INCIDENT COMMAND SYSTEM

NATIONAL TRAINING CURRICULUM

MODULE 12

COMMAND AND GENERAL STAFF

October 1994

INSTRUCTOR GUIDE

PREFACE

This module is one of seventeen modules which comprise the Incident Command System (ICS) National Training Curriculum. The entire curriculum has been developed by an interagency steering group and a contract consultant. The curriculum was sponsored by the National Wildfire Coordinating Group, and development was directed and supported by the National Interagency Fire Center, Division of Training. The Steering Group was represented by several application areas (Search & Rescue, Law Enforcement, Structural Fire, Wildfire, etc.) which guided the work of the contractor in the development of this package.

The Steering Group was:

> David P. Anderson - USDA, Forest Service
> Mike Colgan - Orange County Fire Department
> Dave Engle - USDI, Bureau of Land Management
> Dan Francis - California Department of Forestry
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The Contract Consultant was:

> The Terence Haney Company
> Woodland Hills, California

IT IS ESSENTIAL THAT INSTRUCTORS OF THIS MODULE READ THE INFORMATION CONTAINED IN THE **INSTRUCTOR CURRICULUM GUIDE** AND MEET THE QUALIFICATIONS DESCRIBED THEREIN.

Detailed Lesson Outline

COURSE: Module 12 - Command and General Staff

SUGGESTED TIME: 6 Hours

TRAINING AIDS: Overhead projector, overhead pens, reference text

SUBJECT: Each Command and General Staff position is explained
                    in terms of principal responsibilities and importance to
                    the organization. Guidelines for activation of the
                    Command and General Staff positions and the role of
                    deputies and assistants are discussed. Relationships and
                    duties are covered for each Command Staff member and
                    for Agency Representatives.

OBJECTIVES: 1.   Identify the steps built into the ICS design to
                          compensate for previous incident management
                          problems.

                    2.   Describe the primary guidelines related to
                          Command and General Staff positions.

                    3.   Summarize principal responsibilities for each
                          Command and General Staff member.

                    4.   Describe the roles of deputies and assistants in
                          incident management.

                    5.   Describe the purposes and responsibilities of
                          agency representatives, reporting relationships,
                          and how they can be effectively used within the
                          incident organization.

                    6.   Develop a Command and General Staff
                          organization around a simulated scenario.

OUTLINE	AIDS & CUES
ADVISE STUDENTS THAT THE CLASS INSTRUCTION PHASE OF THIS MODULE WILL LAST APPROXIMATELY 4 HOURS. THIS WILL BE FOLLOWED BY A 2-HOUR EXERCISE AND CRITIQUE.	

OUTLINE	AIDS & CUES
ALSO ADVISE THAT THIS IS THE FIRST MODULE OF THE I-400 ADVANCED ICS. SOME OF THE ORGANIZATIONAL MATERIAL COVERED IN MODULE 7 IS REVIEWED HERE. MORE MATERIAL IS PROVIDED ON EACH POSITION.	
REFER STUDENTS TO THE QUESTION SHEET THAT MUST BE ADDRESSED DURING THE EXERCISE AND REVIEW IT WITH THEM. THIS WILL HELP TO FOCUS THEIR ATTENTION AND INTEREST IN THE COURSE MATERIALS.	Reference Text p. 12-23
DO NOT PROVIDE THE ACTUAL SCENARIO UNTIL TIME FOR THE EXERCISE.	
STRESS THAT EXERCISE RELATED QUESTIONS MAY IN SOME CASES COVER A BROADER RANGE OF MATERIAL THAN PRESENTED IN THIS MODULE. IT ASSUMES THEY HAVE HAD PREREQUISITE MODULES.	
REVIEW THE INSTRUCTIONAL OBJECTIVES	12-01-I400-VG

I.   Background Related to Command and General Staff Development

The Incident Command System was developed in response to problems that create major difficulties in incident management. These problems are often familiar to emergency service personnel. They include, for example, several agencies or jurisdictions with shared responsibility on a single incident, different organization structures, lack of communications, different terminology, etc.

AT THE BEGINNING OF THIS SESSION HAVE STUDENTS BRIEFLY DISCUSS OTHER INCIDENT-RELATED PROBLEMS THAT THEY MAY HAVE EXPERIENCED.

OUTLINE	AIDS & CUES

In addition to the problem of the single agency approach to incident management, one of the major other problems in previous incident management organizations was that there was too much authority vested in the top leadership role. The person in charge made <u>virtually</u> <u>all</u> the decisions. Assistants and deputies were usually not empowered to take independent actions. The result was that the incident organization took on the character, training and experience of the person in charge.

One result was that as an incident grew, the management and decision-making load on the organization's leader also increased. As a result, major decisions often were not being made in a timely manner.

Another consequence was that span of control also expanded as the organization grew. Often, the organizational leader had far too many "points of contact" to be effective. Too large a span of control has often been cited as a major problem in incident management.

To resolve these problems, the ICS design contained the following requirements:

A.   A standardized functional organization must be established.

B.   Related functions should be grouped together within the organization.

C.   Subordinates within the organization must be delegated the <u>necessary authority</u> to manage their assigned functions with maximum autonomy, in accordance with the action plan objectives.

D. Every incident, small or large, simple or complex, must have some form of an action plan whether oral or written.

The action plan must be made known to all supervisory personnel. It will guide their operational actions for a prescribed period of time.

As a result of including these requirements in the ICS design, it was possible to adequately organize and manage, delegate authority, and share responsibility.

Obvious outgrowths of this were to reduce the span of control for the organizational leader to an effective level, and reduce the need for continual instructions to subordinates.

The use of distributed authority in ICS is a primary factor in creating an incident organization that is responsive to management by objectives.

II. Determination of Command and General Staff Functions

ICS was designed by identifying the <u>primary</u> activities or functions necessary to effectively respond to incidents.

Analyses of incident reports, and review of military organizations were all used in ICS development. These analyses identified the primary needs of incidents.

As incidents became more complex, difficult, and expensive, the need for an <u>organizational manager</u> became more evident. Thus in ICS, and especially in larger incidents, the Incident Commander <u>manages the organization</u> and <u>not the incident</u>.

OUTLINE	AIDS & CUES

In addition to the Command function, other desired functions and activities were:

12-04-I400-VG

- To delegate authority and to provide a <u>separate</u> organizational level within the ICS structure with <u>sole</u> responsibility for the tactical direction and control of resources.

- To provide logistical support to the incident organization.

- To provide planning services for both current and future activities.

- To provide cost assessment, time recording, and procurement control necessary to support the incident and the managing of claims.

- To promptly and effectively interact with the media, and provide informational services for the incident, involved agencies, and the public.

- To provide a safe operating environment within all parts of the incident organization.

- To ensure that assisting and cooperating agencies needs are met, and to see that they are used in an effective manner.

While other activities were identified, these major incident activities became the basis for the ICS organization. All other functions support these activities.

A.   Line and Staff Organizations

12-05-I400-VG

In reviewing the list of the seven primary activities, some of them, e.g., tactical direction and logistical support, have quite specific responsibilities. These kinds of activities also

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require the most support to accomplish their assignments. Other functional areas, e.g., "safety or information," have a more general relationship to the incident.

Therefore, the ICS development team placed certain functions into a classic direct <u>line management</u> organization, and the others became <u>support</u> <u>staff</u> functions.

The primary direct line management functions were established as <u>Sections</u> in the ICS organization and were called:

ASK STUDENTS FOR THE NAMES ASSIGNED TO LINE ORGANIZATION FUNCTIONS.

- Operations
- Planning
- Logistics
- Finance/Administration

12-06-I400-VG

The primary Support Staff functions were designated as:

ASK STUDENTS FOR THE NAMES ASSIGNED TO THE PRIMARY SUPPORT STAFF FUNCTIONS.

- Information
- Safety
- Liaison

12-07-I400-VG

From this breakout, the ICS Command and General Staff organizations developed.

The four line General Staff functions and the three Command Staff support functions have worked well in a variety of incident applications. It became evident as ICS was used for a wider variety of incident types, that these functions

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would apply to the management of any incident of any size, independent of the nature of the incident, and could also be applied to the management of planned events.

    B.   Command and General Staff Titles

To provide an even clearer distinction, personnel filling Command and General Staffs positions were given distinctive titles.

ASK STUDENTS TO IDENTIFY THE TITLES.

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All General Staff managers in the ICS are Chiefs.

All Command Staff personnel are Officers.

All other levels within the organization have distinctive titles to help in identifying their position in the organization. These will be covered shortly.

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The reason for using titles in the organization is often not understood. The use of titles provides another level of consistency, especially in:

    1.   Multi-agency incidents - where many agencies must come together rapidly and work together effectively.

CITE EXAMPLES OF BEING ASSIGNED TO AN INCIDENT AS A BRANCH MANAGER, BRANCH CHIEF, BRANCH SUPERVISOR, ETC. HAVING A CONSISTENT TITLE FOR THE POSITION ELIMINATES ANY CONFUSION.

    2.   In ordering resources - where ordering will require some title be attached to the position.

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3. Having unique position titles allows for the use of the best qualified persons in the position without regard to any single agency's rank structure.

YOU MAY WISH TO CITE SOME EXAMPLES: E.G., ORDERING TWO DIVISION _____. (LEADERS, CHIEFS, DIRECTORS, SUPERVISORS, ETC.) HERE IT IS ESSENTIAL THAT THE RESOURCE ORDER BE AS SPECIFIC AND CLEAR AS POSSIBLE.

III. Major Responsibilities of Command and General Staff Positions

DETAILED RESPONSIBILITIES AND DUTIES OF THESE POSITIONS HAVE BEEN INTRODUCED IN MODULE 3 AND MODULE 7. REFER TO THESE MODULES FOR SPECIFICS ON THESE POSITIONS.

THE ICS COMPANION DOCUMENT - POSITION DESCRIPTIONS AND RESPONSIBILITIES ALSO PROVIDES MORE DETAIL ON RESPONSIBILITIES.

EMPHASIZE TO STUDENTS THAT ONLY A GENERAL SUMMARY OF RESPONSIBILITIES OF EACH POSITION WILL BE PRESENTED.

Responsibilities of the Command and General Staff positions have been covered in previous modules. The following is a brief summary of each position.

The Incident Commander is technically not a part of either the General or Command staff.

HAVE STUDENTS DISCUSS RESPONSIBILITIES.

A. Responsibilities of Incident Commander

- Make sure you have clear authority and know agency policy.

OUTLINE	AIDS & CUES
• Ensure incident safety.	
• Establish an Incident Command Post.	
• Obtain a briefing from the prior Incident Commander and/or assess the situation.	
• Establish immediate priorities.	
• Determine incident objectives and strategy(s) to be followed.	
• Establish the level of organization needed, and continuously monitor the operation and effectiveness of that organization.	
• Manage planning meetings as required.	
• Approve and implement the Incident Action Plan.	12-10-I400-VG Page 2 of 2
• Coordinate the activities of the Command and General Staff.	
• Approve requests for additional resources or for the release of resources.	
• Approve the use of students, volunteers, and auxiliary personnel.	
• Authorize the release of information to the news media.	
• Order demobilization of the incident when appropriate.	
• Ensure incident after-action reports are complete.	

OUTLINE	AIDS & CUES

B.   The ICS General Staff Positions

The ICS General Staff consists of the following positions:

ASK STUDENTS TO IDENTIFY NAMES OF GENERAL STAFF POSITIONS.

- Operations Section Chief   12-11-I400-VG

- Planning Section Chief

- Logistics Section Chief

- Finance/Administration Section Chief

General guidelines related to General Staff positions: 12-12-I400-VG

- Only <u>one</u> 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 activated, the Incident Commander will have responsibility for that functional activity.

- Deputy positions may be established for each of the General Staff positions. Deputies are individuals fully qualified to fill the primary position. Deputies can be designated from other jurisdictions or agencies, as appropriate. This is a good way to bring about greater interagency coordination.

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• General Staff members may exchange information with any person within the organization. Direction takes place through the chain of command. This is an important concept in ICS.

• General Staff positions should not be combined. For example, to establish a "Planning and Logistics Section" it is better to initially create the two separate functions, and if necessary for a short time place one person in charge of both. That way, the transfer of responsibility can be made easier.

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The reasons not to combine positions are:

• If they need to be separated at a later time, this could cause confusion due to the mix of assignments, staffing, etc.

• This creates a "non-standard" organization which would be confusing to incoming agencies.

1. Operations Section Chief

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The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations.

HAVE STUDENTS DISCUSS RESPONSIBILITIES.

<div style="text-align:right">12-15-I400-VG
Page 1 of 2</div>

OUTLINE	AIDS & CUES
Major responsibilities of the Operations Section Chief:	
• Manage tactical operations.	
• Ensure interaction is taking place with other agencies.	
• Assist in the development of the operations portion of the Incident Action Plan.	
• Supervise the execution of the operations portion of the Incident Action Plan.	
• Maintain close contact with subordinate positions.	
• Ensure safe tactical operations.	12-15-I400-VG Page 2 of 2
• Request additional resources to support tactical operations.	
• Approve release of resources from active assignments (not release from the incident).	
• Make or approve expedient changes to the operations portion of the Incident Action Plan.	
• Maintain close communication with the Incident Commander.	
2. Planning Section Chief	12-16-I400-VG
The Planning Section Chief is responsible for providing planning and status services for the incident. Under the direction of	

OUTLINE	AIDS & CUES
the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the Incident Action Plan, formal briefings, or through map and status board displays.	
HAVE STUDENTS DISCUSS RESPONSIBILITIES.	
Major responsibilities of the Planning Section Chief:	12-17-I400-VG Page 1 of 3
• Collect and manage all incident-relevant operational data.	
• Provide input to the Incident Commander and Operations Section Chief for use in preparing the Incident Action Plan.	
• Supervise preparation of the Incident Action Plan.	
• Conduct and facilitate planning meetings.	
• Reassign personnel already on site to ICS organizational positions as needed and appropriate.	
• Establish information requirements and reporting schedules for Planning Section units.	12-17-I400-VG Page 2 of 3
• Determine the need for specialized resources to support the incident.	

OUTLINE	AIDS & CUES

- Assemble and disassemble task forces and strike teams not assigned to Operations.

- Establish specialized data collection systems as necessary. (e.g., weather)

- Assemble information on alternative strategies and contingency plans.

- Provide periodic predictions on incident potential.

- Report any significant changes in incident status.

  12-17-I400-VG
  Page 3 of 3

- Compile and display incident status information.

- Oversee preparation of the Demobilization Plan.

- Incorporate Traffic, Medical, Communications Plans, and other supporting material into the Incident Action Plan.

3. Logistics Section Chief   12-18-I400-VG

The Logistics Section Chief provides all incident support needs with the exception of air logistics support.

The Logistics Section is responsible for providing: 12-19-I400-VG

- Facilities

- Transportation

OUTLINE	AIDS & CUES

- Communications

- Supplies

- Equipment maintenance and fueling

- Food Services (for responders)

- Medical services (for responders)

- All off-incident resources

HAVE STUDENTS DISCUSS RESPONSIBILITIES.

Major responsibilities of the Logistics Section Chief: 12-20-I400-VG

- Manage all incident logistics.

- Provide logistical input to the Incident Commander in preparing the Incident Action Plan.

- Brief Logistics Branch Directors and Unit Leaders as needed.

- Identify anticipated and known incident service and support requirements.

- Request additional resources as needed.

- Develop as required, the Communications, Medical, and Traffic Plans.

- Oversee demobilization of the Logistics Section.

OUTLINE	AIDS & CUES
4. Finance/Administration Section Chief	12-21-I400-VG
The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require an Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated.	
Due to the specialized nature of the administration and finance function, the Finance/Administration Section Chief is usually a member of the jurisdiction or agency requiring financial services. However, that is not an absolute requirement.	
HAVE STUDENTS DISCUSS RESPONSIBILITIES.	
Major responsibilities of the Finance/ Administration Section Chief:	12-22-I400-VG Page 1 of 2
• Manage all financial aspects of an incident.	
• Provide financial and cost analysis information as requested.	
• Ensure compensation and claims functions are being addressed relative to the incident.	
• Gather pertinent information from briefings with responsible agencies.	
• Develop an operating plan for the Finance/Administration Section; fill Section supply and support needs.	

OUTLINE	AIDS & CUES

- Determine need to set up and operate an incident commissary.

- Meet with assisting and cooperating agency representatives as needed.

- Maintain daily contact with agency(s) administrative headquarters on finance matters.

- Ensure that all personnel and equipment time records are accurately completed and transmitted to home agencies, according to policy.

- Provide financial input for demobilization planning.

- Ensure that all obligation documents initiated at the incident are properly prepared and completed.

- Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up.

5. Activating General Staff Positions

General Staff positions on an incident are activated only as needed. Smaller incidents may not require activation. A primary concern is always span of control.

There are no guidelines as to which positions would be activated first. The complexity of the incident, experience, training, and the judgment of the Incident

OUTLINE	AIDS & CUES

Commander will determine the order of activation.

An important consideration in ICS is that those positions not activated remain the responsibility of the Incident Commander.

C.   The Command Staff

There are three other important activities that are the responsibility of the Incident Commander, in addition to the primary command and general staff functions.

ASK STUDENTS TO DESCRIBE THE OTHER ACTIVITIES.

- Handling public information and media relations.

- Maintaining close contact with assisting and cooperating agencies.

- Ensuring maximum possible safety for all assigned personnel.

As incidents grow in size or become more complex, any one of these activities can consume much of the Incident Commander's time. Therefore, it is important for the Incident Commander to recognize the importance of and quickly fill needed Command Staff positions.

The Command Staff in ICS consists of :   12-23-I400-VG

- Information Officer
- Safety Officer
- Liaison Officer

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Guidelines related to Command Staff Positions:	
ASK STUDENTS TO PROVIDE AND LIST GUIDELINES THEY THINK ARE IMPORTANT.	
• Only one person will be designated for each Command Staff position. This applies to all incidents including multijurisdictional incidents.	12-24-I400-VG Page 1 of 2
• Command Staff positions should not be combined.	
• Command Staff positions may be filled by qualified persons from any appropriate agency or jurisdiction.	
• There are no deputy positions at the Command Staff level.	
• Each of the positions may have one or more assistants as necessary.	
• Assistants are recommended for larger incidents.	12-24-I400-VG Page 2 of 2
• Assistants can be designated from other jurisdictions or agencies as appropriate.	
• Command Staff members report directly to the Incident Commander.	
• Command Staff members may interact with any position within the ICS for purposes of information exchange.	
1. Information Officer	
The Information Officer is responsible for developing information about the incident	

OUTLINE	AIDS & CUES

for the news media, incident personnel, and other appropriate agencies and organizations.

Reasons for the Incident Commander to designate an Information Officer include:

HAVE STUDENTS DISCUSS RESPONSIBILITIES.

- An obvious high visibility or sensitive incident.

- Media demands for information may interfere with the IC's effectiveness.

- The media's capability to acquire (and interpret) its own information is increasing.

- Reduces the risk of multiple sources releasing possibly conflicting information.

The following are the major responsibilities of the Information Officer: (Note that agencies will have different policies and procedures relative to the handling of public information. For example, in some areas incident media releases must be first cleared by the Agency Executive.)

HAVE STUDENTS DISCUSS RESPONSIBILITIES.

- Determine from the Incident Commander any limits on the information to be released.

- Develop information for use in media briefings.

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<div align="right">12-26-I400-VG
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OUTLINE	AIDS & CUES

    •   Obtain Incident Commander's approval of media news releases.

    •   Conduct periodic media briefings.

    •   Arrange for tours and other interviews or briefings that may be required.

    •   Monitor and forward media information that may be useful to incident planning.

                                          12-26-I400-VG
                                          Page 2 of 2

    •   Maintain current information summaries and/or displays on the incident.

    •   Make information about the incident available to incident personnel.

    •   Participate in the planning meeting.

2.   Safety Officer   12-27-I400-VG

The Safety Officer's function on the Command Staff is to identify, assess and/or anticipate hazardous and unsafe situations, and to develop and recommend measures for assuring personnel safety. Working through the chain of command, the Safety Officer will correct unsafe situations.

An important point to remember is that the Safety Officer may exercise <u>emergency authority</u> to directly stop unsafe acts if personnel are in imminent life-threatening danger.

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Under OSHA regulation 1910.120, the Safety Officer function is required by law at the tactical operations level on hazardous materials incidents.

HAVE STUDENTS DISCUSS RESPONSIBILITIES.

Major responsibilities of the Safety Officer are: | 12-28-I400-VG

- Participate in planning meetings.

- Identify hazardous situations associated with the incident, and make sure that problems are taken care of prior to an accident.

- Assign assistants qualified to evaluate special hazards.

- Review the Incident Action Plan for safety implications and prepare incident specific safety message or plan based on hazards, problems, or agency requirements.

- Exercise emergency authority to stop and prevent unsafe acts.

- Initiate preliminary investigation of accidents that have occurred within the incident area.

- Review and approve the Medical Plan.

- Ensure safety messages and briefings are made as needed.

OUTLINE	AIDS & CUES
3. Liaison Officer	
Incidents that are multijurisdictional or that have several agencies involved at the incident scene may require the establishment of the Liaison Officer position on the Command Staff.	
The Liaison Officer will be the point of contact for Agency Representatives assigned to the incident by assisting or cooperating agencies. These are usually personnel <u>other than</u> those directly associated with resources on direct tactical assignments.	
HAVE STUDENTS PROVIDE RESPONSIBILITIES. LIST AND DISCUSS. COMPARE TO LIST BELOW.	
The following are some of the main reasons to establish the Liaison Officer position at an incident:	
• When several <u>agencies</u> send or plan to send Agency Representatives to an incident in support of their resources.	12-29-I400-VG
• When the IC can no longer provide the time for individual coordination with each Agency Representative.	
Major responsibilities and duties of the Liaison Officer at an incident:	12-30-I400-VG
• Act as a point of contact for Agency Representatives.	

OUTLINE	AIDS & CUES

- Maintain a list of assisting and cooperating agencies and Agency Representatives.

- Assist in setting up and coordinating interagency contacts.

- Monitor incident operations to identify current or potential inter-organizational problems.

- Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources.

- Provide agency-specific demobilization information and requirements.

IV.   Agency Representatives   12-31-I400-VG

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency. An Agency Representative is different than an individual assigned to an incident to be a part of a Unified Command.

The Agency Representative must be given authority to make decisions on matters affecting that agency's participation at the incident.

POINT OUT POTENTIAL PROBLEMS OF TIME DELAYS, ETC. WHEN AGENCY REPRESENTATIVES CANNOT MAKE DECISIONS FOR THEIR AGENCY.

Agency Representatives can function as IC's in a Unified Command if they are IC qualified by their agencies.

OUTLINE	AIDS & CUES
Even in a Unified Command organization, agencies may provide other Agency Representatives to assist in the multi-agency coordination.	
Agency Representatives report to the Liaison Officer, or to the Incident Commander in the absence of a Liaison Officer.	
Major responsibilities of the Agency Representative:	
HAVE STUDENTS DISCUSS RESPONSIBILITIES.	
• Ensure that all of their agency resources have completed check-in at the incident.	12-32-I400-VG Page 1 of 2
• Obtain briefing from the Liaison Officer or Incident Commander.	
• Inform their agency personnel on the incident that the Agency Representative position has been filled.	
• Attend planning meetings as required.	
• Provide input to the planning process on the use of agency resources unless resource technical specialists are assigned from the agency.	
• Cooperate fully with the Incident Commander and the Command and General Staff on the agency's involvement at the incident.	
• Oversee the well-being and safety of agency personnel assigned to the incident.	12-32-I400-VG Page 2 of 2
• Advise the Liaison Officer of any special agency needs, requirements or agency restrictions.	
• Report to agency dispatch or headquarters on a pre-arranged schedule.	

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- Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.

- Ensure that all required agency forms, reports, and documents are complete prior to departure.

- Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

V.   Small Group Exercise

The purpose of this exercise is to have students develop an ICS Command and General organization around a simulated scenario.

1.   DIVIDE STUDENTS INTO GROUPS OF FIVE.

2.   THE ENCLOSED SCENARIO IS FOR A WILDFIRE INCIDENT. IF THIS IS NOT SUITABLE FOR YOUR STUDENTS' BACKGROUNDS, SELECT ANOTHER SCENARIO FROM THE SCENARIO CATALOG.

3.   ASSIGN RESOURCES APPROPRIATE TO THE AGENCY IN CHARGE, USING NUMBERS IN THE SCENARIO. SEE ATTACHED RESOURCE LISTING. EACH GROUP SHOULD HAVE THE SAME RESOURCE LIST.

4.   STUDENT GROUPS ARE TO DEVELOP AN INCIDENT ORGANIZATION FOR THAT SCENARIO. THE ORGANIZATION SHOULD BE AS DETAILED AS POSSIBLE.

OUTLINE	AIDS & CUES
5. THEY SHOULD INCLUDE MULTI-AGENCY AND MULTIJURISDICTIONAL CONSIDERATIONS SUCH AS THE USE OF DEPUTIES AND ASSISTANTS IN THEIR ORGANIZATIONAL DEVELOPMENT.	
6. THEY ARE TO ADDRESS THE QUESTIONS IN THE REFERENCE TEXT. IF YOU WISH TO SHORTEN THE LIST, DESIGNATE IN ADVANCE THE QUESTIONS YOU WANT ADDRESSED.	Reference Text p.12-23
7. REASSEMBLE STUDENTS AND HAVE EACH GROUP PRESENT THEIR ORGANIZATION.	
8. CRITIQUE RESULTS AND ANSWER QUESTIONS.	
THIS COMPLETES PRESENTATION MATERIAL FOR THIS MODULE. HAVE STUDENTS PREPARE FOR MODULE TEST.	

SCENARIO

Thunder Mountain Wildfire

You are the Incident Commander on the Thunder Mountain Fire. You have two wildland engines with you, a Type 4 and a Type 5. The fire is burning in an area with limited access. The time is 1400.

The fire is threatening the Thunder Mountain watershed, which is the main source of water for the Warrington township. The fire is burning in brush and is estimated to be 125 acres and is headed toward a prime stand of timber on Thunder Mountain. The top of the mountain has all types of the electronic equipment for Warrington (telephone system, television, etc.) The fire is being pushed in the direction of a summer home area on Thunder Lake, five miles away. Estimated control date for the fire is 4 days from now.

Additional resources due on scene within one hour:

>   5 engines, 3 Type 4s and 2 Type 5s
>   1 Type 2 Water Tender
>   1 Dozer Type 2 with single resource boss and operator
>   4 Type 2 hand crews
>   2 Type 3 helicopters
>   1 Helibase manager

Additional background:

>   You have been on scene for 15 minutes.

>   You currently have 2 single resources reporting to you, an additional 14 are ordered and due on scene within the hour.

>   A small remote summer home area is located 5 miles from the fire. It is in the direct path of the fire. Property is not immediately in danger but, if the winds pick up, the summer home area and the radio equipment on top of the mountain could be in danger.

>   The news media have just arrived with a TV ground crew.

>   Weather for the area is predicted to be hot and dry for the next several days.

Your agency has primary responsibility for the incident, but may need to request assistance from other agencies.

Staff is limited. However four qualified people are available who could assume staff role (Command and General). These are in addition to the single resources on scene.

THUNDER MOUNTAIN WILDFIRE

RESOURCE TABLE FOR USE IN EXERCISES

Exercise Planners: Change names or add to this list as you desire. Depending on the exercise needs, use blank columns to show: # resources available, typing, resources needed, resources ordered, resources in Staging Areas, resources assigned by agency, etc.

KIND OF RESOURCE				
ALS UNITS				
BLS UNITS				
BULLDOZERS				
BUSES - 30 PASS 50 PASS				
COAST GUARD VES.				
COMM. UNITS				
CRANES				
DUMP TRUCKS				
EMS UNITS				
FIRE ENGINE CO'S				
FIRE TRUCK CO'S				
FIREBOATS				
FOUR WHEEL DRIVE PASS. VEH.				
HAZMAT UNITS				
HELICOPTERS				
K-9 UNITS				
MARINE RESCUE UNITS				
MOTORCYCLE UNITS				
PASSENGER VEHICLES				
PATROL UNITS				
PICKUP TRUCKS				
PRIVATE AMBULANCES				
SAR UNITS				
STATION WAGONS				
WATER TENDERS				

4-94

INCIDENT COMMAND SYSTEM

NATIONAL TRAINING CURRICULUM

MODULE 12

COMMAND AND GENERAL STAFF

October 1994

REFERENCE TEXT

PREFACE

This module is one of seventeen modules which comprise the Incident Command System (ICS) National Training Curriculum. The entire curriculum has been developed by an interagency steering group and a contract consultant. The curriculum was sponsored by the National Wildfire Coordinating Group, and development was directed and supported by the National Interagency Fire Center, Division of Training. The Steering Group was represented by several application areas (Search & Rescue, Law Enforcement, Structural Fire, Wildfire, etc.) which guided the work of the contractor in the development of this package.

The Steering Group was:

> David P. Anderson - USDA, Forest Service
> Mike Colgan - Orange County Fire Department
> Dave Engle - USDI, Bureau of Land Management
> Dan Francis - California Department of Forestry
> Ken Mallette - New Jersey State Police
> Mike Munkres - USDI, Bureau of Land Management
> Gary Nelson - Los Angeles County Fire Department
> Bill Vargas - State of New Mexico Department of Public Safety

The Contract Consultant was:

> The Terence Haney Company
> Woodland Hills, California

Each Command and General Staff position is explained in terms of principal responsibilities and importance to the organization. Guidelines for activation of the Command and General Staff positions and the role of deputies and assistants are discussed. Relationships and duties are covered for each Command Staff member and for Agency Representatives.

Objectives:

1. Identify the steps built into the ICS design to compensate for previous incident management problems.

2. Describe the primary guidelines related to Command and General Staff positions.

3. Summarize principal responsibilities for each Command and General Staff member.

4. Describe the roles of deputies and assistants in incident management.

5. Describe the purposes and responsibilities of agency representatives, reporting relationships, and how they can be effectively used within the incident organization.

6. Develop a Command and General Staff organization around a simulated scenario.

I.   Background Related to Command and General Staff
      Development

      The Incident Command System was developed in response to
      problems that create major difficulties in incident
      management. These problems are often familiar to emergency
      service personnel. They include, for example, several
      agencies or jurisdictions with shared responsibility on a single
      incident, different organization structures, lack of
      communications, different terminology, etc.

      In addition to the problem of the single agency approach to
      incident management, one of the major other problems in
      previous incident management organizations was that there
      was too much authority vested in the top leadership role. The
      person in charge made <u>virtually</u> <u>all</u> the decisions. Assistants
      and deputies were usually not empowered to take independent
      actions. The result was that the incident organization took on
      the character, training and experience of the person in charge.

      One result was that as an incident grew, the management and
      decision-making load on the organization's leader also
      increased. As a result, major decisions often were not being
      made in a timely manner.

      Another consequence was that span of control also expanded as
      the organization grew. Often, the organizational leader had
      far too many "points of contact" to be effective. Too large a
      span of control has often been cited as a major problem in
      incident management.

      To resolve these problems, the ICS design contained the
      following requirements:

      A.   A standardized functional organization must be
            established.

      B.   Related functions should be grouped together within the
            organization.

C.   Subordinates within the organization must be delegated the <u>necessary authority</u> to manage their assigned functions with maximum autonomy, in accordance with the action plan objectives.

D.   Every incident, small or large, simple or complex, must have some form of an action plan whether oral or written.

   The action plan must be made known to all supervisory personnel. It will guide their operational actions for a prescribed period of time.

   As a result of including these requirements in the ICS design, it was possible to adequately organize and manage, delegate authority, and share responsibility.

   Obvious outgrowths of this were to reduce the span of control for the organizational leader to an effective level, and reduce the need for continual instructions to subordinates.

   The use of distributed authority in ICS is a primary factor in creating an incident organization that is responsive to management by objectives.

II.   Determination of Command and General Staff Functions

   ICS was designed by identifying the <u>primary</u> activities or functions necessary to effectively respond to incidents.

   Analyses of incident reports, and review of military organizations were all used in ICS development. These analyses identified the primary needs of incidents.

   As incidents became more complex, difficult, and expensive, the need for an <u>organizational manager</u> became more evident. Thus in ICS, and especially in larger incidents, the Incident Commander <u>manages the</u> <u>organization</u> and <u>not the incident</u>.

   In addition to the Command function, other desired functions and activities were:

- To delegate authority and to provide a separate organizational level within the ICS structure with sole responsibility for the tactical direction and control of resources.

- To provide logistical support to the incident organization.

- To provide planning services for both current and future activities.

- To provide cost assessment, time recording, and procurement control necessary to support the incident and the managing of claims.

- To promptly and effectively interact with the media, and provide informational services for the incident, involved agencies, and the public.

- To provide a safe operating environment within all parts of the incident organization.

- To ensure that assisting and cooperating agencies needs are met, and to see that they are used in an effective manner.

While other activities were identified, these major incident activities became the basis for the ICS organization. All other functions support these activities.

A.   Line and Staff Organizations

In reviewing the list of the seven primary activities, some of them, e.g., tactical direction and logistical support, have quite specific responsibilities. These kinds of activities also require the most support to accomplish their assignments. Other functional areas, e.g., safety or information, have a more general relationship to the incident.

Therefore, the ICS development team placed certain functions into a classic direct <u>line</u> <u>management</u> organization, and the others became <u>support</u> <u>staff</u> functions.

The primary direct line management functions were established as <u>Sections</u> in the ICS organization and were called:

- Operations
- Planning
- Logistics
- Finance/Administration

The primary Support Staff functions were designated as:

- Information
- Safety
- Liaison

From this breakout, the ICS Command and General Staff organizations developed.

The four line General Staff functions and the three Command Staff support functions have worked well in a variety of incident applications.

It became evident as ICS was used for a wider variety of incident types, that these functions would apply to the management of any incident of any size, independent of the nature of the incident, and could also be applied to the management of planned events.

B. Command and General Staff Titles

To provide an even clearer distinction, personnel filling Command and General Staffs positions were given distinctive titles.

All General Staff managers in the ICS are Chiefs.

All Command Staff personnel are Officers.

All other levels within the organization have distinctive titles to help in identifying their position in the organization. These will be covered shortly.

The reason for using titles in the organization is often not understood. The use of titles provides another level of consistency, especially in:

1. Multi-agency incidents - where many agencies must come together rapidly and work together effectively.

2. In ordering resources - where ordering will require some title be attached to the position.

3. Having unique position titles allows for the use of the best qualified persons in the position without regard to any single agency's rank structure.

III. Major Responsibilities of Command and General Staff Positions

Responsibilities of the Command and General Staff positions have been covered in previous modules. The following is a brief summary of each position.

The Incident Commander is technically not a part of either the General or Command staff.

A. Responsibilities of Incident Commander

- Make sure you have clear authority and know agency policy.

- Ensure incident safety.

- Establish an Incident Command Post.

- Obtain a briefing from the prior Incident Commander and/or assess the situation.

- Establish immediate priorities.

- Determine incident objectives and strategy(s) to be followed.

- Establish the level of organization needed, and continuously monitor the operation and effectiveness of that organization.

- Manage planning meetings as required.

- Approve and implement the Incident Action Plan.

- Coordinate the activities of the Command and General Staff.

- Approve requests for additional resources or for the release of resources.

- Approve the use of students, volunteers, and auxiliary personnel.

- Authorize the release of information to the news media.

- Order demobilization of the incident when appropriate.

- Ensure incident after-action reports are complete.

B.   The ICS General Staff Positions

The ICS General Staff consists of the following positions:

- Operations Section Chief

- Planning Section Chief

- Logistics Section Chief

- Finance/Administration Section Chief

General guidelines related to General Staff positions:

- 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 activated, the Incident Commander will have responsibility for that functional activity.

- Deputy positions may be established for each of the General Staff positions. Deputies are individuals fully qualified to fill the primary position. Deputies can be designated from other jurisdictions or agencies, as appropriate. This is a good way to bring about greater interagency coordination.

- General Staff members may exchange information with any person within the organization. Direction takes place through the chain of command. This is an important concept in ICS.

- General Staff positions should not be combined. For example, to establish a "Planning and Logistics Section" it is better to initially create the two separate functions, and if necessary for a short time place one person in charge of both. That way, the transfer of responsibility can be made easier.

The reasons not to combine positions are:

- If they need to be separated at a later time, this could cause confusion due to the mix of assignments, staffing, etc.

- This creates a "non-standard" organization which would be confusing to incoming agencies.

1.   Operations Section Chief

The Operations Section Chief is responsible for managing all tactical operations at an incident. The Incident Action Plan provides the necessary guidance. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations.

Major responsibilities of the Operations Section Chief:

- Manage tactical operations.

- Ensure interaction is taking place with other agencies.

- Assist in the development of the operations portion of the Incident Action Plan.

- Supervise the execution of the operations portion of the Incident Action Plan.

- Maintain close contact with subordinate positions.

- Ensure safe tactical operations.

- Request additional resources to support tactical operations.

- Approve release of resources from active assignments (not release from the incident).

- Make or approve expedient changes to the operations portion of the Incident Action Plan.

- Maintain close communication with the Incident Commander.

2.   Planning Section Chief

The Planning Section Chief is responsible for providing planning and status services for the incident. Under the direction of the Planning Section Chief, the Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing action plans. Dissemination of information can be in the form of the Incident Action Plan, formal briefings, or through map and status board displays.

Major responsibilities of the Planning Section Chief:

- Collect and manage all incident-relevant operational data.

- Provide input to the Incident Commander and Operations Section Chief for use in preparing the Incident Action Plan.

- Supervise preparation of the Incident Action Plan.

- Conduct and facilitate planning meetings.

- Reassign personnel already on site to ICS organizational positions as needed and appropriate.

- Establish information requirements and reporting schedules for Planning Section units.

- Determine the need for specialized resources to support the incident.

- Assemble and disassemble task forces and strike teams not assigned to Operations.

- Establish specialized data collection systems as necessary. (e.g., weather)

- Assemble information on alternative strategies and contingency plans.

- Provide periodic predictions on incident potential.

- Report any significant changes in incident status.

- Compile and display incident status information.

- Oversee preparation of the Demobilization Plan.

- Incorporate Traffic, Medical, Communications Plans, and other supporting material into the Incident Action Plan.

3. Logistics Section Chief

The Logistics Section Chief provides all incident support needs with the exception of air logistics support.

The Logistics Section is responsible for providing:

- Facilities

- Transportation

- Communications

- Supplies
- Equipment maintenance and fueling

- Food Services (for responders)

- Medical services (for responders)

- All off-incident resources

Major responsibilities of the Logistics Section Chief:

- Manage all incident logistics.

- Provide logistical input to the Incident Commander in preparing the Incident Action Plan.

- Brief Logistics Branch Directors and Unit Leaders as needed.

- Identify anticipated and known incident service and support requirements.

- Request additional resources as needed.

- Develop as required, the Communications, Medical, and Traffic Plans.

- Oversee demobilization of the Logistics Section.

4. Finance/Administration Section Chief

The Finance/Administration Section Chief is responsible for managing all financial aspects of an incident. Not all incidents will require an Finance/Administration Section. Only when the involved agencies have a specific need for finance services will the Section be activated.

Due to the specialized nature of the administration and finance function, the Finance/Administration Section Chief is usually a member of the jurisdiction or agency requiring financial services. However, that is not an absolute requirement.

Major responsibilities of the
Finance/Administration Section Chief:

- Manage all financial aspects of an incident.
- Provide financial and cost analysis information as requested.

- Ensure compensation and claims functions are being addressed relative to the incident.

- Gather pertinent information from briefings with responsible agencies.

- Develop an operating plan for the Finance/Administration Section; fill Section supply and support needs.

- Determine need to set up and operate an incident commissary.

- Meet with assisting and cooperating agency representatives as needed.

- Maintain daily contact with agency(s) administrative headquarters on finance matters.

- Ensure that all personnel and equipment time records are accurately completed and transmitted to home agencies, according to policy.

- Provide financial input for demobilization planning.

- Ensure that all obligation documents initiated at the incident are properly prepared and completed.

- Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up.

5. Activating General Staff Positions

General Staff positions on an incident are activated only as needed. Smaller incidents may not require activation. A primary concern is always span of control.

There are no guidelines as to which positions would be activated first. The complexity of the incident, experience, training, and the judgment of the Incident

Commander will determine the order of activation.

An important consideration in ICS is that those positions not activated remain the responsibility of the Incident Commander.

C. The Command Staff

There are three other important activities that are the responsibility of the Incident Commander, in addition to the primary command and general staff functions.

- Handling public information and media relations.

- Maintaining close contact with assisting and cooperating agencies.

- Ensuring maximum possible safety for all assigned personnel.

As incidents grow in size or become more complex, any one of these activities can consume much of the Incident Commander's time. Therefore, it is important for the Incident Commander to recognize the importance of and quickly fill needed Command Staff positions.
The Command Staff in ICS consists of:

- Information Officer
- Safety Officer
- Liaison Officer

Guidelines related to Command Staff Positions:

- Only one person will be designated for each Command Staff position. This applies to all incidents including multijurisdictional incidents.

- Command Staff positions should not be combined.

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

- There are no deputy positions at the Command Staff level.

- Each of the positions may have one or more assistants as necessary.

- Assistants are recommended for larger incidents.

- Assistants can be designated from other jurisdictions or agencies as appropriate.

- Command Staff members report directly to the Incident Commander.

- Command Staff members may interact with any position within the ICS for purposes of information exchange.

1.   Information Officer

The Information Officer is responsible for developing information about the incident for the news media, incident personnel, and other appropriate agencies and organizations.
Reasons for the Incident Commander to designate an Information Officer include:

- An obvious high visibility or sensitive incident.

- Media demands for information may interfere with the IC's effectiveness.
- The media's capability to acquire (and interpret) its own information is increasing.

- Reduces the risk of multiple sources releasing possibly conflicting information.

The following are the major responsibilities of the Information Officer: (Note that agencies will have different policies and procedures relative to the handling of public information. For example, in some areas incident media releases must be first cleared by the Agency Executive.)

- Determine from the Incident Commander any limits on the information to be released.

- Develop information for use in media briefings.

- Obtain Incident Commander's approval of media news releases.

- Conduct periodic media briefings.

- Arrange for tours and other interviews or briefings that may be required.

- Monitor and forward media information that may be useful to incident planning.

- Maintain current information summaries and/or displays on the incident.

- Make information about the incident available to incident personnel.

- Participate in the planning meeting.

2.   Safety Officer

The Safety Officer's function on the Command Staff is to identify, assess and/or anticipate hazardous and unsafe situations, and to develop and recommend measures for assuring personnel safety. Working through the chain of command, the Safety Officer will correct unsafe situations.

An important point to remember is that the Safety Officer may exercise <u>emergency authority</u> to directly stop unsafe acts if personnel are in imminent life-threatening danger.

Under OSHA regulation 1910.120, the Safety Officer function is required by law at the tactical operations level on hazardous materials incidents.

Major responsibilities of the Safety Officer are:

- Participate in planning meetings.

- Identify hazardous situations associated with the incident, and make sure that problems are taken care of prior to an accident.

- Assign assistants qualified to evaluate special hazards.

- Review the Incident Action Plan for safety implications and prepare incident specific safety message or plan based on hazards, problems, or agency requirements.

- Exercise emergency authority to stop and prevent unsafe acts.

- Initiate preliminary investigation of accidents that have occurred within the incident area.

- Review and approve the Medical Plan.

- Ensure safety messages and briefings are made as needed.

3. Liaison Officer

Incidents that are multijurisdictional or that have several agencies involved at the incident scene may require the establishment of the Liaison Officer position on the Command Staff.

The Liaison Officer will be the point of contact for Agency Representatives assigned to the incident by assisting or cooperating agencies. These are usually personnel other than those directly associated with resources on direct tactical assignments.

The following are some of the main reasons to establish the Liaison Officer position at an incident:

- When several agencies send or plan to send Agency Representatives to an incident in support of their resources.

- When the IC can no longer provide the time for individual coordination with each Agency Representative.

Major responsibilities and duties of the Liaison Officer at an incident:

- Act as a point of contact for Agency Representatives.

- Maintain a list of assisting and cooperating agencies and Agency Representatives.

- Assist in setting up and coordinating interagency contacts.

- Monitor incident operations to identify current or potential inter-organizational problems.

- Participate in planning meetings, providing current resource status, including limitations and capabilities of agency resources.

- Provide agency-specific demobilization information and requirements.

IV.   Agency Representatives

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency. An Agency Representative is different than an individual assigned to an incident to be a part of a Unified Command.

The Agency Representative must be given authority to make decisions on matters affecting that agency's participation at the incident.

Agency Representatives can function as IC's in a Unified Command if they are IC qualified by their agencies.

Even in a Unified Command organization, agencies may provide other Agency Representatives to assist in the multiagency coordination.

Agency Representatives report to the Liaison Officer, or to the Incident Commander in the absence of a Liaison Officer.

Major responsibilities of the Agency Representative:

- Ensure that all of their agency resources have completed check-in at the incident.

- Obtain briefing from the Liaison Officer or Incident Commander.

- Inform their agency personnel on the incident that the Agency Representative position has been filled.
- Attend planning meetings as required.

- Provide input to the planning process on the use of agency resources unless resource technical specialists are assigned from the agency.

- Cooperate fully with the Incident Commander and the Command and General Staff on the agency's involvement at the incident.

- Oversee the well-being and safety of agency personnel assigned to the incident

- Advise the Liaison Officer of any special agency needs, requirements or agency restrictions.

- Report to agency dispatch or headquarters on a pre-arranged schedule.

- Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.

- Ensure that all required agency forms, reports, and documents are complete prior to departure.

- Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

MODULE 12

COMMAND AND GENERAL STAFF

**Command and Staff Questions
Exercise Scenario**

Reference Text 12-21

Command and Staff Questions

At the end of this module you will given a scenario of an incident. Working in teams you will be asked to develop an incident management organization for that scenario.

The text material which will be presented during the module will help you in making appropriate decisions regarding the scenario incident organization.

In your presentation to the full group, you will be asked to address some or all of the following questions.

1. The organization needed to work this scenario could be:

    Single Command
    Single Command with deputies
    Unified Command
    Which would you suggest? Why?

2. If other than a single command, how would you structure the command? Which agencies/jurisdiction, etc.?

3. Which General Staff positions would you activate? Explain.

4. What would be your order of activation of the General Staff? Explain.

5. Within Operations, would you favor a branch structure? If so, do you feel it should be a functional or geographic/jurisdictional structure? Explain.

6. Does this incident call for the use of staging areas? If so, should there be one or more staging areas established?

7. Where would you place staging area(s)? Explain.

8. Would staging areas be set up by function, i.e., for one kind of resource; by agency or open to all resources? Explain.

9. Would this incident call for any air operations? If so, diagram the organization to be used.

10. If you establish a Planning Section, what units would you activate for this incident? Would you designate a deputy? If a deputy is assigned, do you see the deputy coming from within the same agency or from another agency/jurisdiction? Explain.

11. If you establish a Logistics Section, what units would you activate for this incident? In what order? Explain.

12. What facilities other than staging would you establish? Explain.

13. Is there a need for a deputy Logistics Section Chief? If so, from what agency/jurisdiction? Explain.

14. Is there a need for a Finance/Administration Section? If so, what units would you establish?

15. Is there a need for a Command Staff? If so, how would it be prioritized and organized? Would there be a need for assistants? What agency/jurisdiction would they come from?

V.   Small Group Exercise

The purpose of this exercise is to have you develop an ICS General and Command organization around a simulated scenario.

SCENARIO

Thunder Mountain Wildfire

You are the Incident Commander on the Thunder Mountain Fire. You have two wildland engines with you, a Type 4 and a Type 5. The fire is burning in an area with limited access. The time is 1400.

The fire is threatening the Thunder Mountain watershed, which is the main source of water for the Warrington township. The fire is burning in brush and is estimated to be 125 acres and is headed toward a prime stand of timber on Thunder Mountain. The top of the mountain has all types of the electronic equipment for Warrington (telephone system, television, etc.) The fire is being pushed in the direction of a summer home area on Thunder Lake, five miles away. Estimated control date for the fire is 4 days from now.

Additional resources due on scene within one hour:

        5 engines, 3 Type 4s and 2 Type 5s
        1 Type 2 Water Tender
        1 Dozer Type 2 with single resource boss and operator
        4 Type 2 hand crews
        2 Type 3 helicopters
        1 Helibase manager

Additional background:

        You have been on scene for 15 minutes.

        You currently have 2 single resources reporting to you, an additional 14 are ordered and due on scene within the hour.
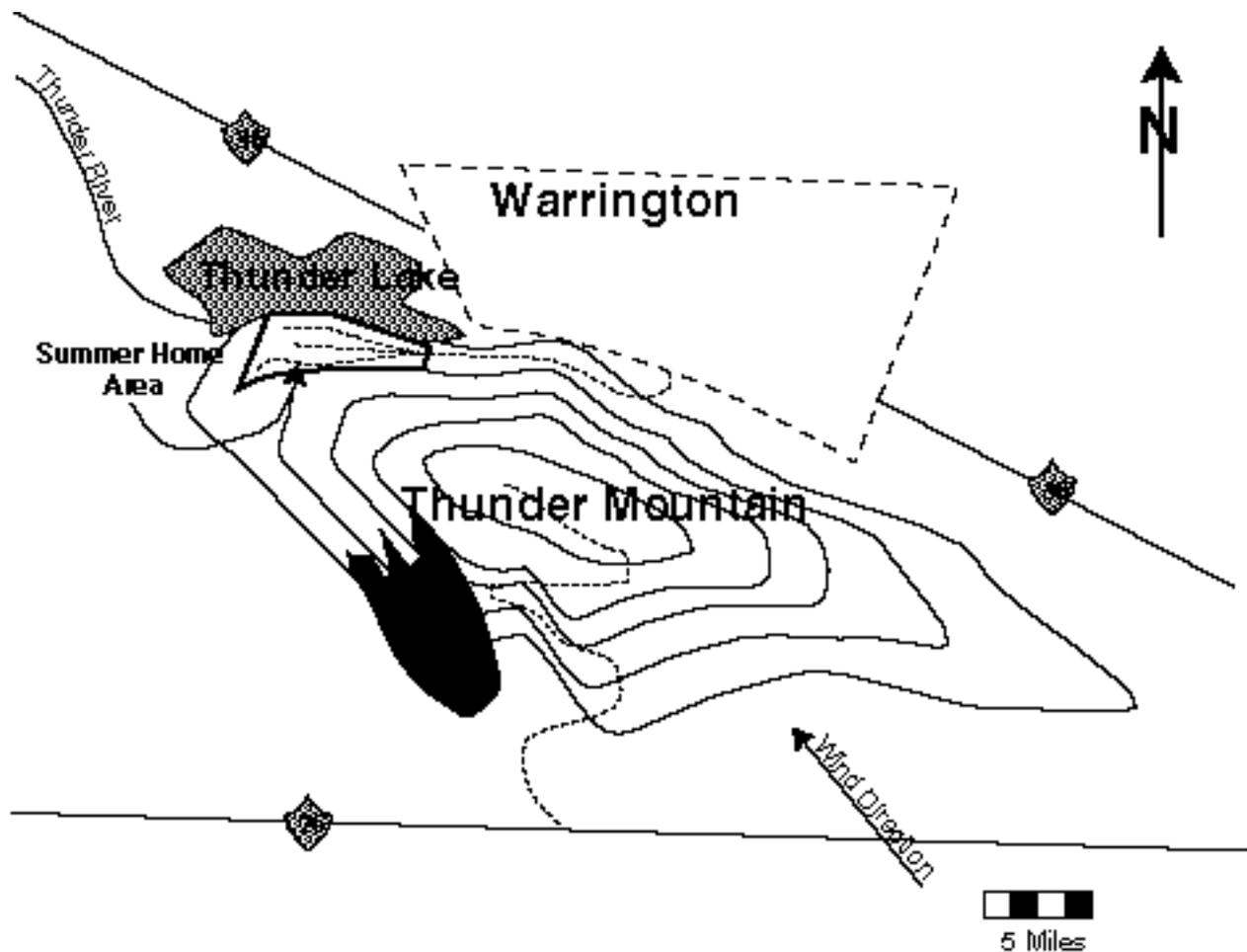
        A small remote summer home area is located 5 miles from the fire. It is in the direct path of the fire. Property is not immediately in danger but, if the winds pick up, the summer home area and the radio equipment on top of the mountain could be in danger.

The news media have just arrived with a TV ground crew.

Weather for the area is predicted to be hot and dry for the next several days.

Your agency has primary responsibility for the incident, but may need to request assistance from other agencies.

Staff is limited. However four qualified people are available who could assume staff role (Command and General). These are in addition to the single resources on scene.

THUNDER MOUNTAIN WILDFIRE

RESOURCE TABLE FOR USE IN EXERCISES

Exercise Planners: Change names or add to this list as you desire. Depending on the exercise needs, use blank columns to show: # resources available, typing, resources needed, resources ordered, resources in Staging Areas, resources assigned by agency, etc.

KIND OF RESOURCE				
ALS UNITS				
BLS UNITS				
BULLDOZERS				
BUSES - 30 PASS 50 PASS				
COAST GUARD VES.				
COMM. UNITS				
CRANES				
DUMP TRUCKS				
EMS UNITS				
FIRE ENGINE CO'S				
FIRE TRUCK CO'S				
FIREBOATS				
FOUR WHEEL DRIVE PASS. VEH.				
HAZMAT UNITS				
HELICOPTERS				
K-9 UNITS				
MARINE RESCUE UNITS				
MOTORCYCLE UNITS				
PASSENGER VEHICLES				
PATROL UNITS				
PICKUP TRUCKS				
PRIVATE AMBULANCES				
SAR UNITS				
STATION WAGONS				
WATER TENDERS				

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Module 12 Objectives:

1. Identify the steps into the ICS design to compensate for previous incident management problems.

2. Describe the primary guidelines related to Command and General Staff positions.

3. Summarize principal responsibilities for each Command and General Staff member.

4. Describe the roles of deputies and assistants in incident management.

5. Describe the purposes and responsibilities of agency representatives, reporting relationships, and their effective use.

6. Develop a Command and General Staff organization around a simulated scenario.

❑ All decisions made by one person

❑ Poor span of control
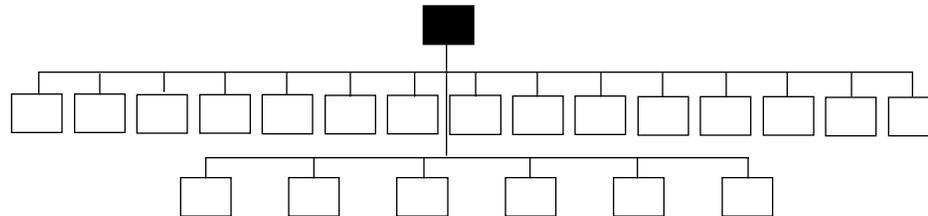
ICS Design Requirements

☐ A standardized, functional organization must be established.

☐ Related functions should be grouped together within the organization.

☐ Subordinates must be delegated the **authority** to manage their assigned functions in accordance with the action plan objectives.

☐ Every incident, small or large, simple or complex, must have some form of an action plan whether oral or written.

Identification of Incident Management Needs

☐ Delegate authority

☐ Provide logistical support

☐ Provide planning services

☐ Provide for administrative and cost control

☐ Provide information services

☐ Ensure a safe operating environment

☐ Interact effectively with other agencies

Incident Command System

Staff Relationships
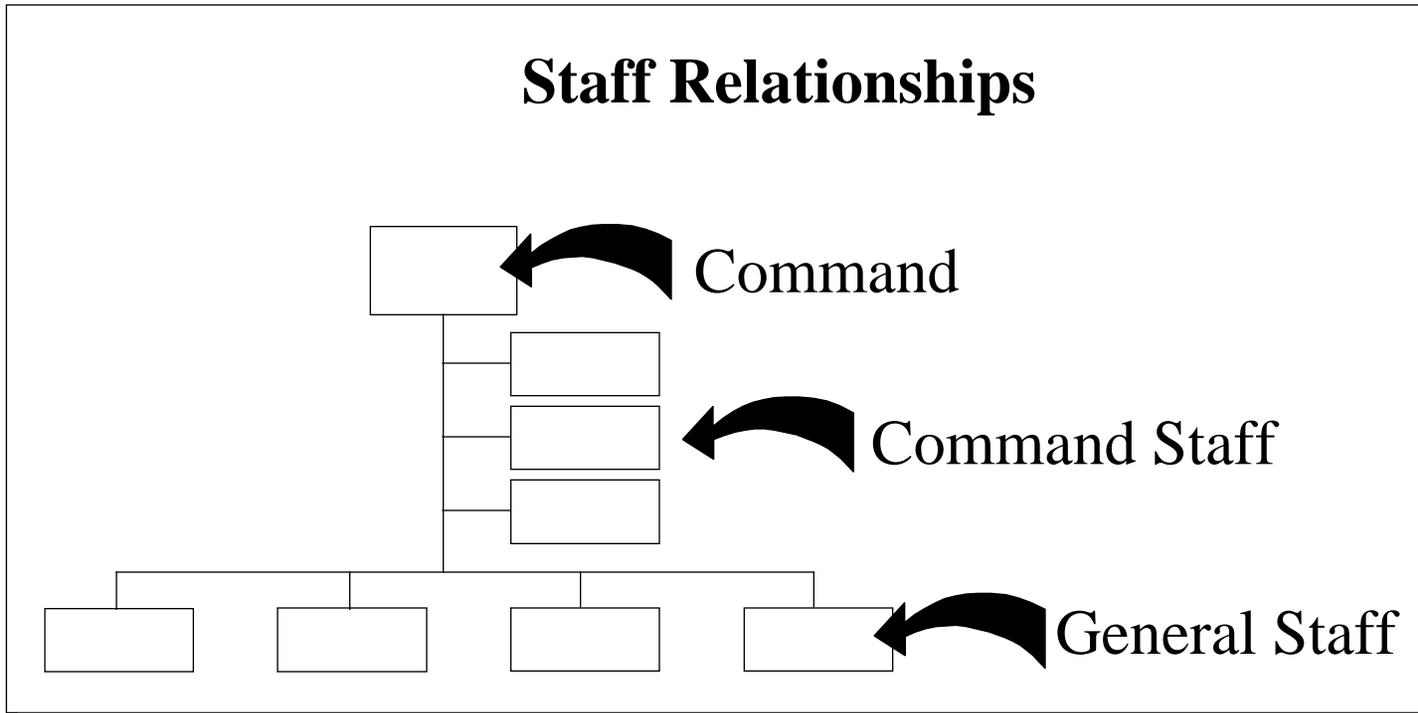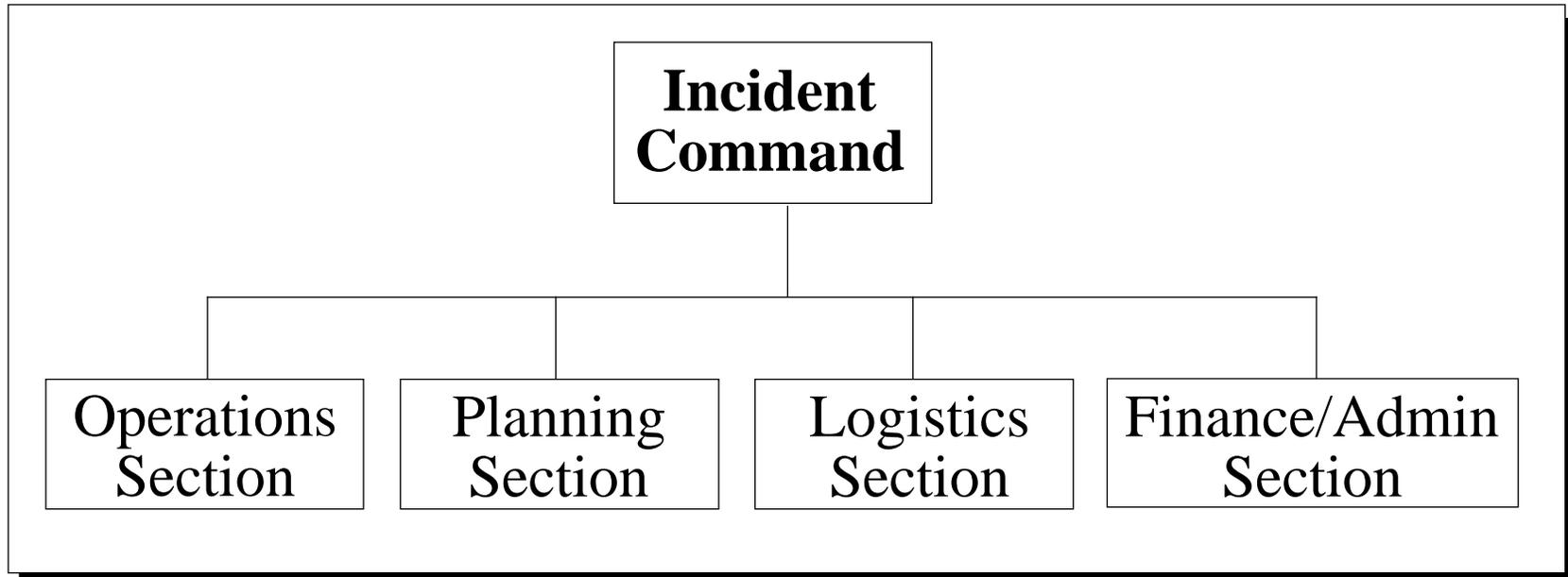
Command

Command Staff

General Staff

The General Staff

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                  ┌──────────────┐
                  │   Incident   │
                  │   Command    │
                  └──────────────┘
                         │
      ┌──────────┬───────┴───────┬──────────────┐
┌───────────┐┌───────────┐┌───────────┐┌───────────────┐
│Operations ││ Planning  ││ Logistics ││ Finance/Admin │
│  Section  ││  Section  ││  Section  ││    Section    │
└───────────┘└───────────┘└───────────┘└───────────────┘
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The Command Staff

Incident Commander

Information Officer

Safety Officer

Liaison Officer
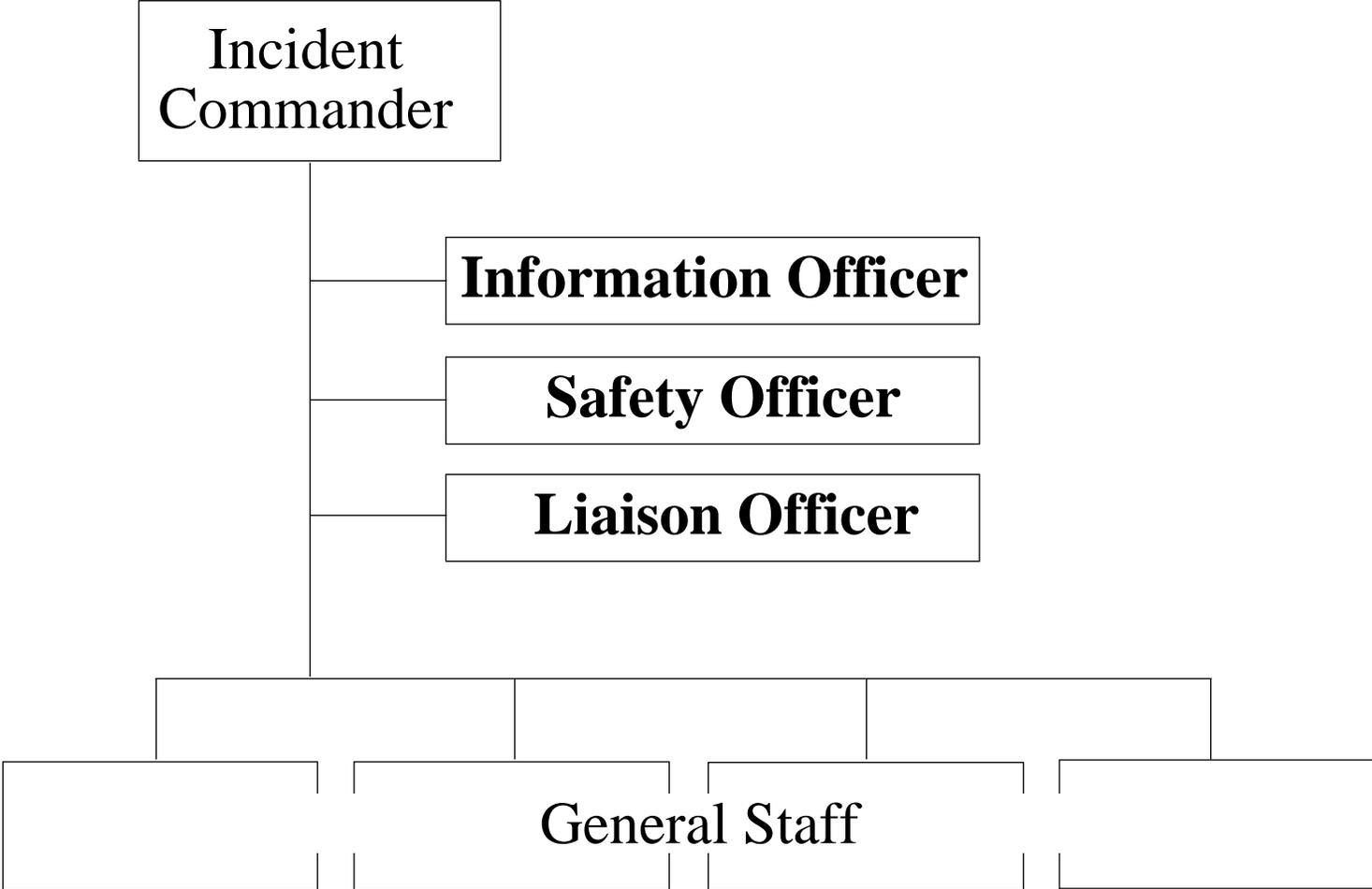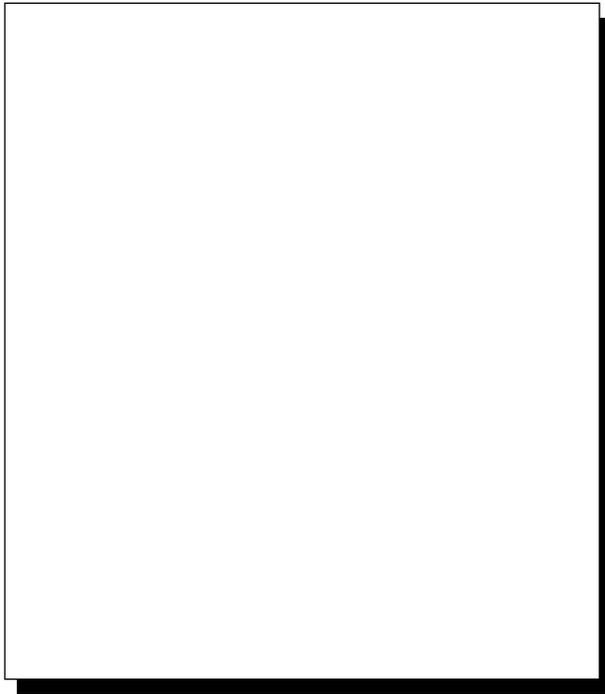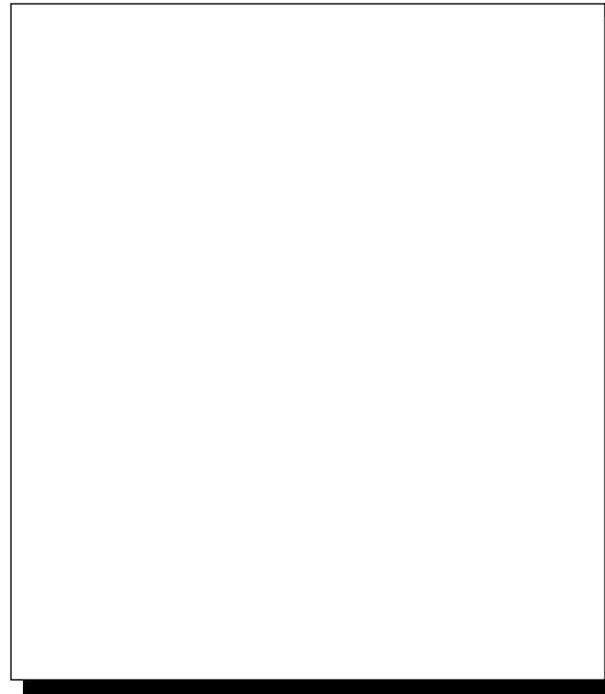
General Staff

General
Staff

Command
Staff

The Importance of Using Position Titles in the ICS Organization

❏ **In multi-agency incidents to provide standardization**

❏ **In ordering resources to ensure understanding**

❏ **To allow most qualified personnel to be used**

"I don't have a qualified IC for this incident. Does your agency have one that could be assigned?"

Incident Commander Responsibilities:

☐ Have clear authority and know agency policy.

☐ Ensure incident safety.

☐ Establish an Incident Command Post.

☐ Obtain a briefing from prior Incident Commander and/or assess the situation.

☐ Establish the immediate priorities.

☐ Determine incident objectives and strategy(s) to be followed.

☐ Establish the level of organization needed, and monitor the effectiveness of that organization.

☐ Manage planning meetings as required.

Incident Commander Responsibilities (cont.):

☐ Approve and implement the Incident Action Plan.

☐ Coordinate activity for all Command and General Staff.

☐ Approve requests for additional resources or for the release of resources.

☐ Approve the use of students, volunteers, and auxiliary personnel.

☐ Authorize release of information to the news media.

☐ Order demobilization of the incident when appropriate.

☐ Ensure incident after-action reports are complete.

Incident Commander and General Staff

Incident Command

Operations Section Chief	Planning Section Chief	Logistics Section Chief	Finance/Admin Section Chief

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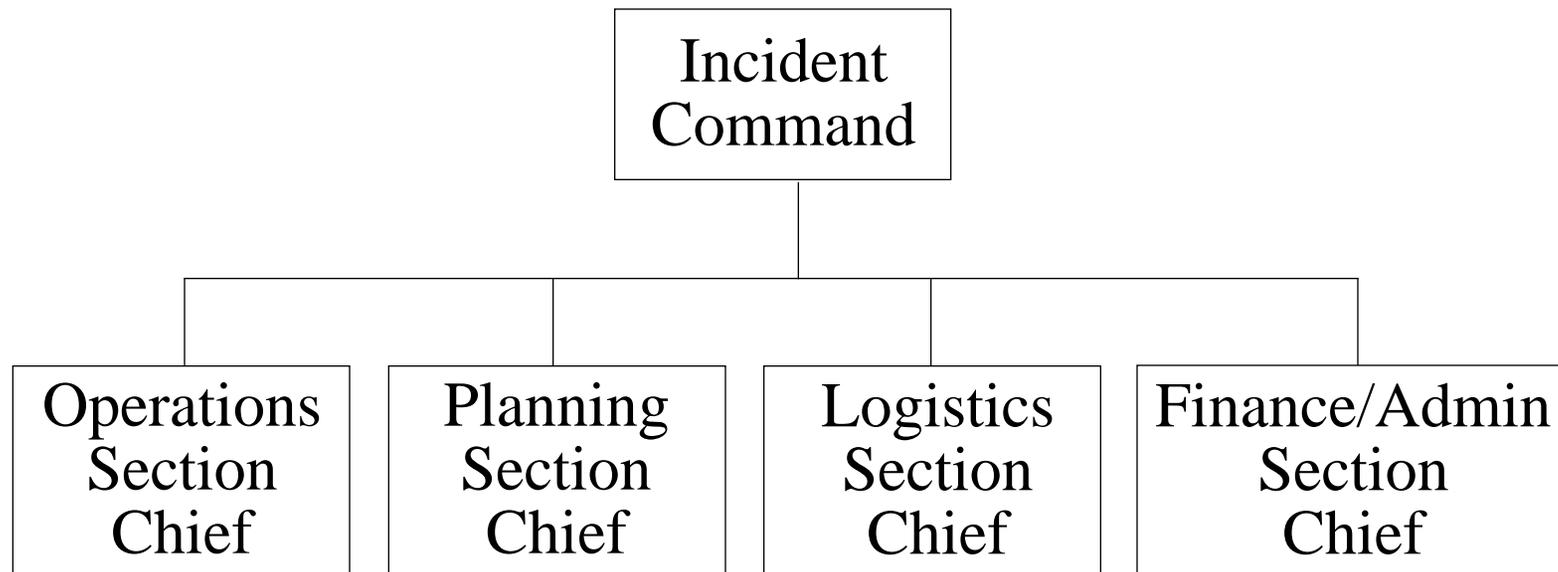
Guidelines for General Staff

☐ 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.

☐ Each member of the General Staff reports directly to the Incident Commander.

☐ Deputy positions may be established for each of the General Staff positions. Deputies can be designated from other agencies as appropriate.

☐ General Staff members may exchange information with any person within the organization through the chain of command.

☐ General Staff positions (i.e., sections) should not be combined.

Sections Combined

Planning and Logistics
Section Chief

**Clear
Separation of
Sections**

Planning
Section Chief

Logistics
Section Chief

Reasons Not to Combine Organizational Units:

- Can cause staffing confusion later if sections separate.
- Creates a non-standard organization.
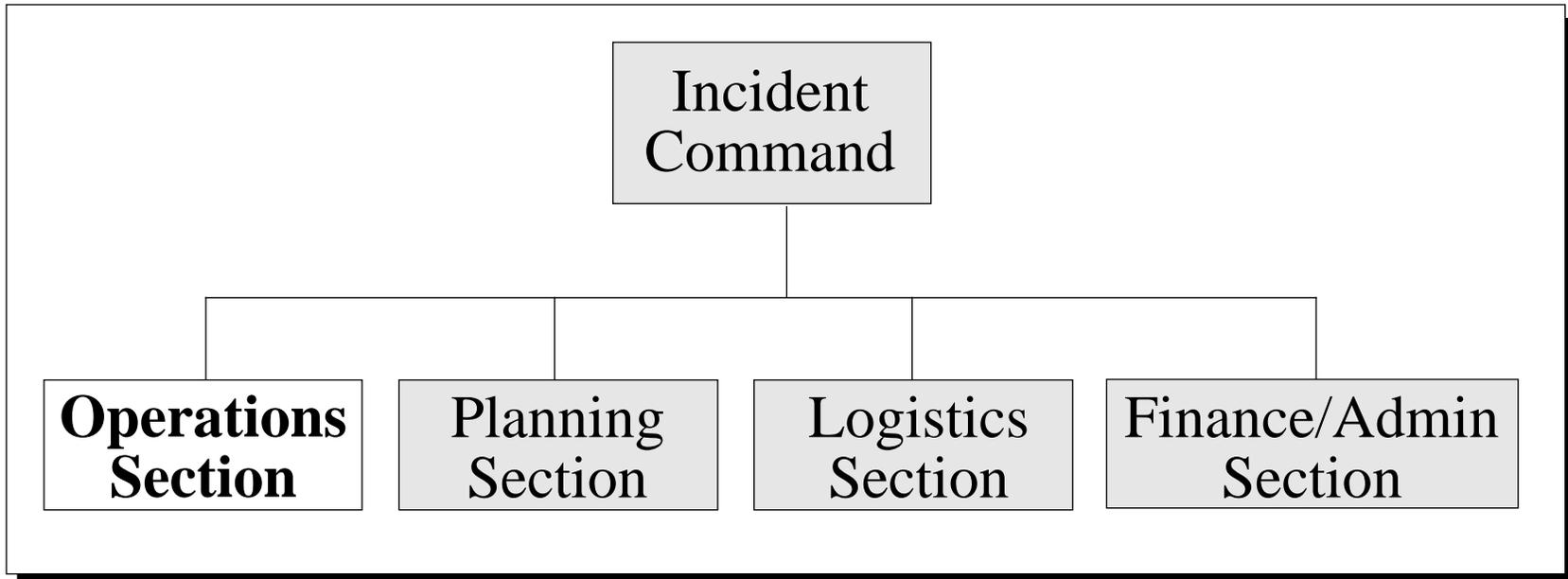
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Major Responsibilities Operations Section Chief

☐ Manage tactical operations.

☐ Ensure interaction is taking place with other agencies.

☐ Assist in the development of the operations portion of the Incident Action Plan.

☐ Supervise the execution of the operations portion of the Incident Action Plan.

☐ Maintain close contact with subordinate positions.

Major Responsibilities
Operations Section Chief (cont.)

❑ Assure safe tactical operations.

❑ Request additional resources to support tactical operations.

❑ Approve release of resources from active assignments (not release from the incident).

❑ Make or approve expedient changes to the Incident Action Plan.
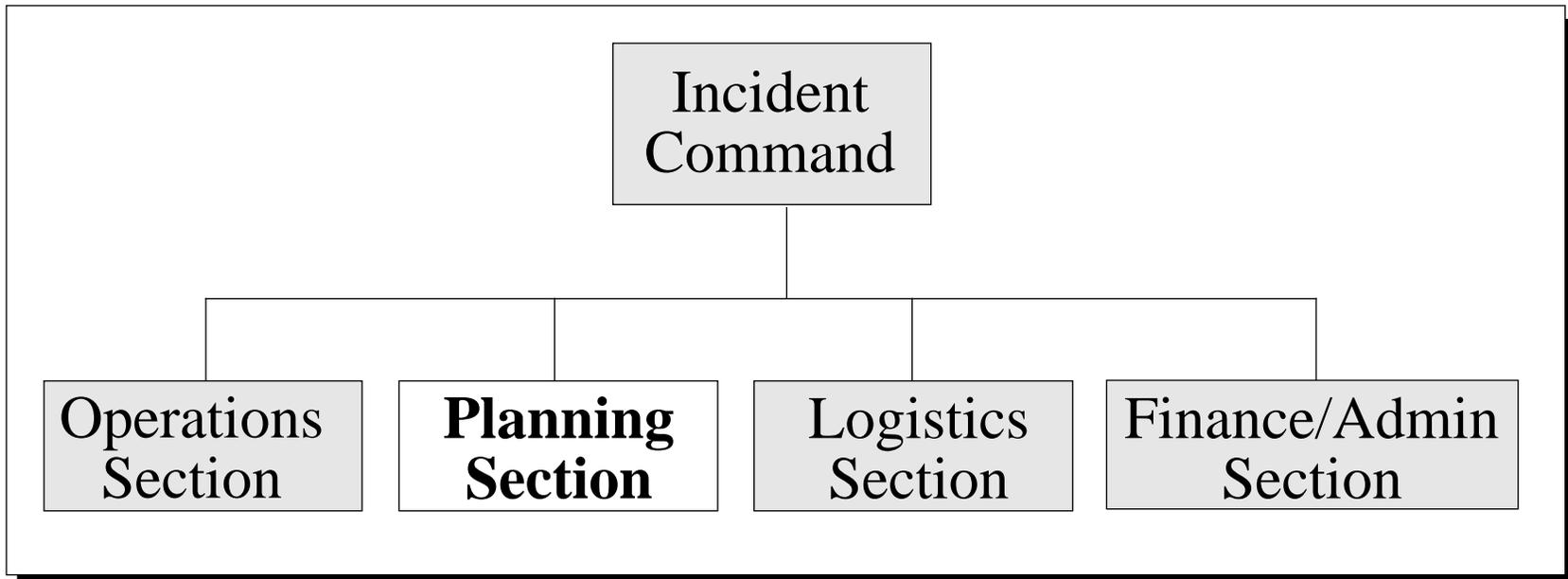
❑ Maintain close communication with the Incident Commander.

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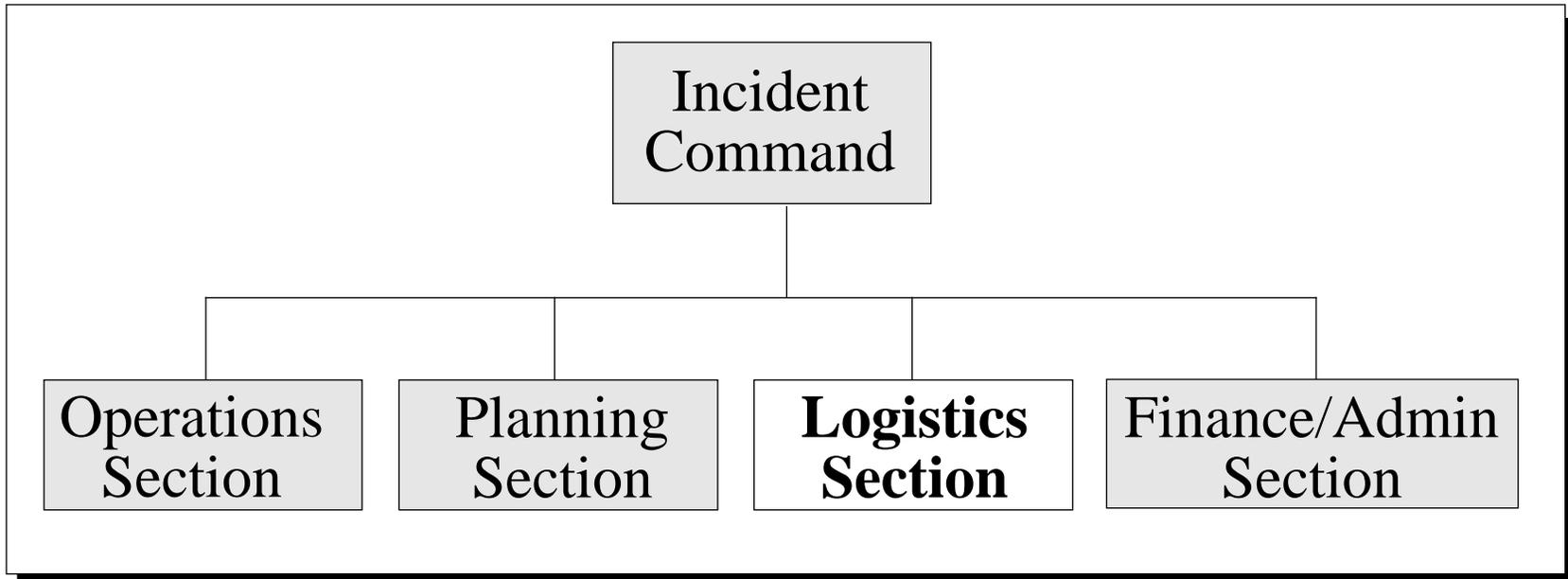
Major Responsibilities
Planning Section Chief

❏ Collect and manage all incident-relevant operational data.

❏ Provide input to the IC and Operations Section Chief in preparing the Incident Action Plan.

❏ Supervise preparation of the Incident Action Plan.

❏ Conduct and facilitate planning meetings.

❏ Reassign personnel already on-site to ICS organizational positions as appropriate.

Major Responsibilities
Planning Section Chief (cont.)

☐ Establish information requirements and reporting schedules for units (e.g., resources, situation units).

☐ Determine need for any specialized resources in support of the incident.

☐ Assemble and disassemble task forces and strike teams not assigned to Operations.

☐ Establish specialized data collection systems as necessary (e.g., weather).

☐ Assemble information on alternative strategies.

☐ Provide periodic predictions on incident potential.

Major Responsibilities
Planning Section Chief (cont.)

☐ Report any significant changes in incident status.

☐ Compile and display incident status information.

☐ Oversee preparation of the Demobilization Plan.

☐ Incorporate traffic, medical, communications plans, and other supporting material into the Incident Action Plan.

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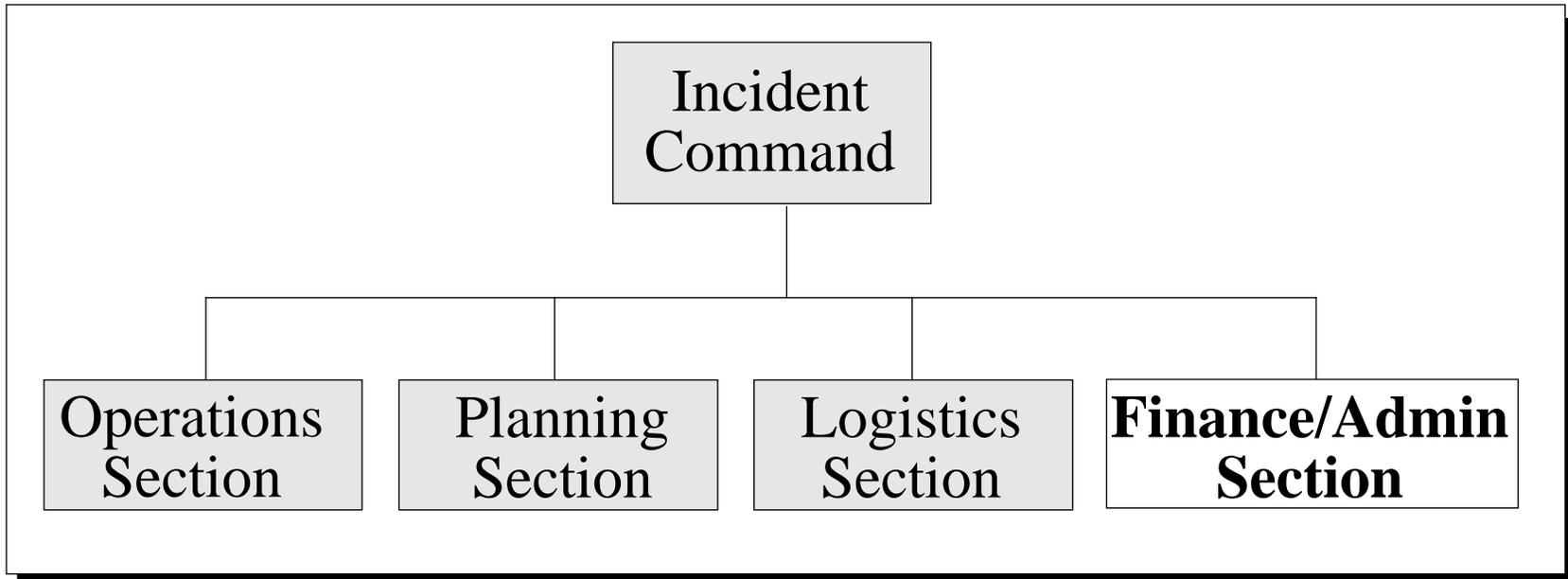
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ICS Logistics Section Provides:

☐ Facilities

☐ Transportation

☐ Communications

☐ Supplies

☐ Equipment maintenance and fueling

☐ Food services - for incident personnel

☐ Medical services - for incident personnel

☐ All off-incident resources

Major Responsibilities
Logistics Section Chief

❏ Manage all incident logistics.

❏ Provide logistics input to the Incident Action Plan.

❏ Brief Logistics Branch Directors and Unit Leaders as needed.

❏ Identify anticipated and known incident service and support requirements.

❏ Request additional resources as needed.

❏ Develop as required, the Communications, Medical, and Traffic Plans.

❏ Oversee demobilization of the Logistics Section.

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Finance/Administration Section Chief Major Responsibilities

☐ Manage all financial aspects of an incident.

☐ Provide financial and cost analysis information as requested.

☐ Ensure compensation and claims functions are being addressed relative to the incident.

☐ Gather pertinent information from briefings with responsible agencies.

☐ Develop an operating plan for the Finance/Administration Section; fill Section supply and support needs.

☐ Determine need to set up and operate an incident commissary.

Finance/Administration Section Chief Major Responsibilities (cont.)

☐ Meet with assisting and cooperating agency representatives as needed.

☐ Maintain daily contact with agency(s) administrative headquarters on finance matters.

☐ Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.

☐ Provide financial input for demobilization planning.

☐ Ensure that all obligation documents initiated at the incident are properly prepared and completed.

☐ Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up.

The ICS Command Staff Officers

Command   Information Safety Liaison
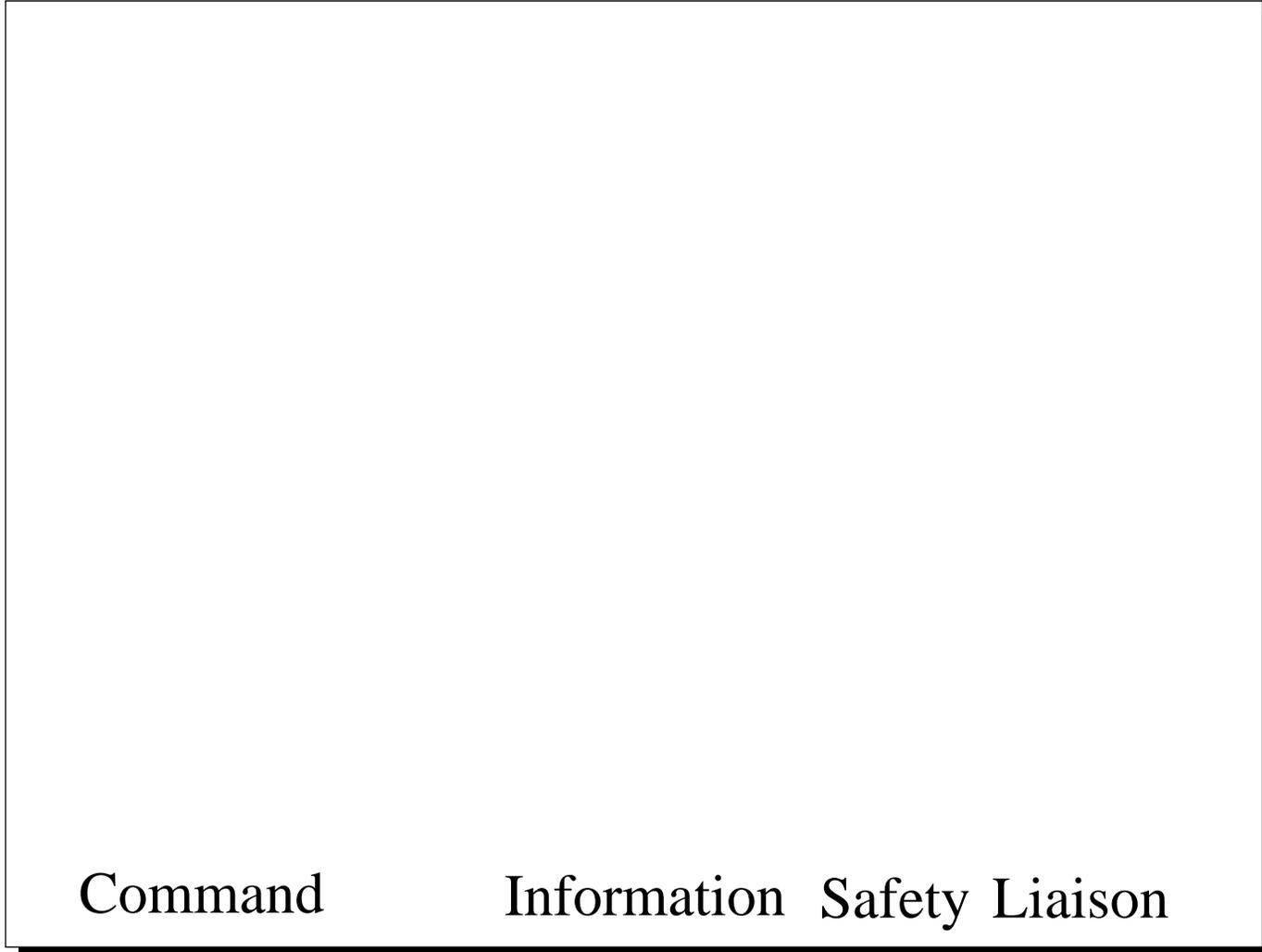
Guidelines for Command Staff

- ☐ Only one person will be designated for each of the Command Staff positions.

- ☐ Command Staff positions should not be combined.

- ☐ Command Staff positions may be filled by persons from other agencies or jurisdictions.

- ☐ There are no deputy positions at the Command Staff level.

- ☐ Each of the positions may have one or more assistants as necessary.

Guidelines for Command Staff (cont.)

- ☐ Assistants are recommended for larger incidents.

- ☐ Assistants can be designated from other jurisdictions or agencies as appropriate.

- ☐ Command Staff members report directly to the Incident Commander.

- ☐ Command Staff members may interact with any position within the ICS for purposes of information exchange.

Reasons to Designate an Information Officer

❑ Is it a high visibility incident?
❑ Are the media taking IC's time?
❑ Will they get their information anyway?
❑ Are there multiple agencies involved?

Major Responsibilities of the Information Officer

☐ Determine from the Incident Commander any limits on information release.

☐ Develop information for use in press/media briefings.

☐ Obtain Incident Commander's approval of media news releases.

☐ Conduct periodic media briefings.

☐ Arrange for tours and other interviews or briefings that may be required.

Major Responsibilities of the Information Officer (cont.)

☐ Monitor and forward media information that may be useful to incident planning.

☐ Maintain current information summaries and/or displays on the incident.

☐ Make information about the incident available to incident personnel.

☐ Participate in the planning meeting.

Safety Officer

❏ Monitor for hazardous situations
❏ Develop safety procedures and Safety Plan
❏ Has authority to stop unsafe acts

Major Responsibilities of the Safety Officer

❏ Participate in planning meetings.

❏ Identify and mitigate hazardous situations.

❏ Assign assistants qualified to evaluate special hazards.

❏ Review the Incident Action Plan for safety implications.

❏ Exercise emergency authority to stop and prevent unsafe acts.

❏ Initiate preliminary investigation of accidents within the incident area.

❏ Review and approve the Medical Plan.

❏ Ensure safety messages and briefings are made. 12-28-I400-VG

Reasons to Establish a Liaison Officer

❏ Several agencies are sending agency representatives

❏ IC no longer has time for individual coordination

Major Responsibilities of the Liaison Officer

❏ Act as a point of contact for Agency Representatives.

❏ Maintain a list of assisting and cooperating agencies and Agency Representatives.

❏ Assist in setting up and coordinating interagency contacts.

❏ Monitor incident operations to identify current or potential inter-organizational problems.

❏ Participate in planning meetings, providing current resource status, including limitations and capability of agency resources.

❏ Provide agency-specific demobilization information and requirements.

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Agency Representatives

❏ Comes from assisting or cooperating agencies
❏ Has authority to make decisions for the agency
❏ Reports to the Liaison Officer or Incident Commander

Major Responsibilities of the Agency Representative

☐ Ensure that all agency resources have checked-in.

☐ Obtain briefing from the Liaison Officer or Incident Commander.

☐ Inform agency personnel on the incident that the Agency Representative position has been filled.

☐ Attend planning meetings as required.

☐ Provide input on use of agency resources.

☐ Cooperate fully with the Incident Commander and the Command and General Staff.

Major Responsibilities of the Agency Representative (cont.)

☐ Oversee the well-being and safety of agency personnel.

☐ Advise the Liaison Officer of special needs or requirements.

☐ Report to agency dispatch or headquarters on a pre-arranged schedule.

☐ Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.

☐ Ensure that all required agency forms, reports, and documents are complete.

☐ Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.