussion Question**		**Handout**
	Instructor Note		**Activity**		**Video**

Classroom Setup and Facility Requirements

The list below shows all elements of classroom setup, including table arrangement and group size for each table.

- Classroom

  - A suitable classroom should be selected with adequate lighting, ventilation, and a computer and projection device setup. Seating should be arranged at tables with adequate work space.

- One technique is to conduct the course in the local Emergency Operations Center (EOC). This provides students with the opportunity to gain familiarity with the facility and the designated space for the Multiagency Coordination Group (Policy Group) to assemble during activation. This also allows for tours of mobile command unit(s) before or after course delivery.

- Distribute Student Manuals in classroom.

- Ensure that all participants can see and hear the briefer and course visuals/audio.

- Consider inviting guests to include emergency management officials, public information officers, public safety (law enforcement, fire, EMS) personnel, and the jurisdiction's policy and legal advisors. Inclusion of these experts in the presentation will enhance discussions and improve the jurisdiction-specific answers to questions posed by the Senior Officials.

Supplies and Equipment (Consumables)

The following is a list of all materials necessary for the facilitation and delivery of the course. Ensure that these materials have been secured prior to the delivery of the course.

- An Instructor Guide (electronic or hard-copy) for each instructor

- A Student Manual (electronic or hard-copy) for each student

    - If providing printed materials, it is recommended to print 2 visuals per page in color. You can use the accompanying PDF file to ensure proper printing.

- Electronic files of all Unit Visual presentations

- Computer, screen, and other equipment as necessary for visual presentations

- Extension cord and power strip, if needed

- Easel Pads and stands

- Easel Markers

- Student Table Tents

- Course Evaluation Forms

    - Make sure that you have one copy of the course evaluation form for each person attending the training.

- Student Certificates, if available

Instructional Materials

- Handouts:
    - Resources for Senior Officials document
    - Sample Delegation of Authority letter
- Suggested Handouts:
    - Existing Emergency Management/ Incident Specific Delegations of Authority and Mutual Aid Agreements and other policy documents currently in place for the Jurisdiction
    - Other local and State plans/laws/policies relevant to emergency management (if available)
    - Local and State emergency management roles and responsibilities (if available)
    - Local Emergency Operations Center procedures

Evaluation

The state should implement Level I evaluations according to their AHJ process. An Evaluation Sheet will be used to document student reaction and feedback on overall quality of content, instruction, and facilities.

There is no pre or post-test developed by FEMA EMI for this course.

Because this is an informational course intended for Senior Officials, AHJs may choose not to conduct a course evaluation.

Supporting Publications (References)

The following materials are intended for instructor use and are supplemental; however, each reference supports the course material. Use them to support or increase your understanding of the material in this course:

- National Incident Management System (NIMS), October 2017

Unit 1: Course Introduction

INSTRUCTOR GUIDE

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UNIT CONTENT

Unit Terminal Objective

Explain the course goals and objectives.

Unit Enabling Objective

1. Describe the course goals.
2. Describe the course objectives.

Methodology

This unit uses lecture and group discussion to explain the course goals and objectives. The instructor welcomes the students to the class and reviews the course objectives. Next, the instructor prompts the students to introduce themselves and identify their expectations of the course. Then the instructor identifies his/her expectations. After the introductions and expectations, the instructor presents the course agenda/overview and outlines contents of their Student Manuals.

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.

UNIT AGENDA

Topic	Time
Course Introduction	15 minutes
Total Time	15 minutes

PREPARATION CHECKLIST

References

- National Incident Management System (NIMS), October 2017

Developmental Materials

- Instructor Guide

- Student Manual

- Visual presentations and display equipment

- Resources for Senior Officials document (located in the Appendix)

- Easel pad and easel pad paper

Visual 1.1

G 0402 NIMS OVERVIEW FOR SENIOR OFFICIALS (EXECUTIVES, ELECTED, AND APPOINTED)

Display the Course Title visual well before beginning of class so students will know they have found the correct classroom.

Distribute student manuals, pens (optional), and name tents.

Once all students have arrived, **welcome** everyone and introduce the course.
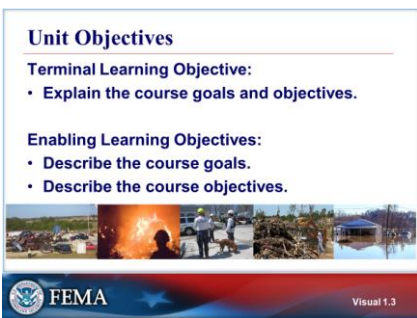**BE SURE TO VERIFY THAT ARRIVING STUDENTS INTEND TO TAKE THIS COURSE AND NOT ANOTHER COURSE.**
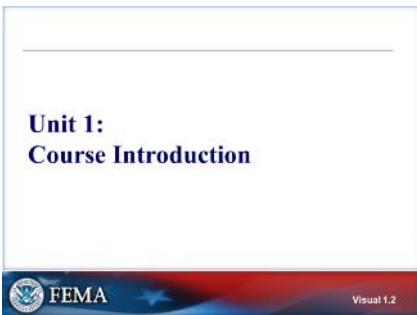
Visual 1.2

UNIT 1: COURSE INTRODUCTION

Announce the unit.

Visual 1.3

UNIT OBJECTIVES

State the Unit Terminal Objective.

- Explain the course goals and objectives.

State the Unit Enabling Objectives.

- Describe the course goals.

- Describe the course objectives.

Explain: The Unit Enabling Objectives, which are in the Student Manual, are included to support the Unit Terminal Objective. They are the specific objectives to be met as the class progresses through the unit. Ultimately, by satisfying the Unit Enabling Objectives, the students will meet the Unit Terminal Objective.

Introductions

Please share your:
- Name.
- Job title and jurisdiction.
- Course expectations

FEMA Visual 1.4

Visual 1.4

INTRODUCTIONS

Give a brief personal introduction and provide:

- Your name and organization.

- A brief statement of your experience incident management and operations.

Instructor Note: Ask the other instructors to introduce themselves in the same way. If some instructors are not present, tell the group that they will introduce themselves when they instruct their portions of the course.

Ask students to introduce themselves and provide:

- Names,

- Job title and jurisdiction

- Course expectations

List the student's expectations for the course on an easel pad.

COURSE OBJECTIVE

Course Objective

- Upon completion of this course, students will be able to explain National Incident Management System (NIMS) tenets and the role of the four command and coordination entities (ICS, EOC, MAC Group and JIS) within NIMS.

FEMA Visual 1.5

Visual 1.5

Explain that upon completion of this course, students will be able to explain National Incident Management System (NIMS) tenets and the role of the four command and coordination entities (ICS, EOC, MAC Group and JIS) within NIMS.

Clarify that additional courses are available to learn more about NIMS and ICS. Additional resource links are provided at the end of this course to learn more.

Instructor Note: The term Senior Officials is used throughout the course. This term includes a variety of Senior Officials such as elected and appointed officials, executives, department heads, and agency administrators.

Course Terminal Objectives

- Explain the National Incident Management System. (Unit 2)
- Explain the NIMS Management Characteristics, the organizational structure of the Incident Command System, and the role of the Command and General Staff. (Unit 3)
- Explain the attributes and purpose of Emergency Operations Centers. (Unit 4)
- Explain the interconnectivity between the MAC Group, EOCs, the Joint Information System, and Incident Command. (Unit 5)
- Explain the Senior Official's role in preparedness. (Unit 6)

FEMA   Visual 1.6

Visual 1.6

COURSE TERMINAL OBJECTIVES

**Review** the terminal objectives of the course.

Explain that each objective correlates to a Unit (next visual). Unit 1 (Course Introduction) and (Course Summary) Unit 7 are not mentioned in the visual.

- Explain the course goals and objectives.(Unit 1)

- Explain the National Incident Management System. (Unit 2)

- Explain the NIMS Management Characteristics, the organizational structure of the Incident Command System, and the role of the Command and General Staff. (Unit 3)

- Explain the attributes and purpose of Emergency Operations Centers. (Unit 4)

- Explain the interconnectivity between the MAC Group, EOCs, the Joint Information System and Incident Command. (Unit 5)

- Explain the Senior Official's role in preparedness. (Unit 6)

- Summarize the course objectives (Unit 7)

Course Overview

- Unit 1: Course Introduction
- Unit 2: What is NIMS?
- Unit 3: ICS Organization and Features
- Unit 4: NIMS Coordination: Emergency Operations Centers
- Unit 5: NIMS Coordination: The MAC Group and the Joint Information System
- Unit 6: Preparedness
- Unit 7: Course Summary

FEMA   Visual 1.7

Visual 1.7

COURSE OVERVIEW

Explain that this course is divided into the following units:

- Unit 1: Course Introduction

- Unit 2: What is NIMS?

- Unit 3: ICS Organization and Features

- Unit 4: NIMS Coordination: Emergency Operations Centers

- Unit 5: NIMS Coordination: The MAC Group and the Joint Information System

- Unit 6: Preparedness

- Unit 7: Course Summary
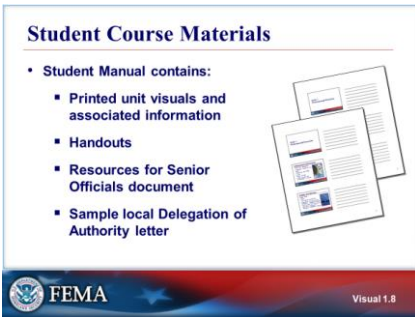
Visual 1.8
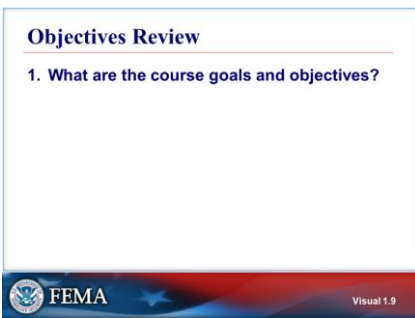
Visual 1.9

STUDENT COURSE MATERIALS

Explain the student course materials include a Student Manual with reduced-sized versions of each unit's visuals with space to take notes.

The Student Manual is the primary support document for this course. The Student Manual contains:

- Printed unit visuals and associated information

- Handouts

- Resources for Senior Officials document, includes a sample local Delegation of Authority letter

Encourage the students to follow along in their Student Manuals throughout the course and to add notes about points they want to remember.

OBJECTIVES REVIEW

Review the Unit Enabling Objectives to ensure the class obtained the knowledge necessary to successfully meet the Unit Terminal Objective.

- Describe the course goals.

- Describe the course objectives.

Pose the Unit Enabling Objectives as a question.

Ask the group to give a brief example or short explanation to answer the question. Try to call on a different student for each answer.

Display the Objectives Review visual so that students can think about what they learned in relation to the objectives.

Instructor Note: This is not intended to be an inclusive discussion of all material covered in Unit 1, but rather a quick and engaging way to wrap up the unit, and reconnect the students to the material before moving on to Unit 2.

Unit 2: What is NIMS?

INSTRUCTOR GUIDE

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UNIT CONTENT

Unit Terminal Objective

Explain the National Incident Management System.

Unit Enabling Objectives

1. Describe the National Incident Management System (NIMS).
2. Summarize the NIMS Command and Coordination Systems.

Methodology

This unit uses lecture and group discussion to explain the principles the National Incident Management System. Using question and answer strategies, the instructor facilitates content-related group discussions throughout the entire unit. Additionally, to establish a connection with the students, the instructor may share examples of personal experience relevant to the content.

The instructor begins by describing the definition of an incident. Next, the instructor explains the National Incident Management System (NIMS) and the concepts of command and coordination. The instructor dedicates the last portion to explaining the NIMS Command and Coordination Systems (Incident Command System, Emergency Operations Centers, MAC Groups and the Joint Information System). The unit ends with a brief introduction to the role of the Senior Official.

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.

UNIT AGENDA

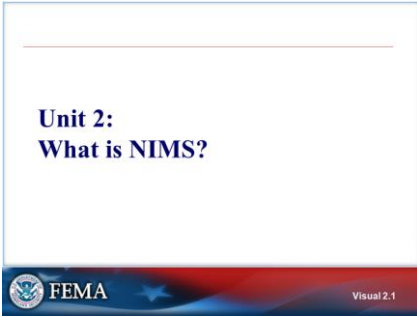| Topic	Time
What is NIMS?	30 minutes
Total Time	30 minutes

PREPARATION CHECKLIST

References

- National Incident Management System (NIMS), October 2017
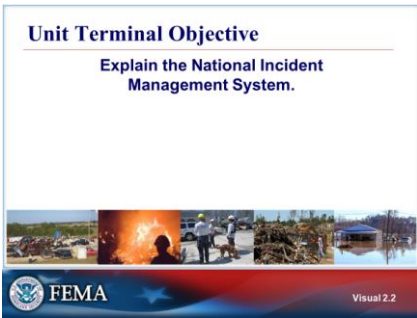
Developmental Materials

- Instructor Guide

- Student Manual

- Visual presentation

- Equipment as necessary for visual presentation

- Resources for Senior Officials (located in the Appendix)

Visual 2.1

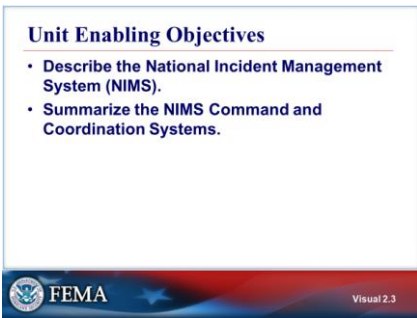**UNIT 2: WHAT IS NIMS?**

Announce unit title.

Visual 2.2

UNIT TERMINAL OBJECTIVE

State the Unit Terminal Objective.

Explain the National Incident Management System.

Visual 2.3

UNIT ENABLING OBJECTIVES

State the Unit Enabling Objectives.

- Describe the National Incident Management System (NIMS).
- Summarize the NIMS Command and Coordination Systems.

Visual 2.4

WHAT IS AN INCIDENT?

Explain that an incident is an occurrence, caused by either human or natural phenomena, that requires response actions to prevent or minimize loss of life, or damage to property and/or the environment.

Present examples of recent incidents that have affected your jurisdiction.

Explain the following points:

- The vast majority of incidents are handled on a daily basis by a single jurisdiction at the local level. However, there are instances when incident management must involve multiple jurisdictions, functional agencies, and emergency responder disciplines.

- Any incident can have a mix of political, economic, social, environmental, and cost implications with potentially serious long-term effects.

- Large, complex incidents require effective and efficient coordination across this broad spectrum of organizations and activities. As the Executive or Senior Official, you need to be aware of how ICS, Emergency Operations Center, and interagency (regional) multiagency coordination systems can work to ensure cooperative response efforts.

Visual 2.5

LEGAL BASIS FOR NIMS

Explain the following points that form the legal basis for NIMS:

- Complex 21st century threats demand that all Americans share responsibility for homeland security. All levels of government, the private sector, and nongovernmental agencies must be prepared to prevent, protect against, respond to, and recover from a wide spectrum of major events that exceed the capabilities of any single entity. These hazards require a unified and coordinated national approach to planning and to domestic incident management.

- To address this need, Homeland Security Presidential Directive 5: Management of Domestic Incidents (HSPD-5) signed February 28, 2003 and Presidential Policy Directive 8 (PPD-8): National Preparedness signed March 30, 2011 establish national initiatives that develop a common approach to preparedness and response.

- The National Incident Management System (NIMS) and the five National Planning Frameworks (Prevention, Protection, Mitigation, Response, and Recovery) provide the process and structures for meeting these mandates. Together, these related efforts align Federal, State, territorial, local, tribal, private-sector, and nongovernmental preparedness, incident management, and emergency response plans into an effective and efficient national structure.

NRF Emphasizes Partnerships

Federal Government Last Resort!

State Government Provides Support

Local Government First Response!

| Individuals and Households | Private Sector | Nongovernmental Organizations |

FEMA   Visual 2.6

Visual 2.6

?

NATIONAL RESPONSE FRAMEWORK (NRF) EMPHASIZES PARTNERSHIPS

Suggested Discussion Question

Ask: Why it is important that incidents be managed at the lowest level possible?

Possible Answers:

- Local responders have the most knowledge about the needs of their communities.

- Tactical incident command decisions are best made at the incident scene.

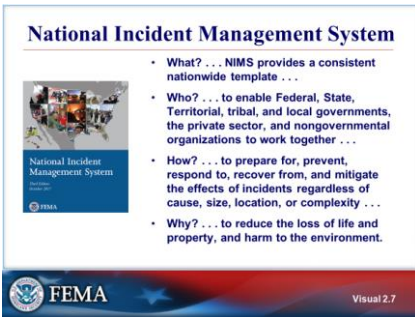**Review** the roles of different levels of Government in response.

- **Local and Tribal Governments**. The responsibility for responding to incidents, both natural and human-caused, begins at the local level.

- **States and Territorial Governments**. States and territorial governments have responsibility for the public health and welfare of the people in their jurisdiction. During response, States play a key role coordinating resources and capabilities from across the State and obtaining resources and capabilities from other States.

- **Federal Government**. When an incident occurs that exceeds or is anticipated to exceed State, territorial, tribal, or local resources, the Federal Government may provide resources and capabilities to support the State response.

Note that effective response also requires partnerships with:

- **Individuals and Households**. Individuals and households can contribute by reducing hazards in and around their homes, preparing an emergency supply kit and household emergency plan, and monitoring emergency communications carefully. If public employees are prepared at home they can better serve their jurisdiction.

- **Private Sector**. The private sector plays a key role before, during, and after an incident. First,

they must provide for the welfare and protection of their employees in the workplace. Many private-sector organizations are responsible for operating and maintaining portions of the Nation's critical infrastructure.

- **Nongovernmental Organizations (NGOs**). NGOs play important roles before, during, and after an incident. For example, NGOs provide sheltering, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster survivors. These groups often provide specialized services that help individuals with special needs, including those with disabilities.

National Incident Management System

- What? . . . NIMS provides a consistent nationwide template . . .
- Who? . . . to enable Federal, State, Territorial, tribal, and local governments, the private sector, and nongovernmental organizations to work together . . .
- How? . . . to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of cause, size, location, or complexity . . .
- Why? . . . to reduce the loss of life and property, and harm to the environment.

National Incident Management System

FEMA   Visual 2.7

Visual 2.7

NATIONAL INCIDENT MANAGEMENT SYSTEM

Explain that the National Response Framework provides the broad response doctrine, while the National Incident Management System (NIMS) includes greater detail on the processes used to manage a response.

Explain that NIMS:

- Provides stakeholders across the whole community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System.

- Defines operational systems, including the Incident Command System (ICS), Emergency Operations Center (EOC) structures, and Multiagency Coordination Groups (MAC Groups) that guide how personnel work together during incidents.

- Provides a systematic approach for all levels of government, the private sector, and nongovernmental organizations to work seamlessly together

- Applies to all incidents regardless of cause, size, location, or complexity

Emphasize the following points:

- NIMS integrates existing best practices into a consistent, nationwide approach to domestic incident management.

- NIMS is applicable at all jurisdictional levels and across functional disciplines in an all-hazards context.

Note that the National Planning Frameworks (Prevention, Protection, Response, Recovery and Mitigation) reinforce that incidents should be managed using NIMS principles and structures.

NIMS: What It Is/What It's Not

NIMS Is	NIMS Is Not
• A comprehensive, nationwide, systematic approach to incident management, including the command and coordination of incidents, resource management, and information management	• Only the ICS • Only applicable to certain emergency/incident response personnel • A static system
• A set of concepts and principles for all threats, hazards, and events across all mission areas (Prevention, Protection, Mitigation, Response, Recovery)	• A response plan
• Scalable, flexible, and adaptable; used for all incidents, from day-to-day to large-scale	• Used only during large-scale incidents
• Standard resource management procedures that enable coordination among different jurisdictions or organizations	• A resource-ordering system
• Essential principles for communications and information management	• A communications plan

FEMA   Visual 2.8

Visual 2.8

NIMS: WHAT IT IS/WHAT IT'S NOT

Explain the visual stating "What NIMS Is" and "What NIMS Is Not."

Read aloud the following situations (or other examples that would be relevant to the audience). Tell the students to indicate if they are consistent or inconsistent with NIMS:

- Local officials are using the Incident Command System (ICS) to plan for the upcoming Fourth of July celebration.

  [X] Consistent With NIMS
  [ ] Not Consistent With NIMS

  NIMS encourages the use of ICS for both planned events and incidents.

- A jurisdiction/agency follows NIMS only when incidents are complex enough to involve other jurisdictions.

  [ ] Consistent With NIMS
  [X] Not Consistent With NIMS

  NIMS applies to all hazards independent of size or complexity.

- An agency is replacing its operational plan for responding to incidents with the guidance provided in NIMS.
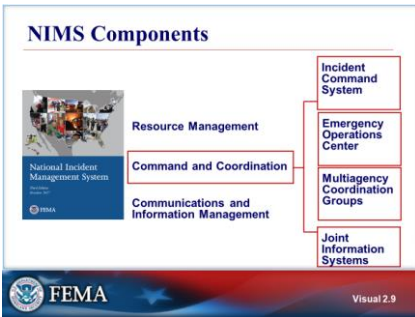
  [ ] Consistent With NIMS
  [X] Not Consistent With NIMS

  NIMS provides overall response principles and structures but does not provide specific plans.

- An organization is reorganizing and using ICS titles for day-to-day routine activities.

  [ ] Consistent With NIMS
  [X] Not Consistent With NIMS

  NIMS is designed to manage incidents rather than day-to-day business operations.
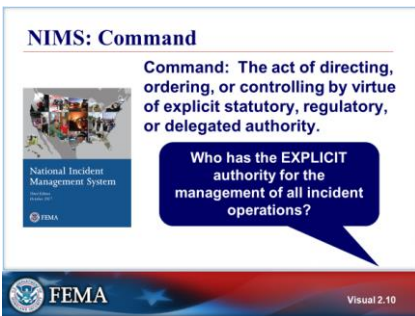
Visual 2.9

NIMS COMPONENTS

Explain: The three major components of NIMS represent a building-block approach to incident management. The application of the guidance for all three components is vital to successful NIMS implementation. Following is a synopsis of each of the three major components of NIMS.

- **Resource Management** describes standard mechanisms to identify resource requirements and to order, acquire, mobilize, activate, track and report, demobilize, restock and reimburse for, and inventory resources such as personnel, equipment, supplies, teams, and facilities.

- **Command and Coordination** describes leadership roles, processes, and recommended organizational structures for incident management at the operational and incident support levels and explains how these structures interact to manage incidents effectively and efficiently.

- **Communications and Information Management** systems help to ensure that incident personnel and other decision makers have the information they need to make and implement decisions.

Visual 2.10

NIMS: COMMAND

Explain: Command is the act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority. In NIMS, responsibility for this process is delegated to the on-scene Incident Commander by the Executive/Senior Official.

Examples of command activities include:

- Determining incident objectives

- Establishing Operational Periods

- Assigning and supervising field resources

Visual 2.11

NIMS: COORDINATION

Explain: Coordination is the analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities. Coordination includes the activities that ensure that the ICS organization(s) receive the resources and support they need when they need them. Coordination takes place in a number of entities and at all levels of government.

Examples of coordination activities include:

- Adjusting agency budgets, policies, and work priorities to make funds and resources available

- Facilitating interagency decision-making

- Coordinating interagency public information

- Dispatching additional resources

Visual 2.12

MULTIAGENCY COORDINATION GROUPS

Explain: Multiagency Coordination Groups (MAC Groups) are part of the off-site incident management structure of NIMS.

MAC Group members are typically agency administrators or executives from stakeholder agencies impacted by and with resources committed to the incident. The MAC Group may also include representatives from non-governmental organizations.

During incidents, MAC Groups:

- Act as a policy-level body

- Support resource prioritization and allocation

- Make cooperative multi-agency decisions

- Enable decision making among elected and appointed officials with those managing the incident (IC/UC)

MAC Groups do not perform incident command functions. MAC Groups do not replace the primary functions of operations, coordination, or dispatch organizations.

Ask: what does your jurisdiction call the MAC Group?

Potential answers: policy groups, advisory councils. There are a variety of names used by different jurisdictions for the MAC Group.
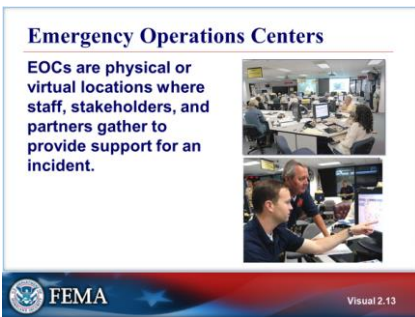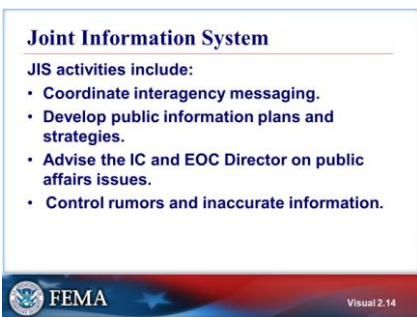
Visual 2.13

EMERGENCY OPERATIONS CENTERS

Explain: Emergency Operations Centers (EOCs) are physical or virtual locations where staff, stakeholders, and partners gather to provide support for an incident.

Organizations may use a variety of term for their operations or coordination centers. NIMS and this course use the term "EOC" to refer to all such facilities, including emergency coordination centers.

Emergency Operations Centers:

- Collect, share, and disseminate information

- Support resource needs and requests

- Coordinate plans and determine current and future requirements

- Support public communications

- Conduct liaison with partners

- Support the policy and legal needs of decision makers

In some cases, EOCs provide on-scene coordination and policy direction. In some cases EOC may also reduce the burden on incident command by managing some operational aspects such as emergency shelters or points of distribution.

Joint Information System

JIS activities include:
- Coordinate interagency messaging.
- Develop public information plans and strategies.
- Advise the IC and EOC Director on public affairs issues.
- Control rumors and inaccurate information.

FEMA   Visual 2.14

Visual 2.14

JOINT INFORMATION SYSTEM

Explain: The Joint Information System (JIS) integrates incident information and public affairs into a unified organization that provides consistent, coordinated, accurate, accessible, timely and complete information to the public and stakeholders during incident operations.

JIS operates across and supports the other NIMS Management and Coordination Elements:

- ICS on-scene/tactical

- EOC/coordination operations

- MAC Group policy/strategic

JIS activities include:

- Coordinate interagency messaging

- Develop public information plans and strategies

- Advise the Incident Commander (IC) and EOC Director on public affairs issues

- Control rumors and inaccurate information

Incident Command System

- Standardized approach to on-scene command, control, and coordination.
- Common structure where personnel from different organizations work together.
- Structure for incident management that integrates and coordinates procedures, personnel, equipment, facilities, and communications.

FEMA   Visual 2.15

Visual 2.15

INCIDENT COMMAND SYSTEM

Explain that Incident Command System (ICS) is a:

- Standardized approach to the command, control, and coordination of on-scene emergency management

- Common structure within which personnel from different organizations can work together

- Structure for incident management that integrates and coordinates procedures, personnel, equipment, facilities, and communications.

ICS is used by all levels of government and many NGOs and private sector organizations.

This system includes five major functions: Command, Operations, Planning, Logistics, and Finance/Administration. A sixth function, Intelligence/Investigations is sometimes added for specialized, complex investigations.
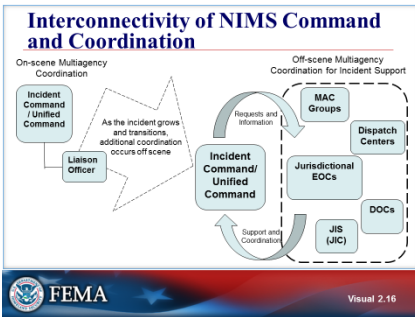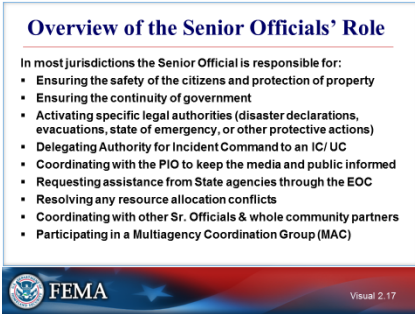
Visual 2.16

INTERCONNECTIVITY OF NIMS COMMAND AND COORDINATION

Review the four NIMS command and coordination systems:

- When an incident occurs or threatens, local emergency personnel manage response using ICS.

- If the incident is large or complex, local EOCs and other operations centers activate.

- The EOC staff receive high level, strategic policy guidance from MAC Groups.

- A JIC manages the JIS to ensure coordinated and accurate public messaging among all levels: ICS, EOC and MAC Group.

Emphasize: If required resources are not available locally, they can be obtained under mutual aid agreements from neighboring jurisdictions, or State, tribal, territorial, and interstate sources and assigned to the control of the IC/UC.

Overview of the Senior Officials' Role

In most jurisdictions the Senior Official is responsible for:
- Ensuring the safety of the citizens and protection of property
- Ensuring the continuity of government
- Activating specific legal authorities (disaster declarations, evacuations, state of emergency, or other protective actions)
- Delegating Authority for Incident Command to an IC/ UC
- Coordinating with the PIO to keep the media and public informed
- Requesting assistance from State agencies through the EOC
- Resolving any resource allocation conflicts
- Coordinating with other Sr. Officials & whole community partners
- Participating in a Multiagency Coordination Group (MAC)

FEMA   Visual 2.17

Visual 2.17

SENIOR OFFICIALS' ROLE

Explain: How the Senior Official fits into the NIMS Command and Coordination elements.

The Senior Official (Agency Administrator, executive, elected or appointed official, city/county manager, department head, agency administrator, etc.) is responsible for the incident.

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

Having the responsibility does not mean that the Senior Official assumes a command role over the on-scene incident operation. Rather, the Senior Official:

- Provides policy guidance on priorities and objectives based on situational needs and the Emergency Plan.

- Oversees resource coordination and support to the on-scene command from the Emergency Operations Center or through dispatch.

- Provides delegation of authority to an Incident Commander or Unified Command to manage the on-scene tactical operations.

It is possible that there could be more than one Senior Official responsible for a particular incident. This occurs when incidents involve more than one jurisdiction.

Explain: that this is an introductory overview of the role of a Senior Leader. This course will explore these responsibilities in greater detail throughout the course.

Objectives Review

1. What is NIMS?
2. What are the NIMS Command and Coordination Systems?
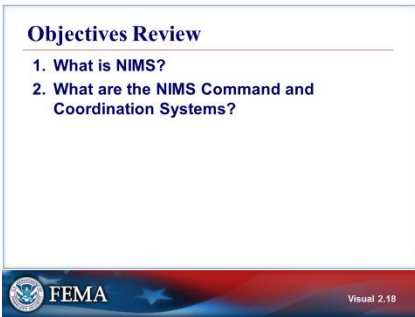
FEMA   Visual 2.18

Visual 2.18

OBJECTIVES REVIEW

Review the Unit Enabling Objectives to ensure the students obtained the knowledge necessary to successfully meet the Unit Terminal Objective.

Unit Enabling Objectives

- Describe the National Incident Management System (NIMS).

- Summarize the NIMS Command and Coordination Systems.

Pose the Unit Enabling Objectives as questions. **Ask** the group to give a brief example/short explanation to answer each question. Try to call on a different student for each objective. **Display** the Objectives Review visual so that students can think about what they learned in relation to the objectives.

Instructor Note: This is not intended to be an inclusive discussion of all material covered in Unit 2, but rather a quick and engaging way to wrap up the unit, and reconnect the students to the material before moving on to Unit 3.

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Unit 3: ICS Organization & Features

INSTRUCTOR GUIDE

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UNIT CONTENT

Unit Terminal Objective

Explain the NIMS Management Characteristics, the organizational structure of the Incident Command System, and the role of the Command and General Staff.

Unit Enabling Objectives

1. Describe the organizational structure of the Incident Command System.
2. Summarize the 14 NIMS Management Characteristics.
3. Describe the roles and responsibilities of Command and General Staff within the ICS organization.
4. Explain the attributes and purpose of Unified Command and Area Command.

Methodology

This unit uses lecture and group discussion to explain the organizational structure of Incident Command System and the role of Command and General Staff within its construct. Using question and answer strategies, the instructor facilitates content-related group discussions throughout the entire unit. Additionally, to establish a connection with the students, the instructor may share examples of personal experience relevant to the content.

The instructor begins by describing the scope of this unit which is to discuss the relationship between the ICS organizational structure and the role of the Senior Official. The instructor continues by explaining the background, benefits, and organizational structure of ICS. Next, the instructor explains that the NIMS Incident Command and Coordination component includes 14 NIMS Management Characteristics which contribute to the strength and efficiency of the system. The instructor briefly reviews each of these characteristics. This is not intended as an in-depth discussion of these characteristics.

The instructor then transitions to explaining the Senior Official's role in an incident, to include setting policy, establishing missions, shaping mission direction, and giving authority to responders and EOC personnel. Next, the instructor outlines the roles and responsibilities of the Command and General Staff within the ICS construct. Finally, the instructor briefly explains the attributes and purpose of Unified Command and Area Command.

TIME PLAN

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

UNIT AGENDA

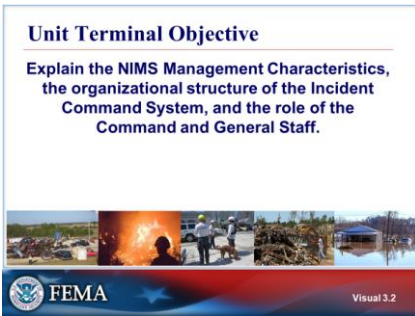| Topic	Time
ICS Organization & Features	1 hour
Total Time	1 hour

PREPARATION CHECKLIST

References

- National Incident Management System (NIMS), October 2017
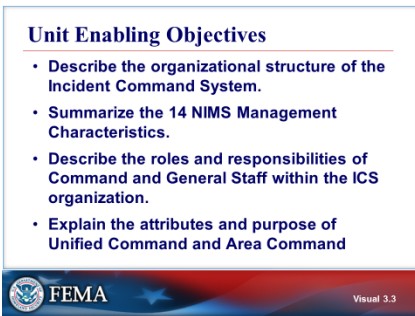
Developmental Materials

- Instructor Guide

- Student Manual

- Visual presentation

- Equipment as necessary for visual presentation

- Resources for Senior Officials (located in the Appendix)

Visual 3.1

UNIT 3: ICS ORGANIZATION & FEATURES

Announce unit.

Visual 3.2

UNIT TERMINAL OBJECTIVE

State the Unit Terminal Objective.

Explain the NIMS Management Characteristics, the organizational structure of the Incident Command System, and the role of the Command and General Staff.

Visual 3.3

UNIT ENABLING OBJECTIVE

State the Unit Enabling Objectives.

- Describe the organizational structure of the Incident Command System.

- Summarize the 14 NIMS Management Characteristics.

- Describe the roles and responsibilities of Command and General Staff within the ICS organization.

- Explain the attributes and purpose of Unified Command and Area Command.

What is ICS?

The Incident Command System:
• Is a standardized, on-scene, all-hazards incident management concept.
• Allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

FEMA   Visual 3.4

Visual 3.4

WHAT IS ICS?

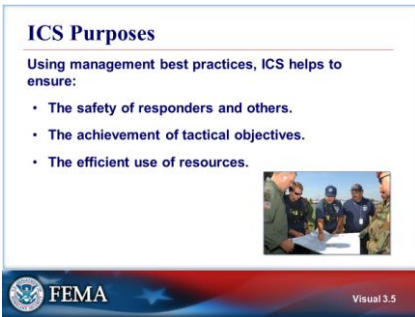**Elaborate** on the points on the visual using the information below:

- The Incident Command System, or ICS, is a standardized, on-scene, all-hazards incident management concept. ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.

- ICS has considerable internal flexibility. It can grow or shrink to meet different needs. This flexibility makes it a very cost-effective and efficient management approach for both small and large situations.

Briefly review the development of ICS.

- ICS was developed in the 1970s following a series of catastrophic fires in California's urban/wildland interface. Property damage ran into the millions, and many people died or were injured. The personnel assigned to determine the causes of this disaster studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics.

- Surprisingly, studies found that response problems were far more likely to result from inadequate management than from any other single reason. Weaknesses in incident management were often due to:

  - Lack of accountability, including unclear chains of command and supervision

  - Poor communication due to both inefficient uses of available communications systems and conflicting codes and terminology

  - Lack of an orderly, systematic planning process

  - No common, flexible, predesigned management structure that enables commanders to delegate responsibilities and manage workloads efficiently

- No predefined methods to integrate interagency requirements into the management structure and planning process effectively

Explain that a poorly managed incident response can be devastating to our economy and our health and safety.

ICS Purposes

Using management best practices, ICS helps to ensure:

- The safety of responders and others.
- The achievement of tactical objectives.
- The efficient use of resources.

FEMA   Visual 3.5

Visual 3.5

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ICS PURPOSES

Emphasize that by using management best practices, ICS helps to ensure the:

- Safety of responders and others
- Achievement of tactical objectives
- Efficient use of resources

Review the following best practice or share an example from your jurisdiction:

- Southern California Firestorm 2003: Report for the Wildland Fire Lessons Learned Center reports that the use of Critical Incident Stress Debriefing (CISD) can help protect responder safety and welfare. A CISD team was ordered on day two of the incident. The team organized at a drop-in center. Twenty to 30 people per hour visited the CISD team members. On another incident, roughly 1,800 people took advantage of the availability of CISD staff to just release stress. Data from similar incidents indicate that CISD services are important for up to 2 years after significant traumatic stress situations.

Instructor Note: This program is now known as Critical Incident Stress Management (CISM).

Suggested Discussion Question

Ask: What resources and plans do you have for ensuring the safety and welfare of your responders?

Possible Answers:

- On-scene Safety Officer
- Personnel Accountability System
- Medical Surveillance Program
- Site Safety Planning
- Worker Safety Program
- Health Maintenance Program
- CISM Program
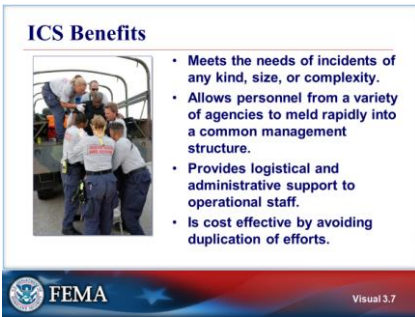- Employee Assistance Program

Visual 3.6

EXAMPLES OF INCIDENTS MANAGED USING ICS

Refer to the following examples of the types of incidents that have been managed using ICS:

- Fire, both structural and wildland

- Natural disasters, such as tornadoes, floods, ice storms, or earthquakes

- Human and animal disease outbreaks

- Search and rescue missions

- Hazardous materials incidents

- Criminal acts and crime scene investigations

- Terrorist incidents, including the use of weapons of mass destruction

- National Special Security Events (NSSE), such as Presidential visits or the Super Bowl

- Other planned events, such as parades or demonstrations

Review the following best practice or share an example from your jurisdiction/agency:

> The greater Boston area conducts special events as "planned disasters" by employing ICS and integrating portions of the region's disaster plans into the event's operations plans. This approach improves coordination during event planning and operations, strengthens relationships between the many agencies and organizations involved in disaster operations, and facilitates the enhancement of regional disaster plans. The Boston area uses ICS to conduct its three regularly occurring events (First Night festivities, the Boston Marathon, and Fourth of July celebrations) and one to two special events (e.g., Super Bowl rallies and Sail Boston) as "planned disasters." Many of these events can attract crowds of one million or more students and spectators, providing an optimal environment to test and improve disaster plans.

ICS Benefits
- Meets the needs of incidents of any kind, size, or complexity.
- Allows personnel from a variety of agencies to meld rapidly into a common management structure.
- Provides logistical and administrative support to operational staff.
- Is cost effective by avoiding duplication of efforts.

FEMA   Visual 3.7

Visual 3.7

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ICS BENEFITS

Explain that ICS is designed to be interdisciplinary and organizationally flexible and:

- Meets the needs of incidents of any kind, size, or complexity.

- Allows personnel from a variety of agencies to meld rapidly into a common management structure.

- Provides logistical and administrative support to operational staff.

- Is cost effective by avoiding duplication of efforts.

Ask students if they can add any benefits to those listed on the visual.

Add a personal experience that illustrates the benefits of using ICS.

Explain: Any incident can have a mix of political, economic, social, environmental, and cost implications with potentially serious long-term effects. ICS, as a management system, helps to mitigate the risks by providing accurate information, strict accountability, and planning for any incident.

Emphasize that it is critical that Senior Officials support ICS planning, preparedness, and training activities.
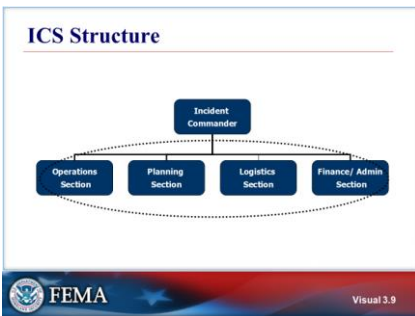
Visual 3.8

ICS ORGANIZATION

Explain that this part of the course will discuss the relationship between the ICS organizational structure and the role of the Senior Official.

Explain that the ICS organization differs from the day-to-day, administrative organizational structures and positions.

- Unique ICS position title and organizational structures are used. There is no correlation with the administrative structure of any other agency or jurisdiction. This organization's uniqueness helps to avoid confusion over different position titles and organizational structures.

- Rank may change. Someone who serves as a chief every day may not hold that title when deployed under an ICS structure. ICS positions depend on a combination of training, experience, qualification, certification, and credentialing.

ICS STRUCTURE

Explain the ICS structure includes five sections: Incident Commander, Operations, Planning, Logistics, and Finance/Admininistration.

Instructor Note: Let students know that we will examine these sections in more detail later in this unit.

Visual 3.9

NIMS Management Characteristics

14 foundational characteristics of incident Command and Coordination under NIMS:

- Common Terminology
- Management by Objectives
- Manageable Span of Control
- Comprehensive Resource Management
- Establishment and Transfer of Command
- Chain of Command and Unity of Command
- Dispatch/Deployment

- Modular Organization
- Incident Action Planning
- Incident Facilities and Locations
- Integrated Communications
- Unified Command
- Accountability
- Information and Intelligence Management

FEMA   Visual 3.10

Visual 3.10

NIMS MANAGEMENT CHARACTERISTICS

Explain: Incident Command and Coordination under NIMS is based on 14 NIMS Management Characteristics, which contribute to the strength and efficiency of the overall system:

- Common Terminology
- Management by Objectives
- Manageable Span of Control
- Comprehensive Resource Management
- Establishment and Transfer of Command
- Chain of Command and Unity of Command
- Dispatch/Deployment
- Modular Organization
- Incident Action Planning
- Incident Facilities and Locations
- Integrated Communications
- Unified Command
- Accountability
- Information and Intelligence Management

Clarify that these characteristics are not just for ICS; EOCs, MAC Groups, and JIS follow these 14 characteristics as well.

Instructor's Note: This section on the 14 characteristics is not intended to be an in-depth review of all the details of each characteristic. Although slides are provided for each of the 14 characteristics, it is anticipated that the instructor will only deal briefly with each characteristic. It is recommended that focus be placed on NIMS Management Characteristics with the greatest applicability to Senior Officials: Common Terminology, Modular Organization, Unified Command, Establishment of Command, and Chain of Command/ Unity of Command.
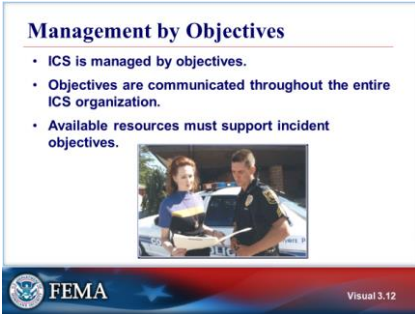
Visual 3.11

COMMON TERMINOLOGY

Explain: It is important to use plain English during an incident response because often there is more than one agency involved in an incident.

Ambiguous codes and acronyms have proven to be major obstacles in communications. Often agencies have a variety of codes and acronyms that they use routinely during normal operations. Not every "10" code is the same nor does every acronym have the same meaning.

Emphasize: When codes and acronyms are used on an incident, confusion is often the result. NIMS requires that all responders use "plain English," referred to as "clear text."

Explain that ICS establishes common terminology that allows diverse incident management and support entities to work together across a wide variety of incident management functions and hazard scenarios. This common terminology covers the following:

- Organizational Functions. Major functions and functional units with incident responsibilities are named and defined. Terminology for the organizational elements is standard and consistent.

- Incident Facilities. Common terminology is used to designate the facilities in the vicinity of the incident area that will be used in the course of the incident.

- Resource Descriptions. Major resources— including personnel, equipment teams, and facilities are given common names and are "typed" with respect to their capabilities, to help avoid confusion and to enhance interoperability.

- Position Titles. At each level within the ICS organization, individuals with primary responsibility have distinct titles. Titles provide a common standard for all users, and also make it easier to fill ICS positions with qualified personnel. ICS titles often do not correspond to the titles used on a daily basis.

Management by Objectives
- ICS is managed by objectives.
- Objectives are communicated throughout the entire ICS organization.
- Available resources must support incident objectives.

FEMA   Visual 3.12

Visual 3.12

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MANAGEMENT BY OBJECTIVES

Explain that the Incident Commander or Unified Command establishes objectives that drive incident operations. Management by objectives includes the following:

- Establishing specific, measurable objectives

- Identifying strategies, tactics, tasks, and activities to achieve the objectives

- Developing and issuing assignments, plans, procedures, and protocols for various incident management functional elements to accomplish the identified tasks

- Documenting results against the objectives to measure performance, facilitate corrective actions, and inform development of incident objectives for the subsequent operational period

Explain that the Incident Commander develops incident objectives—the statement of what is to be accomplished on the incident. Not all incident objectives have the same importance.

Ask: What are some priorities that can influence Objectives?

Potential Answers:

- Life Safety: Objectives that deal with immediate threats to the safety of the public and responders are the first priority.

- Incident Stabilization: Objectives that contain the incident to keep it from expanding and objectives that control the incident to eliminate or mitigate the cause are the second priority.

- Protecting Property/Environmental Conservation: Objectives that deal with issues of protecting public and private property and the environment are the third priority.

Explain that incident objectives are not necessarily completed in sequence determined by priority. It may be necessary to complete an objective related to incident stabilization before a life safety objective can be completed.

Incident Action Planning

IC creates an Incident Action Plan (IAP) that:
- Specifies the incident objectives.
- States the activities to be completed.
- Covers a specified timeframe, called an operational period.
- May be oral or written—except for hazardous materials incidents, which require a written IAP.
- Takes into account legal and policy considerations and direction.

Incident Action Plan

FEMA   Visual 3.13

Visual 3.13

INCIDENT ACTION PLANNING

Explain the following key points:
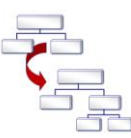
- Every incident, large or small, requires some form of an Incident Action Plan (IAP). For small incidents, the IAP may not be a written plan.

- The Incident Commander establishes the incident objectives and strategy, based on needs of the incident and policy and guidance from the Senior Official.

- The Operational Period is the period of time scheduled for completion of a given set of actions called for in the IAP. The Operational Period length will vary.

- An IAP documents key incident information.

- On large incidents, preparation of a written IAP is accomplished within the Planning Section.

- The Incident Commander will hold a planning meeting involving, at a minimum, the General and Command Staffs. The planning meeting is key to developing an effective Incident Action Plan.

An IAP covers an Operational Period and includes:

- The incident command structure

- What must be done

- Who is responsible

- How information will be communicated

- What should be done if someone is injured

Visual 3.14

MODULAR ORGANIZATION

Explain: The ICS organization adheres to a "form follows function" philosophy. The size of the current organization and that of the next Operational Period are determined through the incident action planning process.
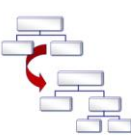
ICS and EOC organizational structures develop in a modular fashion based on an incident's size, complexity, and hazard environment.

An ICS organization is a modular organization, which means that it:

- Develops in a top-down, modular fashion

- Is based on the size and complexity of the incident

- Is based on the hazard environment created by the incident

Visual 3.15

MODULAR ORGANIZATION (CONT.)

Explain that employing a modular organization means that:

- The complexity of the incident and the number and type of resources being managed are factors that determine the organizational size.

- Only functions/positions that are necessary will be filled.

- Each element must have a person in charge.

- Expands and contracts as needed to support incident requirements.

Optional: Distribute examples of organizational charts from recent incidents that demonstrate how the ICS organization adjusts to fit the requirements of the incident.

Visual 3.16

SPAN OF CONTROL

Emphasize: The ICS organization is expanded and contracted to maintain an optimal span of control.

With an ICS organization, the rule of thumb for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different this guideline.

Incident personnel use their best judgment to determine the actual distribution of subordinates to supervisors for a given incident or EOC activation.

Visual 3.17

COMPREHENSIVE RESOURCE MANAGEMENT

Explain that in ICS, resources include personnel, equipment, teams, supplies, and facilities available or potentially available for assignment or allocation.

Maintaining an accurate and up-to-date inventory of resources is an essential component of incident management.

Resource management includes activities to prepare for and respond to an incident.

Resource management also includes processes for reimbursement for resources, as appropriate.

Instructor Note: Ensure that the Senior Officials understand that they have a role in Resource Management by delegating authority to the incident Command and to the EOC to make resource decisions. This will be discussed more later in this unit.

Integrated Communications

Incident communications are facilitated through:
- Common communications plan.
- Interoperable communications processes and systems.
- Planning, to achieve integrated voice and data communications.

Before an incident, it is critical to develop an integrated voice and data communications system (equipment, systems, and protocols).

FEMA   Visual 3.18

Visual 3.18

INTEGRATED COMMUNICATIONS

Explain that another important feature of ICS is the use of integrated communications.

Leadership at the incident level and in EOCs facilitates communication through the development and use of a common communications plan, interoperable communications processes, and systems that include voice and data links.

Integrated communications provide and maintain contact among and between incident resources, enable connectivity between various levels of government, achieve situational awareness, and facilitate information sharing.

Planning, both in advance of and during an incident, addresses equipment, systems, and protocols necessary to achieve integrated voice and data communications.

Establishment and Transfer of Command

The jurisdiction or organization with primary responsibility for the incident designates the individual at the scene responsible for establishing command and protocol for transferring command.

FEMA   Visual 3.19

Visual 3.19

ESTABLISHMENT AND TRANSFER OF COMMAND

Explain: The Incident Commander or Unified Command should clearly establish the command function at the beginning of an incident.

The jurisdiction or organization with primary responsibility for the incident designates the individual at the scene responsible for establishing command and protocol for transferring command.

When command transfers, the transfer process includes a briefing that captures essential information for continuing safe and effective operations, and notifying all personnel involved in the incident.
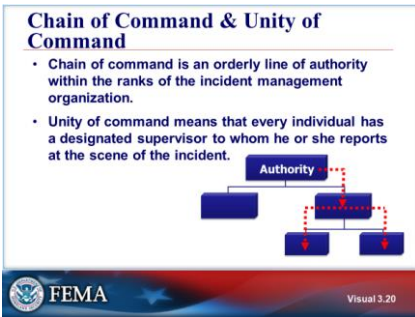
Visual 3.20

CHAIN OF COMMAND & UNITY OF COMMAND

Explain that within the ICS organization, chain of command and unity of command are maintained. Review the following definitions:

- Chain of command refers to the orderly line of authority within the ranks of the incident management organization.

- Unity of command means that each individual only reports to one person.

These principles clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision.

Emphasize that chain of command must be followed at the incident site and by those not deployed to the incident. After being deployed and receiving an incident assignment, personnel may be assigned by someone who is not their day-to-day supervisor. *In this situation, the responders must take direction from their on-scene ICS supervisors only.* In addition, someone who is a day-to-day supervisor may not be assigned or qualified to serve as an on-scene supervisor.

Suggested Discussion Question

Ask: What can Senior Officials do to ensure that chain of command is maintained?

Possible Answers:

- Ensure that only a qualified, competent EOC supervisors and Incident Commander/ Unified Command members are assigned.

- Follow the chain of command. Normally this means working through the jurisdiction's EOC rather than direct contact with the Incident Commander. If there is a need for direct contact with the field it is best if the Senior Official works through the Incident Commander rather than calling personnel within the ranks of the Incident Command.
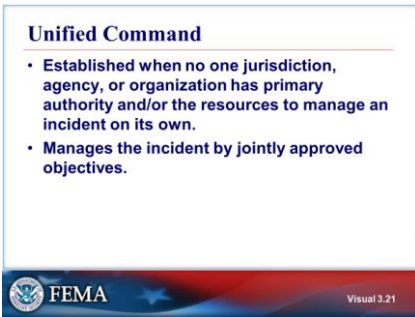
Visual 3.21

UNIFIED COMMAND

Explain: When no one jurisdiction, agency or organization has primary authority and/or the resources to manage an incident on its own, Unified Command may be established.

In Unified Command, there is no one "commander." Instead, the Unified Command manages the incident by jointly approved objectives.

A Unified Command allows these participating organizations to set aside issues such as overlapping and competing authorities, jurisdictional boundaries, and resource ownership to focus on setting clear priorities and objectives for the incident.

Instructor Note: We will explore Unified Command more in Unit 4.

Visual 3.22

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DISPATCH/DEPLOYMENT AND ACCOUNTABILITY

Explain: Dispatch/Deployment

Another key feature of NIMS is the importance of managing resources to adjust to changing conditions.

Emphasize that at any incident:

- Resources should deploy only when appropriate authorities request and dispatch them through established resource management systems.

- Resources that authorities do not request should refrain from spontaneous deployment to avoid overburdening the recipient and compounding accountability challenges

Explain: Accountability

- Effective accountability for all resources during an incident is essential.

- Incident personnel should adhere to principles of accountability, including check-in/check-out.

- Both personnel and resource tracking systems should be established early on in the incident.

Suggested Discussion Question (if time is available)

Ask: What is the issue with having personnel arrive at an incident without being requested or dispatched?

Possible Answers:

- Uncontrolled and uncoordinated arrival of resources at emergencies causes significant accountability challenges and overburden the recipient.

- Self-dispatched or freelancing resources can cause safety risks to responders, civilians, and others who are operating within the parameters of the Incident Action Plan.

- Chaos at the scene occurs, creating additional risks.

Explain: In the World Trade Center 9/11 response, many private and volunteer ambulance units self- dispatched, undermining command and control at the scene and

clogging the streets so that other responders assigned to the WTC had difficulty getting through.

Clarify: The bottom line is that when resources show up that have not been requested, the management of the incident can be compromised.

INCIDENT FACILITIES AND LOCATIONS

Visual 3.23

Explain: Depending on the incident size and complexity, Command establishes support facilities for a variety of purposes and directs their identification and location based on the incident.

Typical facilities include the Incident Command Post (ICP), incident base, staging areas, camps, mass casualty triage areas, points-of-distribution, and emergency shelters.

INFORMATION AND INTELLIGENCE MANAGEMENT

Visual 3.24

Explain: The incident management organization establishes a process for gathering, analyzing, assessing, sharing, and managing incident-related information and intelligence.

Clarify: In NIMS, "intelligence" refers exclusively to threat-related information developed by law enforcement, medical surveillance, and other investigative organizations.

Explain: The process includes identifying Essential Elements of Information (EEI) to ensure personnel gather the most accurate and appropriate data, translate it into useful information, and communicate it with appropriate personnel.
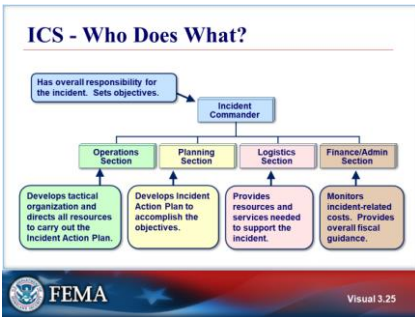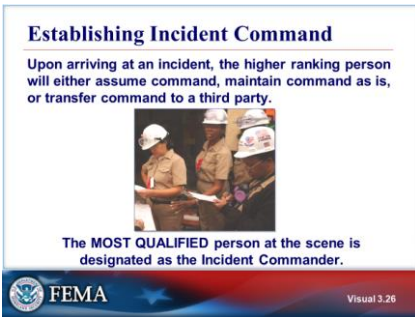
Visual 3.25

ICS – WHO DOES WHAT?

Instructor Note: This next portion of the unit focuses on the structure, roles and responsibilities within ICS.

Explain the overview of the responsibility of each position.

- The Incident Commander is the individual responsible for on-scene incident activities, including developing incident objectives and ordering and releasing resources. The Incident Commander has overall authority and responsibility for conducting incident operations.

- The Operations Section Chief is responsible for managing all tactical operations at an incident.

- The Planning Section Chief is responsible for providing planning services for the incident. The Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans.

- The Logistics Section Chief provides all incident support and service needs except for logistics support to air operations.

- The Finance/Administration Section Chief is responsible for managing all financial aspects and administrative considerations needed to support incident management activities.

Establishing Incident Command

Upon arriving at an incident, the higher ranking person will either assume command, maintain command as is, or transfer command to a third party.

The MOST QUALIFIED person at the scene is designated as the Incident Commander.

FEMA   Visual 3.26

Visual 3.26

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ESTABLISHING INCIDENT COMMAND

Emphasize that all incident responses begin by establishing command.

Explain that the Incident Commander is appointed by the Authority Having Jurisdiction.

This is done through a delegation of authority. The delegation is normally established through policy prior to the incident. In some cases such as an overlap of jurisdictions there may be a need for a separate, incident specific delegation of authority.

Clearly establish the command function at the beginning of an incident.

The jurisdiction or organization with primary responsibility for the incident designates the individual at the scene responsible for establishing command and protocol for transferring command.

In some situations, a lower ranking person may be designated as the Incident Commander.

Suggested Discussion Question

Ask: What is the AHJ role in establishing command from the beginning of incident operations?

Possible Answers:

- Ensure there are established delegation of authority for the jurisdiction – SOPs defining who will be the incident commander.

- Ensure that procedures for appointing an IC/UC meet legal and regulatory requirements.

- Ensure that jurisdictional personnel and resources required to provide information and policy advisement support to the Incident Commander are available.

- Make a rapid decision for establishment of command when standard procedures do not fit (such as overlapping jurisdictions.
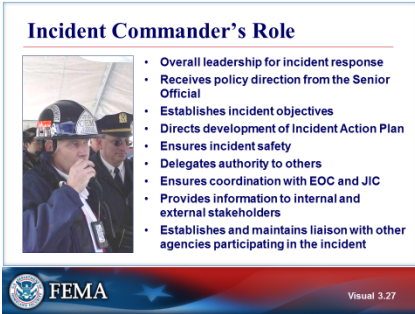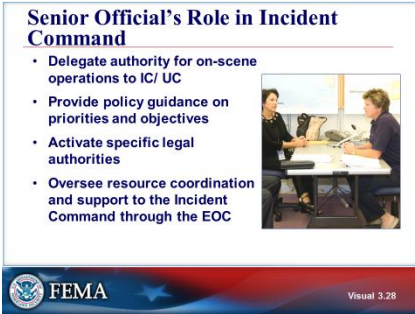
Visual 3.27

INCIDENT COMMANDER'S ROLE

Explain the role of the Incident Commander (IC):

- Provides the overall leadership for incident response. The Incident Commander is in charge of overall management of the incident and must be fully qualified to manage the incident.

- Receives policy direction from the Senior Official.

- Establishes incident objectives.

- Directs the development of the Incident Action Plan (IAP).

- Ensures the safety of incident responders and the public.

- Delegates authority to others to manage the ICS organization.

- Ensures coordination with the EOC and JIC (if activated)

- Provides information to internal and external stakeholders.

- Establishes and maintains liaison with other agencies participating in the incident.

Note that the Incident Commander will size up the incident and assess resource needs. If the incident is complex and/or long term, more staff may be needed. In addition, a Deputy Incident Commander may be assigned. Note that if a Deputy IC is assigned, he or she must be fully qualified to assume the Incident Commander's position.

Visual 3.28

SENIOR OFFICIAL'S ROLE IN INCIDENT COMMAND

Explain: The Senior Official is responsible for the incident, but this responsibility does not mean that the Senior Official assumes a command role over the on-scene incident operation. Rather, the Senior Official:

- **Delegates** authority to the designated Incident Commander or Unified Command for on-scene operations. This delegation of authority assigns the Incident Commander specific responsibilities and authorities. The Incident Commander is accountable to the Senior Official but has the complete authority to direct the tactical, on-scene operation.

- Provides **policy guidance on priorities and objectives** based on situational needs and the Emergency Plan. If a MAC Group is established the Senior Official will normally participate in the policy guidance activities of the MAC Group.

- **Activates specific legal authorities** that may be required in response to and recovery from an incident:
  - Disaster declaration
  - Evacuation
  - State of Emergency
  - Other protective actions

- **Oversees resource coordination and su**pport to the on-scene command from the Emergency Operations Center or through dispatch.

Typically, the Senior Official is **not** at the scene of the incident, but must have the ability to communicate and meet with the Incident Commander as necessary. Most routine communication such as situation updates from the Incident Commander to the Senior Official is done through the EOC.

Suggested Discussion

Ask students to identify reasons why an Senior Official's presence at the incident scene may be detrimental.

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Possible Answers:

- A visit from leadership personnel could draw more media and bystanders into a hazardous area.

- Response resources may be diverted away from critical tactical operations to attend to a visiting Senior Official.

- The presence of the Senior Official could cause confusion about the chain of command (who's in charge of on-scene operations).

Emphasize: There are situations where visits to the scene by an Senior Official could be beneficial to the operation. In these cases, the visits must be carefully coordinated with the Incident Commander to ensure that they do not jeopardize the response efforts.

Delegation of Authority

Delegation of authority may be in writing (established in advance) or verbal, and 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 3.29

Visual 3.29

DELEGATION OF AUTHORITY

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

- From existing laws and agency policies and procedures, job description

- Through a delegation of authority from the agency administrator or elected official

A delegation of authority:

- The delegation of authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines, as needed.

- Grants authority to carry out specific functions.

- Is issued by the chief elected official, chief executive officer, or agency administrator in writing or verbally.

- Allows the Incident Commander to assume command.

- Does NOT relieve the granting authority of the ultimate responsibility for the incident.

Explain that a delegation of authority may not be required if the Incident Commander is acting:

- Within his or her existing authorities

- Under a formal pre-established delegation

Present the following examples:

- Example 1: An emergency manager may already have the authority to deploy response resources to a small flash flood.

- Example 2: A fire chief probably has the authority (as part of the job description) to serve as an Incident Commander at a structure fire.

Refer to the visual and review the elements that should be included in a delegation of authority.

Note that the delegation should also specify when the authority ends and conditions for demobilization (e.g., the teams will not be released until the following conditions have been met). A sample delegation of authority can be found at the end of this briefing package.

Visual 3.30

SUMMARY: INCIDENT MANAGEMENT ROLES

Summarize the different roles assumed by the Senior Official and Incident Commander.

Explain: As the Senior Official, you must ensure that you are informed and that your Incident Commander and EOC are functioning in a responsible manner. You set policy, establish the mission to be accomplished, shape the overall direction, and give the trained responders the authority to accomplish the incident objectives.

The Incident Commander is the primary person in charge at the incident. In addition to managing the incident scene, he or she is trained to keep you informed and up to date on all important matters pertaining to the incident. This is normally facilitated through the EOC.

Share the following example or add one from your jurisdiction:

> The 2002 D.C area sniper case was a notable crime in law enforcement history, instilling fear in thousands of people. According to the after-action report, communication was clearly the most compelling concern in the sniper case. Investigations of this kind succeed or fail based on executives' ability to effectively manage and communicate information in a timely and accurate manner. Incident Commanders must balance the incident needs with the obligations of local executives to be responsive to their citizens. In the words of one police chief, "You cannot expect leaders to stop leading."

The final responsibility for the resolution of the incident remains with the chief elected official, chief executive officer, or agency administrator. Even after the incident response is over the Senior Official will have the responsibility for ensuring long term recovery from the incident by the jurisdiction. It is imperative then that the chief elected official, chief executive officer, or agency administrator remain an active student, supporter, supervisor, and evaluator of the EOC director and the Incident Commander.

The ICS hierarchy of command must be maintained. After you have clearly articulated the policy you wish followed and delegated certain authorities, the Incident Commander who reports to you will have the necessary authority and guidance to manage the incident.
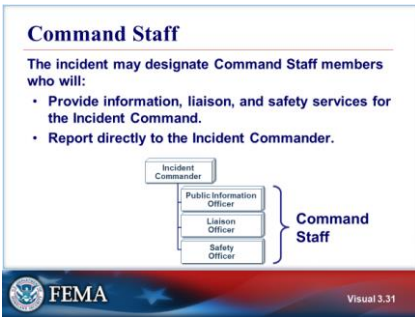
Visual 3.31

COMMAND STAFF

Briefly Explain: The Command Staff is assigned to carry out staff functions needed to support the Incident Commander. These functions include interagency liaison, incident safety, and public information.

Incident Command comprises the Incident Commander and Command Staff. Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements.

The Command Staff includes the following positions:

- Public Information Officer

  - Advises the Incident Commander on information dissemination and media relations

  - Obtains information from and provides information to the Planning Section

  - Obtains information from and provides information to the community and media

  - Coordinates with the JIC and other PIOs

- Liaison Officer

  - Assists the Incident Commander by serving as a point of contact for agency representatives who are helping to support the operation

  - Provides briefings to and answers questions from supporting agencies

- Safety Officer

  - Advises the Incident Commander on issues regarding incident safety and health

  - Works with the Operations Section to ensure the safety of field personnel

Suggested Discussion Question

Ask the students to identify types of incidents where it would be critical to assign a Safety Officer.

Emphasize: The Command Staff may include additional positions as required and assigned by the Incident Commander.
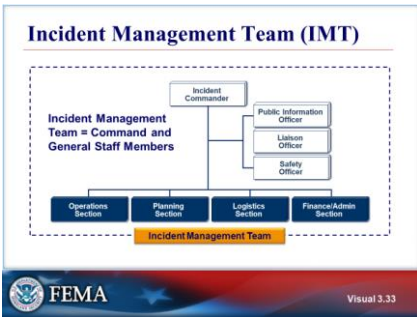
Visual 3.32

GENERAL STAFF

Briefly Explain the following key points:

- The General Staff represents and is responsible for the functional aspects of the Incident Command structure.

- The General Staff typically consists of the Operations, Planning, Logistics, and Finance/Administration Sections.

  - For some incidents, an Intelligence/ Investigations function may be added to the ICS structure. This may occur when the incident involves a criminal or terrorist act and/or other non-law-enforcement intelligence/investigations efforts such as epidemiological investigations.

- As the number of operational responders (tactical resources) increases, the need for support resources (e.g., food, communications equipment, or supplies) increases.

- General guidelines related to General Staff positions include the following:

  - Only one person will be designated to lead each General Staff position.

  - General Staff positions may be filled by qualified persons from any agency or jurisdiction.

  - Members of the General Staff report directly to the Incident Commander. If a General Staff position is not staffed, the Incident Commander will have responsibility for that functional activity.

Refer students to the Resources for Senior Officials which includes a description of all the Command and General Staff positions.

Visual 3.33

INCIDENT MANAGEMENT TEAM (IMT)

Explain: IMTs are rostered groups of ICS-qualified personnel, consisting of an Incident Commander, other incident leadership, and personnel qualified for other key ICS positions.

IMTs exist at local, regional, state, tribal, and national levels and have formal notification, deployment, and operational procedures in place.

When assigned to manage an incident or to support an incident-related task or function, IMTs are typically *delegated the authority* to act on behalf of the affected jurisdiction or organization.
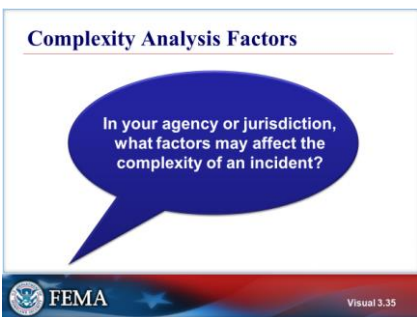
Share examples of IMTs from within the students' agency or jurisdiction.

INCIDENT COMPLEXITY AND RESOURCE NEEDS

Explain that as complexity increases, resources must increase, requiring an organization with additional levels of supervision.
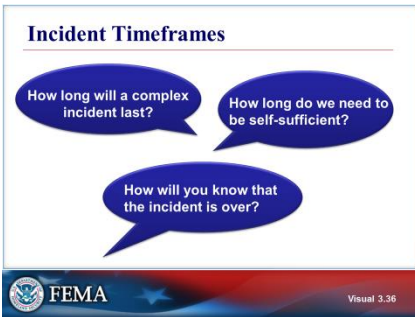

Visual 3.34

Visual 3.35

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COMPLEXITY ANALYSIS FACTORS

Discussion

Identify the factors that may affect the complexity of an incident.

Possible Answers:

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

Visual 3.36

INCIDENT TIMEFRAMES

Explain: Senior Officials must understand the timeframes associated with incident management so that they are prepared. During this short briefing, many minor, everyday incidents (e.g., structural fires, traffic accidents, medical emergencies, robberies, etc.) may occur and be resolved. However, complex incidents require much longer timeframes.

Suggested Discussion Questions (3)

Ask: How long will a complex incident last?

Possible Answers:

- The emergency period of a complex incident may be resolved in a matter of days or weeks. However, the long-term recovery needs and implications can be long lasting. For example:

  ▪ Many 9/11 responders face potential health and psychological conditions for years to come. Even a small hazmat incident may cause long-lasting health effects in a small community.

  ▪ The economic recovery from major incidents such as Hurricanes Sandy (2012), Harvey (2017), and Irma (2017) will take a decade or more.

- As a Senior Official, you must plan for the long-term recovery and not just the initial incident.

Ask: How long do we need to be self-sufficient?

Possible Answers:

- Communities should plan to be self-sufficient for approximately 72 hours as the supply-chain may be broken.

- It is important for Senior Officials to ensure that resources (personnel, equipment, and supplies) are available for the initial incident period. During this time period, personnel will need to be relieved. Ensuring readiness may mean creating budgets for the acquisition and maintenance of essential resources.

- Conducting training and exercises can help make sure that sufficient resources will be available.

Ask: How will you know that the incident is over?

Possible Answers:

- The simple answer is that you may not know for sure. Check with Emergency Management Official.

- For example, a worker safety issue may arise years later from exposure. Therefore, it is important to keep records in case long-term worker safety issues arise.

Visual 3.37

EXAMPLE: EXPANDING INCIDENT (PART 1)

Instructor Note: Visuals 3.37 – 3.39 are optional, based on course time.

Ask students to review the scenario described on the visual and in their Student Manuals.

Scenario - At 4:30 p.m. on a chilly autumn day, a parent calls 911 to report a missing 7-year-old child. The child was outside playing and may have wandered off into a vast wooded area adjacent to a coastal area. The initial ICS organization includes:

- Safety Officer to ensure the well-being of all responders and volunteers

- Liaison Officer to coordinate the different response groups

- Public Information Officer to handle the increasing numbers of media arriving at the scene

The Incident Command is managing the following tactical resources: Emergency Medical Services (EMS) Group, Search Group, and Investigation Group. The EMS Group, Search Group, and Investigation Group each have a Supervisor who reports to the Incident Commander.

Instructor Note: Use the next series of visuals to demonstrate how the ICS organizational structure expands and contracts through the life-cycle of an incident. If time permits, ask the students to identify the Senior Official's priorities and actions.

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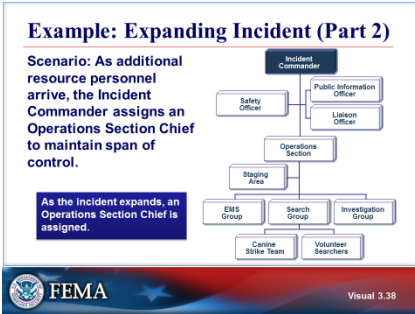
Visual 3.38

EXAMPLE: EXPANDING INCIDENT (PART 2)

Explain that as resources continue to expand, the Incident Commander assigns an Operations Section Chief to manage the tactical operations and resources.
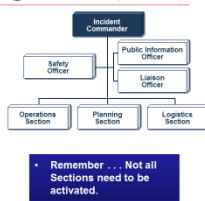
The initial Operations Section includes a Staging Area where available resources wait for assignments. Three Groups have been established: the EMS Group, Search Group, and Investigation Group. Within the Search Group, resources are being organized into teams. If the incident expands more, then the Operations Section Chief may add:

- Divisions, which are used to divide an incident geographically

- Branches, which are used when the number of Divisions or Groups exceeds the span of control, and which can be either geographical or functional

Visual 3.39

EXAMPLE: EXPANDING INCIDENT (PART 3)

Ask students to review the next part of the scenario.

After the first hour, the Incident Commander establishes the following additional Sections to support the operation:

- Planning Section to develop the Incident Action Plan (IAP) and track the status of resources on the scene.

- Logistics Section to provide resources and all other services needed to support the incident. The Logistics Section will order needed resources, set up communications systems, and establish feeding areas for searchers.

Note that in this incident the Finance and Administration functions were not needed. Sections are only established if needed.

Explain that although there are no hard-and-fast rules, it is important to remember that:

- Only functions/positions that are necessary are filled.

- Each activated element must have a person in charge.

- An effective span of control must be maintained.
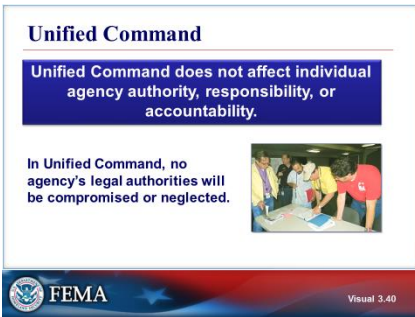
Visual 3.40

UNIFIED COMMAND

Explain: Each participating partner maintains authority, responsibility, and accountability for its personnel and other resources

A Unified Command allows participating organizations to set aside issues such as overlapping and competing authorities, jurisdictional boundaries, and resource ownership to focus on setting clear priorities and objectives for the incident.

Unified Command can allocate resources regardless of ownership or location.

Unified Command does not affect individual agency authority, responsibility, or accountability.

Unified Command is typically executed during incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement. This may include integrating neighboring jurisdictions, private sector organizations, or overlapping local, state, territorial, tribal, and/or Federal authorities.

Unified Command allows agencies and organizations with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

Visual 3.41

UNIFIED COMMAND (CONT.)

Explain that in a Unified Command:

- There is no one "commander." Instead, the members of the Unified Command manage the incident by a common set of jointly approved objectives.

- The Unified Command establish a single Incident Action Plan (IAP).

- Allows the members of the Unified Command to make joint decisions by establishing a single command structure.

- There is a single, unified staff under the Unified Command, i.e. one Operations section, one Safety Officer, etc.

- Maintains unity of command. Each employee only reports to one supervisor.

Unified Command is an important element in multijurisdictional or multiagency incident management. It provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively.

As a team effort, Unified Command overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework.

All agencies with jurisdictional authority or functional responsibility for any or all aspects of an incident and those able to provide specific resource support participate in the Unified Command structure and contribute to the process of determining overall incident strategies, selecting objectives, and ensuring that joint tactical planning occurs.

The intent of Unified Command is that no agency's legal authorities will be compromised or neglected.

Clarify: Agency is used to describe organizations that have a legal and functional responsibility at an incident.

The image depicts three members of a Unified Command. Each member of the Unified Command represents a different department involved in the incident response (firefighting, law enforcement investigation, and search and rescue operations).

This image is simply a representation of how multiple members of the Unified Command may be assigned. In another situation, the members of the Unified Command could be from different jurisdictions rather than from different departments within the same jurisdiction.
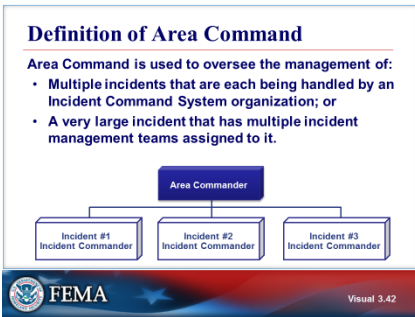
Visual 3.42

DEFINITION OF AREA COMMAND

Discuss the following key points:

- Area Command establishes multiple ICS organizations under an Area Commander to oversee:

    - Multiple concurrent incidents

    - Very complex incidents

- Incidents of different types or without similar resource needs are usually handled as separate incidents.

- An Area Command is activated to address competition for resources among multiple ICPs based on the complexity of the incident and incident management span-of-control considerations).

Explain that the use of an Area Command makes the jobs of Incident Commanders and agency officials easier for the following reasons:

- Much of the cross-incident coordination typically performed by each Incident Commander is accomplished at the Area Command level. Using an Area Command allows the Incident Commanders and their IMTs to focus attention on their incident objectives, strategies, and tactics.

- Area Command sets priorities between incidents and ensures efficient resource use. Critical resources are allocated by the overall priorities established by the agency officials. Competition among incidents for critical resources is managed.

- Area Command ensures that agency policies, priorities, constraints, and guidance are understood and consistently implemented by all Incident Commanders or Unified Commands.

- Area Command also reduces the coordination requirements of Senior Officials by providing a central coordination point for the incident(s).

Objectives Review

1. What is the organizational structure of the Incident Command System?
2. Summarize the 14 NIMS Management Characteristics.
3. What are the roles and responsibilities of the Command Staff positions and the General Staff Sections within the ICS organization?
4. What are the attributes and purpose of Unified Command and Area Command?

FEMA   Visual 3.43

Visual 3.43

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OBJECTIVES REVIEW

Review the Unit Enabling Objectives to ensure the students obtained the knowledge necessary to successfully meet the Unit Terminal Objective.

Unit Enabling Objectives

- Describe the organizational structure of the Incident Command System.

- Summarize the 14 NIMS Management Characteristics.

- Describe the roles and responsibilities of Command and General Staff within the ICS organization.

- Explain the attributes and purpose of Unified Command and Area Command.

Pose the Unit Enabling Objectives as a question.

Ask the group to give a brief example or short explanation to answer the question. Try to call on a different student for each answer.

Display the Objectives Review visual so that students can think about what they learned in relation to the objectives.

Instructor Note: This is not intended to be an inclusive discussion of all material covered in Unit 3, but rather a quick and engaging way to wrap up the unit, and reconnect the students to the material before moving on to Unit 4.

Unit 4: NIMS Coordination: Emergency Operations Centers

INSTRUCTOR GUIDE

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UNIT CONTENT

Unit Terminal Objective

Explain the attributes and purpose of Emergency Operations Centers.

Unit Enabling Objectives

1. Explain the functions and structure of the Emergency Operations Center
2. Explain the direction provided by the Senior Official / MAC Group to the EOC

Methodology

This unit uses lecture and group discussion to explain the attributes and purpose of Emergency Operations Centers. Using question and answer strategies, the instructor facilitates content-related group discussions throughout the entire unit. Additionally, to establish a connection with the students, the instructor should share examples of personal experience relevant to the content. The instructor begins this short unit by describing the functions and structure of the Emergency Operations Center. Next, the instructor transitions to briefly explaining the role of the Senior Official/ MAC Group in providing direction to the EOC.

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.

UNIT AGENDA

Topic	Time
NIMS Coordination: Emergency Operations Centers	30 minutes
Total Time	30 minutes

PREPARATION CHECKLIST

References

- National Incident Management System (NIMS), October 2017

Developmental Materials

- Instructor Guide, Student Manual, Visual presentation, and applicable equipment

- Resources for Senior Officials document (located in the Appendix)

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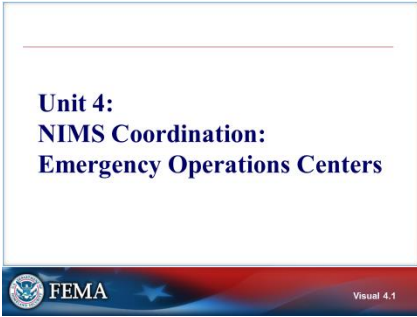
Visual 4.1

UNIT 4: NIMS COORDINATION: EMERGENCY OPERATIONS CENTERS

Announce the unit title.
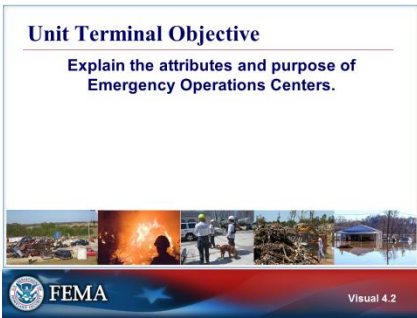
Visual 4.2

UNIT TERMINAL OBJECTIVE

State the Unit Terminal Objective.

Explain the attributes and purpose of Emergency Operations Centers.
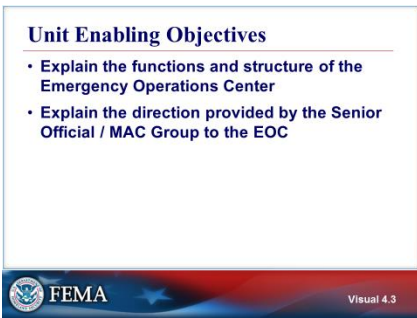
Visual 4.3

UNIT ENABLING OBJECTIVES

State the Unit Enabling Objectives.

- Explain the functions and structure of the Emergency Operations Center

- Explain the direction provided by the Senior Official / MAC Group to the EOC
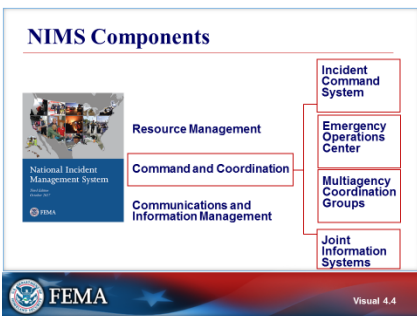
Visual 4.4

NIMS COMPONENTS

Briefly Explain: This unit provides an overview of Emergency Operations Centers, one of the four NIMS Command and Coordination systems.
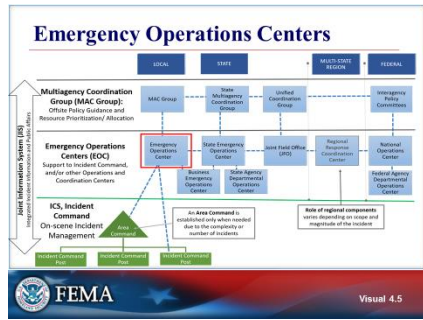
Visual 4.5

EMERGENCY OPERATIONS CENTERS

Explain that Emergency Operations Centers (EOCs) are locations where staff from multiple agencies typically come together to address imminent threats and hazards and to provide coordinated support to incident command, on-scene personnel, and/or other EOCs.

EOCs may be fixed locations, temporary facilities, or virtual structures with staff participating remotely.

EOC Functions

- Collecting, analyzing, and sharing information.
- Supporting resource needs and requests, including allocation and tracking.
- Coordinating plans and determining current and future needs.
- Coordinating plans to support the Incident Command.
- In some cases, providing coordination and policy direction.

FEMA   Visual 4.6

Visual 4.6

EOC FUNCTIONS

Explain the primary functions of staff in EOCs, whether virtual or physical, include:

- **Collecting, analyzing, and sharing information**

  Collection, processing, and display of all information needed including consolidating agency/jurisdiction information, situation reports, obtaining supplemental information, and preparing maps and status boards.

- **Supporting resource needs and requests, including allocation and tracking**

  Managing scarce resources, in line with incident priorities. Resource management includes identifying and acquiring needed resources in addition to allocating existing or known resources.

- **Coordinating plans and determining current and future needs**

  Coordinating plans to support the Incident Command. Some planning efforts may be performed by the EOC, and others may be under the purview of Incident Command. Again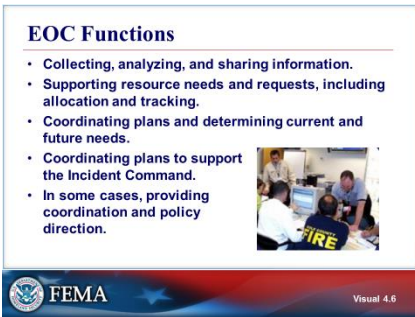, it is important to understand which is performing what planning. Examples of planning efforts the EOC may support can include contingency planning, anticipating short and long term cascading impacts of the immediate incident, or planning for ancillary functions such as family reunification.

  Coordination With Other Operations Centers: Establishing systems to communicate and coordinate with other multiagency coordination organizations at the same level, the level above, and the level below.

  Coordination With Elected and Appointed Officials: Keeping elected and appointed officials at all levels of government informed. Maintaining

the awareness and support of elected and appointed officials of jurisdictions within the affected area is extremely important, as scarce resources may need to move from one agency's or jurisdiction's incident(s) to another of higher priority.

- **In some cases, providing coordination and policy direction**

  Policy direction normally flows from the MAC Group through the EOC to the Incident Command. Typically, a process or procedure is established within the EOC to coordinate on-scene responders to support the MAC Group in prioritizing the incident demands for critical resources. In some cases, aspects of this may be delegated by the MAC Group to the EOC.

EOC staff may also share the load with on-scene incident personnel by managing certain operations, such as emergency shelters or points of distribution. When on-scene incident command is not established, such as in a snow emergency, staff in EOCs may direct tactical operations. Finally, EOC staff may coordinate the efforts of several geographically disparate incidents or activities. In some instances, the incident command or Area Command may be conducted in the EOC.

EOC Organizational Structure

- While EOCs have common functions, their structure will vary between jurisdictions.
- Three common EOC organizational models:
  - ICS or ICS-Like
  - Incident Support Model
  - Departmental.
- Jurisdictions or organizations may choose to use one of these structures, a combination of elements from different structures, or an entirely different structure.

FEMA   Visual 4.7

Visual 4.7

EOC ORGANIZATIONAL STRUCTURE

Explain: EOCs perform a common set of functions, but they are organized and staffed in a variety of ways.

There are three common ways to organize an EOC:

- **Using an ICS or ICS-like structure**. Many jurisdictions/organizations opt to use an ICS or ICS-like structure in their EOCs. This is typically because people are familiar with the structure, and it aligns with what is used in the field. Additionally, it is a useful functional breakdown, particularly for EOCs that might take on operational missions.

- **Using an Incident Support Model (ISM) structure**. The ISM varies from the ICS structure by separating the information management/situational awareness function from the ICS Planning Section and combines the functions of the ICS Operations and Logistics Sections and comptroller/purchasing functions from the ICS Administration/Finance Section. EOC staff in jurisdictions or organizations that use an ISM structure typically focus exclusively on support functions rather than operations or managing actual response/recovery efforts.

- **Using a Departmental Structure**. Jurisdictions or organizations may choose to retain the day-to-day relationships they have with the various departments and agencies that they also work with in responding to and recovering from incidents. These organizations or jurisdictions may configure the personnel who assemble in the EOC by the participants' departments, agencies, or organizations. Such departmentally structured EOCs typically require less training and emphasize coordination and equal footing for all departments and agencies.

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Clarify: NIMS does not dictate a specific structure for EOCs. Jurisdictions or organizations may choose to use one of these structures, a combination of elements from different structures, or an entirely different structure. The type of structure selected will depend, in some cases, on State or local law. In other cases, the structure will be based on what works for the jurisdiction.

Suggested Discussion Question

Ask: What EOC structure does your organization use and why?

EOC Benefits

- Helps establish a shared situational picture.
- Simplifies information verification.
- Facilitates long-term operations.
- Increases continuity.
- Provides ready access to all available information.
- Aids resource identification and use.

FEMA   Visual 4.8
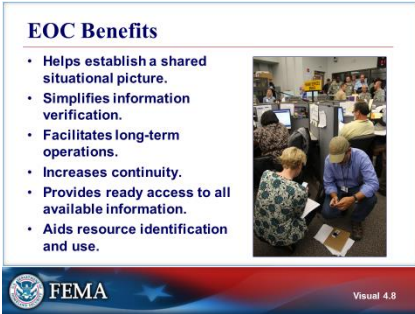
Visual 4.8

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EOC BENEFITS

Explain: The advantages of utilizing a consolidated physical or virtual EOC for multiagency coordination include:

- Information management and development of shared situational picture.

- Easier verification of information.

  - The EOC staff can compile the information reported from various sources and confirm that it is consistent and accurate.

- Facilitates long-term operation.

- Increases continuity.

- Provides improved access to all available information.

- Easier identification and deployment of available resources.

Emphasize the EOC can function more efficiently because calls for assistance can be made to a single location (physical or virtual) where key officials can:

- Meet

- Make decisions

- Coordinate activities

Ask what benefits could there be for a Senior Leader to go to the EOC rather than to the incident site?

Possible answers:

- Additional personnel with time to give detailed answers
- Staff devoted to situational awareness and developing situation reports
- Simultaneous access to news feeds/internet/social media to get more detailed information
- Allows on-scene staff to focus on immediate response and life safety

Visual 4.9

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EOC AND THE SR OFFICIAL/ MAC GROUP

Explain in some communities and jurisdictions, local statutes or delegations of authority may limit an EOC's functions or actions. These limitations may include monetary thresholds.

It is often the role of a Senior Official or the MAC Group to authorize additional fiscal resources and/or to provide operational guidance for an EOC during activation.

Instructor Note: Many of the students may have never been exposed to the term or to the concept of a MAC Group. For complex incidents involving forces from more than one jurisdiction, it is the responsibility of the MAC Group to set the tone for how coordination and collaboration are to be accomplished.

SR Official/ MAC Group guides the EOC

The Senior Official or MAC Group guides the EOC by:
• Delegating appropriate authority to the EOC Director.
• Issuing an Initial Policy Statement to the EOC.
• Determining EOC reporting requirements.
• Determining the Senior Official/ MAC Group decision-making process.
• Identifying fiscal issues and possible parameters for the EOC.
• Defining strategic level priorities for the incident.

FEMA   Visual 4.10

Visual 4.10

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SR OFFICIAL/ MAC GROUP GUIDES THE EOC

Explain the actions a Senior Official or the MAC Group may undertake when an EOC is activated for an incident:
• Delegating appropriate authority to the EOC Director.
• Issuing an Initial Policy Statement to the EOC.
• Determining EOC reporting requirements.
• Determining the Senior Official/ MAC Group decision-making process.
• Identifying fiscal issues and possible parameters for the EOC.
• Defining strategic level priorities for the incident.

Instructor Note: To facilitate the actions below, it should be established well in advance who are the "Key Stakeholders" group for the jurisdiction or the overall program.

• Delegate appropriate authority to the EOC Director. The EOC Director should be given appropriate delegated authority to carry out his or her assigned responsibilities within the EOC.

• Issue an Initial Policy Statement to guide the EOC: This is a formal document that helps the EOC to "frame" response activities.

• Determine EOC and MAC Group reporting requirements: A primary function of an effective and well-established MAC Group is a statement that sets parameters for the EOC to report to the MAC Group. This is a form of defining roles and responsibilities between the EOC and the MAC Group.

• Determine MAC Group decision-making process: When multiple jurisdictions are involved in a MAC Group, the EOC manager may be called upon to make recommendations on how best to proceed. Establishing a clear chain of command for addressing potential multi-agency coordination issues is critical to effective overall incident coordination.

• Identify fiscal issues and possible parameters for the EOC: The MAC Group will rely upon the EOC
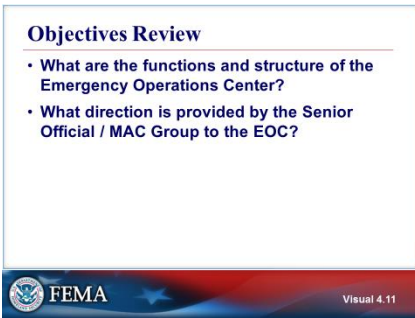
to determine potential short- and long-term costs of operations, as well as seek estimates on damage assessments as incidents grow.

• Define strategic level priorities for the incident. Just as the Senior Official provides high level guidance to the Incident Commander, the EOC also needs guidance to help them to prioritize their coordination and support efforts.

Objectives Review
· What are the functions and structure of the Emergency Operations Center?
· What direction is provided by the Senior Official / MAC Group to the EOC?

FEMA   Visual 4.11

Visual 4.11

OBJECTIVES REVIEW

Review the Unit Enabling Objectives to ensure the students obtained the knowledge necessary to successfully meet the Unit Terminal Objective.

Unit Enabling Objectives

• Explain the functions and structure of the Emergency Operations Center

• Explain the direction provided by the Senior Official / MAC Group to the EOC

Pose the Unit Enabling Objectives as questions.

Ask the group to give a brief example/short explanation to answer each question. Try to call on a different student for each objective.

Display the Objectives Review visual so that students can think about what they learned in relation to the objectives.

Instructor Note: This is not intended to be an inclusive discussion of all material covered in Unit 4, but rather a quick and engaging way to wrap up the unit, and reconnect the students to the material before moving on to Unit 5.

Unit 5: NIMS Coordination: The MAC Group and the Joint Information System

INSTRUCTOR GUIDE

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UNIT CONTENT

Unit Terminal Objective

Explain the interconnectivity between the MAC Group, EOCs, the Joint Information System, and Incident Command.

Unit Enabling Objectives

1. Explain the functions and purpose of a Multiagency Coordination Group.
2. Explain the functions and purpose of a Joint Information System.
3. Describe the interconnectivity of the NIMS Command and Coordination systems.

Methodology

This unit uses lecture and group discussion to explain the interconnectivity between the MAC Group, EOCs, the Joint Information System and Incident Command. Using question and answer strategies, the instructor facilitates content-related group discussions throughout the entire unit.

The instructor begins by describing the two remaining two NIMS Command and Coordination systems: Multiagency Coordination Groups (MAC Groups) and the Joint Information System (JIS). The instructor completes the unit by reviewing the interconnectivity of MAC Groups, EOCs, Incident Command and the JIS.

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.

UNIT AGENDA

Topic	Time
NIMS Coordination: The MAC Group and the Joint Information System	30 minutes
Total Time	30 minutes

PREPARATION CHECKLIST

References

- National Incident Management System (NIMS), October 2017

Developmental Materials

- Instructor Guide

- Student Manual

- Visual presentation and display equipment

- Resources for Senior Officials document (located in the Appendix)

Visual 5.1

UNIT 5: NIMS COORDINATION: THE MAC GROUP AND THE JOINT INFORMATION SYSTEM

Announce the unit title.

Visual 5.2

UNIT TERMINAL OBJECTIVE

State the Unit Terminal Objective.

Explain the interconnectivity between the MAC Group, EOCs, the Joint Information System, and Incident Command.
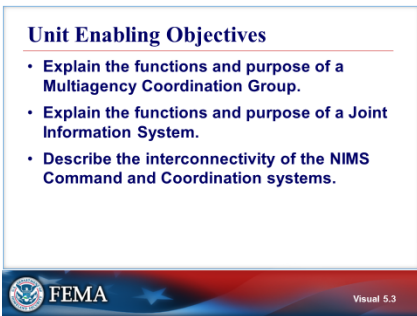
Visual 5.3

UNIT ENABLING OBJECTIVES

State the Unit Enabling Objectives.

- Explain the functions and purpose of a Multiagency Coordination Group.

- Explain the functions and purpose of a Joint Information System.

- Describe the interconnectivity of the NIMS Command and Coordination systems.
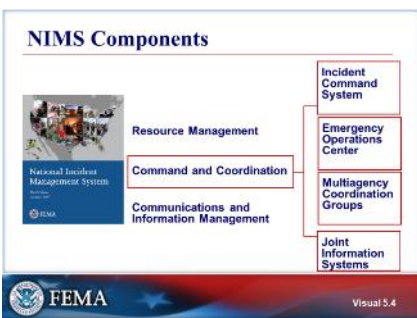
NIMS COMPONENTS

State: We have discussed ICS and EOCs in the previous units.

In this unit, we will briefly discuss two of the NIMS Command and Coordination structures: MAC Groups, and the JIS (Joint Information System).
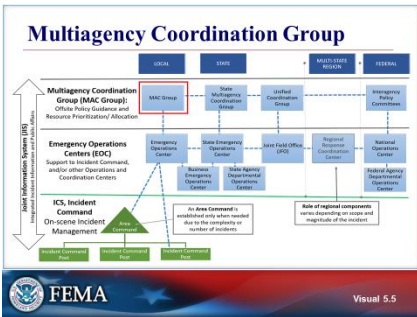
Visual 5.4

Visual 5.5

MULTIAGENCY COORDINATION GROUP

Explain that Elected and appointed officials are key players in incident management. They are responsible for the safety and welfare of their constituents and the overall effectiveness of incident management efforts

A Multiagency Coordination Group (MAC Group) is a group, typically consisting of agency administrators or executives from organizations, or their designees.

MAC Groups are established and organized to make cooperative multiagency decisions.

The Senior Official for a jurisdiction normally participates in the MAC Group when it is formed.

Explain that MAC Groups, sometimes called policy groups, are part of the off-site incident management structure of NIMS. MAC Groups consist of representatives from stakeholder agencies or organizations.

Unlike Unified Command, MAC Groups do not perform incident command functions, nor do they replace the primary functions of operations, coordination, or dispatch organizations.

When competition for resources is significant, MAC Groups may relieve the coordination and dispatch organizations of some prioritization and allocation responsibilities.

The MAC Group

· Provides policy guidance
· Supports resource prioritization and allocation
· Enables decision-making among elected and appointed officials and senior executives
· Is often comprised of:
  ▪ Elected officials
  ▪ Senior decision-makers
  ▪ Senior public safety officials
  ▪ High-level, subject-matter experts

FEMA   Visual 5.6

Visual 5.6

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THE MAC GROUP

Explain that a MAC Group

- Provides policy guidance to incident personnel

- Supports resource prioritization and allocation

- Enables decision-making among elected and appointed officials and senior executives in other organizations, as well as those directly responsible for incident management

The MAC Group may:

- Be a standalone or "breakout" MAC Group, located adjacent to EOC operations (example: breakout room next to the EOC operations floor).

- Be located in an area away from the physical location of the EOC (example: city or county administration building). MAC Groups may also operate "virtually," via phone conferences, video, radio, or email.

Explain: MAC Groups are most often comprised of experienced or authorized individuals, including but not limited to:

- Elected officials (examples: City Council Chair or the Mayor).

- Senior decision makers (examples: Jurisdictional Manager or Administrator).

- Senior public safety officials (examples: Fire or Police Chiefs or designees, Public Works Directors, etc.).

- High-level, subject-matter experts (examples: hazardous material chiefs, weather leads, seismic experts).

- Additional personnel as required by the MAC Group (MAC Group Reps).

Suggested Discussion Question

- Can the MAC Group be the same for every incident? Or does it depend on the hazard and the incident specifics?

The SR Official/ MAC Group Role

- Define the mission and strategic direction
- Identify operational priorities
- Provide policy guidance to EOC, IC and JIC/PIO
- Resolve scarce resource allocation issues
- Delegate command authority to the IC/ UC
- Delegate appropriate authority to the EOC and JIS
- Determine the MAC Group decision-making process
- Determine who will be included in the MAC Group
- Issue Initial Policy Statement to guide the EOC
- Determine reporting requirements

FEMA   Visual 5.7

Visual 5.7

THE SENIOR OFFICIAL/ MAC GROUP ROLE

Explain the Senior Official, often working with the MAC Group, enable incident management activities of the Incident Command, EOC and JIC by:

- Defining the mission and strategic direction

- Identifying operational priorities

- Providing policy guidance to EOC, IC and JIC/PIO

- Resolve scarce resource allocation issues between incidents

- Delegating Command Authority to the IC/ UC

- Delegating appropriate authority to the EOC and JIS to carry out their communications, coordination and resource support roles.

- Determining the MAC Group decision-making process

- Determining who will be included in the MAC Group

- Issuing Initial Policy Statement to guide the EOC

- Determining reporting requirements for EOC, IC/UC and JIC/PIO

Visual 5.8

OPERATIONAL PRIORITIES

Explain: The priorities that guide response also guide policy and priority decisions by the Senior Official or MAC Group/ Policy Group.

MAC Groups apply priorities at the policy level:

- Save lives

- Protect property and the environment

- Stabilize the incident

- Provide for basic human needs

- Restore essential utilities

- Restore essential program functions.

- Coordinate among appropriate stakeholders

- Represent Political, Financial and Legal Concerns

Clarify: MAC Groups and EOCs define and these priorities *at the policy level*. Incident Commanders apply these priorities to the development of incident objectives at the incident (tactical) level.
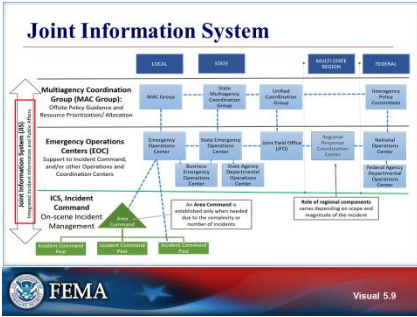
Visual 5.9

JOINT INFORMATION SYSTEM

Explain that the Joint Information System (JIS):

- Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations.

- Provides a structure and system for:

Developing and delivering coordinated interagency messages

Developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander

Advising the Incident Commander concerning public affairs issues that could affect a response effort

Controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort

Emphasize that the JIS is not a single physical location, but rather is a coordination framework that incorporates the on-scene Public Information Officer with other Public Information Officers who may be located at the JIC, EOC, or other coordination center.
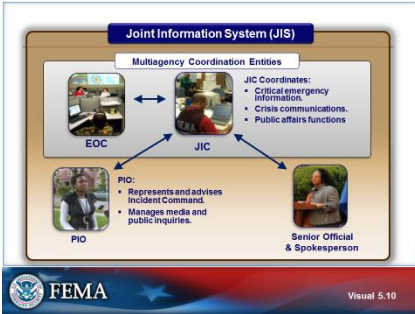
Visual 5.10

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JOINT INFORMATION SYSTEM (JIS) GRAPHIC

Summarize the role of the Joint Information System.

The EOC and JIC are entities within the multiagency coordination system. The JIC coordinates critical emergency information, crisis communications, and public affairs functions with:

- The EOC

- The Public Information Officer

- Agency executives and spokespersons

The Joint Information System is a framework that encompasses all of these entities.

Instructor Note: Information must be gathered and analyzed from multiple points and shared between all response partners. The Joint Information System is designed as the common approach to collection, analysis and dissemination of incident information.

A key to success in sharing information is a common approach to information handling, a shared understanding of key information elements, and a shared awareness of what information is most essential to support decisions.

Managing Public Information

The Public Information Officer (PIO):
- Manages media and public inquiries.
- May be separate PIOs for:
  - Incident Command
  - EOC
  - Senior Official / MAC Group

PIOs coordinate and disseminate incident information through the JIC:
- Critical emergency information
- Crisis communications
- Public affairs functions
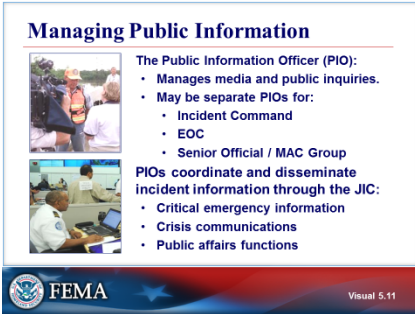
FEMA   Visual 5.11

Visual 5.11

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MANAGING PUBLIC INFORMATION

Emphasize that Senior Officials must coordinate and integrate messages with on-scene Public Information Officers and other agencies. The Public Information Officer and the Joint Information Center are tools to support you in this responsibility.

Explain: Public information consists of the processes, procedures, and systems to communicate timely, accurate, and accessible information on an incident's cause, size, and current situation to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public information must be coordinated and integrated across jurisdictions and agencies. Well developed public information, education strategies, and communications plans help to ensure that lifesaving measures, evacuation routes, threat and alert systems, and other public safety information is coordinated and communicated to numerous audiences in a timely, consistent manner. Public information includes processes, procedures, and organizational structures required to gather, verify, coordinate, and disseminate information.

A Public Information Officer (PIO) supports the Incident Command structure as a member of the Command staff. The Public Information Officer advises the Incident Commander on all public information matters relating to the management of the incident. There are also often PIOs for the EOC and possibly for the Senior Official.

Public Information Officers handle inquiries from the media, the public, and elected officials; emergency public information and warnings; rumor monitoring and response; media monitoring as well as social media; and other functions required to gather, verify, coordinate, and disseminate accurate, accessible, and timely information related to the incident, particularly regarding information on public health, safety, and protection.

The Public Information Officers coordinates through the Joint Information Center (JIC), an interagency entity established to coordinate and disseminate information for the public and media concerning an incident. JICs may

be established locally, regionally, or nationally depending on the size and magnitude of the incident.

Suggested Discussion Question

Ask students if they understand the differences between a JIC and a JIS.

NIMS DESCRIBES SYSTEMS…NOT A FACILITY

Explain: The Command and Coordination Systems in NIMS provide the architecture to support coordination for.

- Incident prioritization

- Critical resource allocation

- Communications systems integration

- Information coordination

These NIMS Command and Coordination Systems are not a physical location or facility. They may include:

- On-scene command structure and responders

- Resource coordination centers

- Coordination entities/groups

- Emergency Operations Centers

- Dispatch
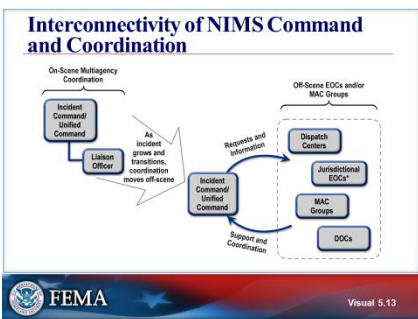
Visual 5.12

Visual 5.13

INTERCONNECTIVITY OF NIMS COMMAND AND COORDINATION

The course materials now have covered the four NIMS Command and Coordination systems.

This visual is utilized to summarize and wrap up the respective roles and intercomnnectivity of these systems.

- When an incident occurs or threatens, local emergency personnel manage response using ICS.

- If the incident is large or complex, local EOCs and other operations centers activate.

- The EOC staff receive high level, strategic policy guidance from MAC Groups.

- A JIC manages the JIS to ensure coordinated and accurate public messaging among all levels: ICS, EOC and MAC Group.

- If required resources are not available locally, they can be obtained under mutual aid agreements from neighboring jurisdictions, or State, tribal, territorial, and interstate sources and assigned to the control of the IC/UC.
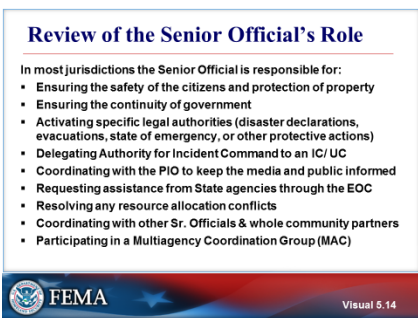
Visual 5.14

REVIEW OF THE SENIOR OFFICIAL'S ROLE

Briefly review the role of the Senior Official and provide the opportunity for the students to ask for clarification or explore any questions they have on the role of the Senior Offical.

Objectives Review
- What is the purpose of a Multiagency Coordination Group?
- What is the purpose of a Joint Information System?
- How are the NIMS Command and Coordination systems interconnected?
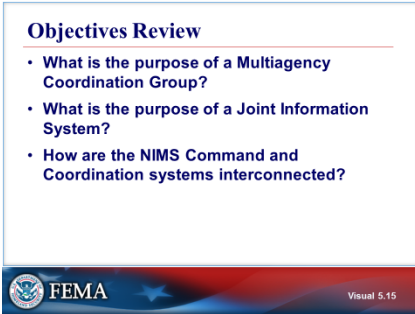
FEMA   Visual 5.15

Visual 5.15

OBJECTIVES REVIEW

Review the Unit Enabling Objectives to ensure the students obtained the knowledge necessary to successfully meet the Unit Terminal Objective.

Unit Enabling Objectives

- Explain the functions and purpose of a Multiagency Coordination Group.

- Explain the functions and purpose of a Joint Information System.

- Describe the interconnectivity of the NIMS Command and Coordination systems.

Pose the Unit Enabling Objectives as questions.

Ask the group to give a brief example/short explanation to answer each question. Try to call on a different student for each objective.

Display the Objectives Review visual so that students can think about what they learned in relation to the objectives.

Instructor Note: This is not intended to be an inclusive discussion of all material covered in Unit 5, but rather a quick and engaging way to wrap up the unit, and reconnect the students to the material before moving on to Unit 6.

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Unit 6: Preparedness

INSTRUCTOR GUIDE

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UNIT CONTENT

Unit Terminal Objective

Explain the Senior Official's role in preparedness.

Unit Enabling Objectives

1. List Senior Official responsibilities in preparing for an incident.
2. List website resource for FEMA doctrine, guidelines, and additional training.

Methodology

This unit uses lecture and group discussion to explain the Senior Official's role in preparedness. Using question and answer strategies, the instructor facilitates content-related group discussions throughout the entire unit.

The instructor begins by defining preparedness in accordance with the National Preparedness System. Next, the instructor outlines and explains several actions the Senior Official must consider when building an effective incident response system for his or her jurisdiction or organization. The instructor emphasizes that preparing for an incident is priority. Once an incident occurs those systems and constructs should be in place to help streamline response. The instructor gives the students the NIMS website they can use to learn more about NIMS. The instructor ends the unit with explaining the importance of effective and efficient leadership by providing motivation and support to their teams.

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.

UNIT AGENDA

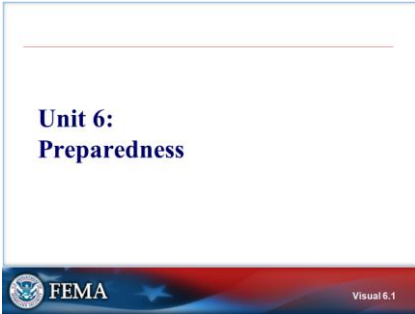| Topic	Time
Preparedness	30 minutes
Total Time	30 minutes

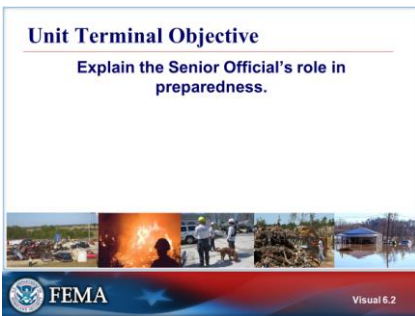## PREPARATION CHECKLIST

References

- National Incident Management System (NIMS), October 2017

Developmental Materials

- Instructor Guide

- Student Manual

- Visual presentation and display equipment

- Resources for Senior Officials document (located in the Appendix)

Visual 6.1
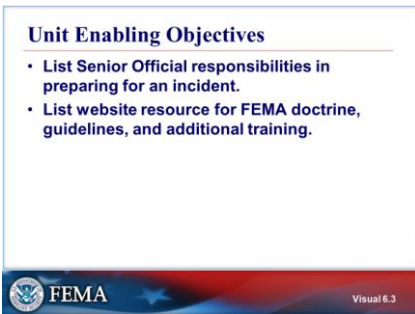
UNIT 6: PREPAREDNESS

Announce unit.

Instructor Note: Due to time constraints, this unit is optional. If an instructor does not provide this unit, he or she should refer the course attendees to the additional information and resource links contained in the Student Manual.

Visual 6.2

UNIT TERMINAL OBJECTIVE

State the Unit Terminal Objective.

Explain the Senior Official's role in preparedness.

Visual 6.3

UNIT ENABLING OBJECTIVES

State the Unit Enabling Objectives.

- List Senior Official responsibilities in preparing for an incident.

- List website resource for FEMA doctrine, guidelines, and additional training.

Visual 6.4

PREPAREDNESS

Explain: Preparedness consists of those activities conducted to prepare for an incident. Senior officials are responsible for preparedness activities within their jurisdiction.

Emphasize that preparing for an incident is priority. Once an incident occurs, those systems and constructs should be in place to help streamline response. Reviewing and updating efforts promote continuous improvement.

Explain: The National Preparedness System defines components that contribute to preparedness:

- Identifying and assessing risk

- Estimating the level of capabilities needed to address those risks

- Building or sustaining the required levels of capability

- Developing and implementing plans to deliver those capabilities

- Validating and monitoring progress

Visual 6.5

CHECK PLANS, POLICIES, AND LAWS

Emphasize that the Senior Official's role in preparedness is significant. When incidents occur, it's too late to build an effective response system.

As an Senior Official, your decision to make preparedness a continued priority may save more lives than any actions you take during the response to an incident.

Consult with your Emergency Manager frequently to be kept abreast of your agency's/jurisdiction's readiness.

Note that preparedness plans may take many forms, but the most common include:

- Federal, State, or local emergency plans

    - Note: Emergency plans are developed at the Federal, State, and local levels to provide a uniform response to all hazards that a community may face. Preparedness plans must be consistent with National Incident Management System (NIMS).

- Comprehensive Emergency Management Plan (CEMP)

- Emergency Action Plan (EAP)

- Emergency Operations Plan (EOP)

- Jurisdictional or agency policies

- Standard Operating Guidelines (SOGs)

- Standard Operating Procedures (SOPs)

Explain that Senior Officials should ensure that their jurisdiction's preparedness plans, policies, and laws:

- Support the NIMS Implementation Objectives.

- Cover all hazards and are based on risk assessments.

- Include delegations of authority (as appropriate).

- Include up-to-date information about:

    - Resources in the area
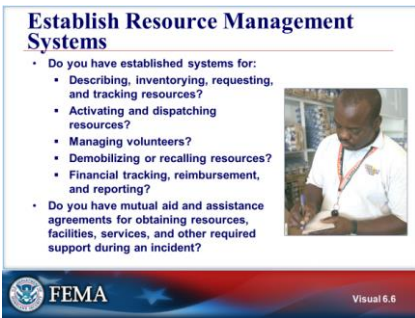
Visual 6.6

■ Contact information for agency administrators and response personnel

ESTABLISH RESOURCE MANAGEMENT SYSTEMS

Explain that Senior Officials should ensure that their jurisdiction has established resource management systems for:

- Describing, inventorying, requesting, and tracking resources

- Activating and dispatching resources

- Managing volunteer resources and spontaneous volunteers (e.g., civil patrols, Community Emergency Response Teams (CERTs), neighborhood patrols, etc.)

- Demobilizing or recalling resources

- Financial tracking, reimbursement, and reporting

Clarify: Mutual aid is the voluntary provision of resources by agencies or organizations to assist each other when existing resources are inadequate.

When combined with NIMS resource management, mutual aid and assistance allows jurisdictions to share resources among mutual aid partners.

Explain: Senior Officials should ensure that mutual aid agreements and assistance agreements are current and in place for obtaining resources, facilities, services, and other required support from other jurisdictions during an incident.

Establish Communications and Information Systems
· Are protocols and procedures in place?
· Can responders from different agencies or mutual aid and assistance partners communicate with one another?
· Do you have a plan/budget for maintaining and replacing your emergency communication systems?

FEMA   Visual 6.7
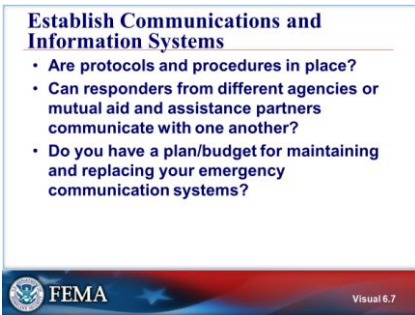
Visual 6.7

ESTABLISH COMMUNICATIONS AND INFORMATION SYSTEMS

Inform students that they should check to see if their jurisdictions have protocols and procedures for:

- Formulating and disseminating information and warnings

- Formulating, executing, and communicating operational decisions

- Preparing for potential requirements and requests supporting incident management activities

- Developing and maintaining situation awareness

Explain that Senior Officials should confirm that responders from different agencies (e.g., fire, police, public works) or mutual aid and assistance partners can communicate with one another.

They should also ensure that their jurisdiction has a plan and/or budget for maintaining and replacing emergency communication systems.
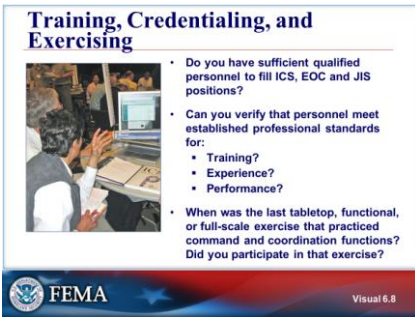
Visual 6.8

TRAINING, CREDENTIALING, AND EXERCISING

Explain that Senior Officials must ensure that incident responders are well trained and qualified. Senior Officials should also ensure that members of their MAC Groups understand their incident responsibilities and are prepared to give advice and guidance.

- Do you have sufficient qualified personnel to fill ICS, EOC and JIS positions?

Explain that Senior leaders should ensure that departments have the qualification processes and protocol to ensure a qualified Incident Commander for every incident. This should include trigger points for which they would need to request the delegation of additional authorities from senior officials

Qualities of an effective Incident Commander:

- Skilled/experienced in directing tactical response operations
- Command presence
- Understanding of ICS
- Proven management record
- Strong decision-maker
- Calm but quick thinking
- Good communication skills
- Adaptability and flexibility
- Realistic about personal limitations
- Political awareness

- Can they verify that personnel meet established professional standards for:

Training

Experience

Performance

Credentialing

- When was the last tabletop, functional, or full-scale exercise conducted to practice command and coordination functions? **Emphasize** that Senior Officials should participate in these exercises.

Continuous Improvement
- Incident debriefing
- Post-incident critique
- Post-incident analysis
- Corrective Action Report/After Action Report

FEMA Visual 6.9

Visual 6.9

Additional Resources
- NIMS Doctrine and Supporting Guides and Tools - https://www.fema.gov/nims-doctrine-supporting-guides-tools
- ICS Resource Center - https://training.fema.gov/emiweb/is/icsresource/index.htm
- Additional NIMS Training - https://training.fema.gov/

FEMA Visual 6.10

Visual 6.10

CONTINUOUS IMPROVEMENT

Explain: Assessments should be conducted after a major activity to allow employees and leaders to discover what happened and why.

Common assessment methods include:

- Incident debriefing

- Post-incident critique

- Post-incident analysis

- Corrective Action Report/After Action Report

The goal of these assessments is to develop recommended changes/ improvements.

ADDITIONAL RESOURCES

Explain that additional resources are available for National Incident Management System as well as Incident Command System, to include reference documents, job aids, tools, checklists, and additional training.

- NIMS Doctrine and Supporting Guides and Tools - https://www.fema.gov/nims-doctrine-supporting-guides-tools

- ICS Resource Center - https://training.fema.gov/emiweb/is/icsresource/index.htm.

- Additional NIMS Training – https://training.fema.gov/

Objectives Review

1. What are the Senior Official's responsibilities when preparing for an incident?
2. What websites provide resources for FEMA doctrine, guidelines, and additional training?
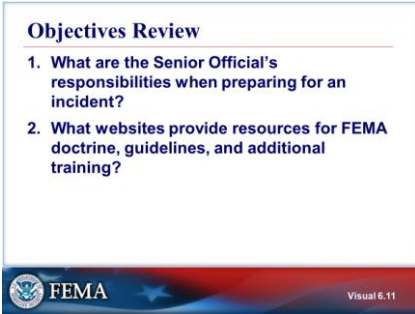
FEMA   Visual 6.11

Visual 6.11

OBJECTIVES REVIEW

Review the Unit Enabling Objectives to ensure the students obtained the knowledge necessary to successfully meet the Unit Terminal Objective.

Unit Enabling Objectives

- List Senior Official responsibilities in preparing for an incident.

- List website resources for FEMA doctrine, guidelines, and additional training.

Pose the Unit Enabling Objectives as questions.

Ask the group to give a brief example/short explanation to answer each question. Try to call on a different student for each objective.

Display the Objectives Review visual so that students can think about what they learned in relation to the objectives.

Instructor Note: This is not intended to be an inclusive discussion of all material covered in Unit 6, but rather a quick and engaging way to wrap up the unit, and reconnect the students to the material before moving on to Unit 7, the final unit.

Unit 7: Course Summary

INSTRUCTOR GUIDE

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UNIT CONTENT

Unit Terminal Objective

Summarize the course objectives.

Unit Enabling Objectives

  1. Identify key discussion points/topics and expectations from the course.

Methodology

This unit uses lecture and discussion to summarize the course objectives and the impact that the course has had on the students. The instructor emphasizes that an underlying goal of the course is to familiarize Senior Officials with their role in supporting incident management within the National Incident Management System (NIMS) construct.

The instructor reviews the list of expectations that the students developed at the beginning of the session and asks if their expectations were met. The instructor then asks the students to evaluate the course. And, as a final course wrap-up, the instructor distributes student certifications, if available.

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.

UNIT AGENDA

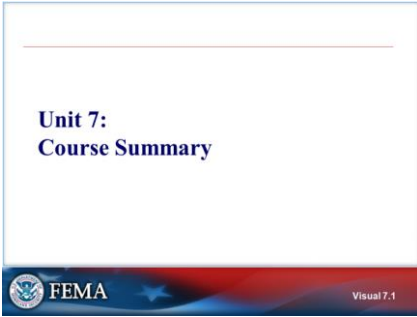| Topic	Time
Course Summary	30 minutes
Total Time	30 minutes

PREPARATION CHECKLIST

References

- National Incident Management System (NIMS), October 2017
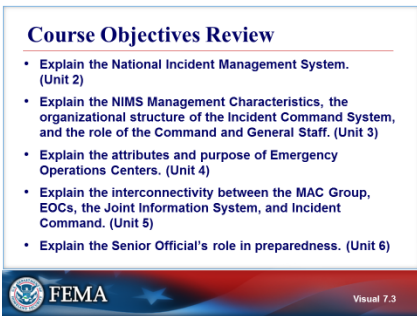
Developmental Materials

- Visual presentation and computer display system
- Instructor Guide
- Student Manual
- Resources for Senior Officials (in the Appendix)
- Student Evaluation Forms (1 for each student)
- Student Certificates, if available

**Unit 7:
Course Summary**

FEMA   Visual 7.1

Visual 7.1

Unit Objectives
- **Terminal Learning Objective**
  - **Summarize the course objectives.**
- **Enabling Learning Objective**
  - **Identify key discussion points/topics and expectations from the course.**

FEMA   Visual 7.2

Visual 7.2

Course Objectives Review
- **Explain the National Incident Management System. (Unit 2)**
- **Explain the NIMS Management Characteristics, the organizational structure of the Incident Command System, and the role of the Command and General Staff. (Unit 3)**
- **Explain the attributes and purpose of Emergency Operations Centers. (Unit 4)**
- **Explain the interconnectivity between the MAC Group, EOCs, the Joint Information System, and Incident Command. (Unit 5)**
- **Explain the Senior Official's role in preparedness. (Unit 6)**

FEMA   Visual 7.3

Visual 7.3

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UNIT 7: COURSE SUMMARY

Announce the unit.

State: The purpose of this final unit is to summarize the course objectives and identify main topics of interest.

UNIT OBJECTIVES

State the Unit Terminal Objective.

Summarize the course objectives.

State the Unit Enabling Objective.

Identify key discussion points/topics and expectations from the course.

COURSE OBJECTIVES REVIEW

Explain: The overall goal of this course was to familiarize Senior Officials (executives, elected and appointed officials) with Incident Command System (ICS) and their role in supporting incident management within the National Incident Management System (NIMS).

Review the Unit Terminal Objectives that support this course objective.

- Explain the National Incident Management System.

- Explain the NIMS Management Characteristics, the organizational structure of the Incident Command System, and the role of the Command and General Staff.

- Explain the attributes and purpose of Emergency Operations Centers.

- Explain the interconnectivity between the MAC Group, EOCs, the Joint Information System and Incident Command.

- Explain the Senior Official's role in preparedness.

Review the expectations students identified at the beginning of the course. **Ask** the students to comment on how well this course met those expectations.

Ask students to identify key discussion points/topics from the course.
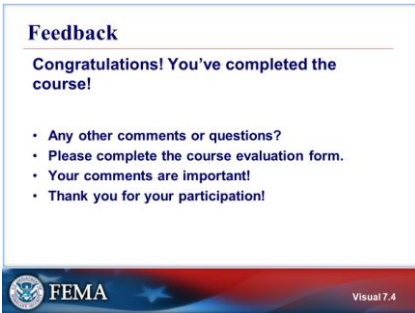
Visual 7.4

FEEDBACK

State: Congratulations! You have completed the NIMS Overview for Senior Officials (Executives, Elected, and Appointed) Course.

Thank you for your participation and for your contributions to the discussions.

We value your input. Please provide your feedback on the provided form.

Distribute the course evaluation form and ask the students to complete it. Once the students are finished completing the forms, **collect** them.

Distribute the course certificates to each student, if applicable.