NIMS ICS All-Hazards Division/Group Supervisor Course

FEMA

Student Manual

March 2025
Version 1.0

Emergency Preparedness Liaison Officer to FEMA, Col., Malone from First Air Force, left, talks to Jamie Forero, Division Supervisor for the Alamo Regional Command Center, about the preparedness response to Hurricane Ike.

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Table of Contents

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Unit 1: Course Introduction

STUDENT MANUAL

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Visual 1.1

E/L 960 ALL-HAZARDS DIVISION/GROUP SUPERVISOR

The goal of this professional development course, E/L 960 Division/Group Supervisor (DIVS), is to provide emergency responders from local, Tribal, State, Federal and private-organizations with an overview of key duties and responsibilities of a Division/Group Supervisor within an Incident Command structure for all incident types (Type 4 –Type 1).
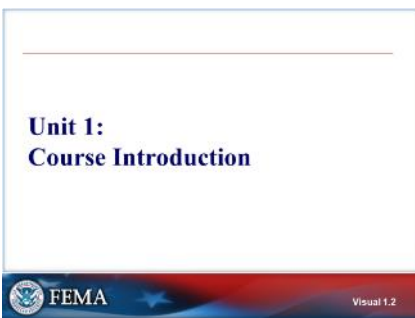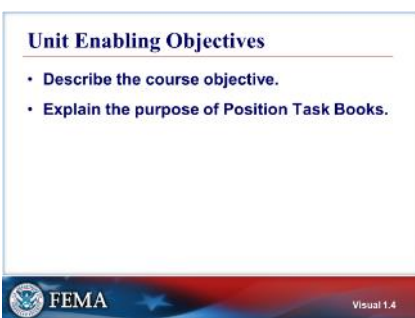

Visual 1.2

UNIT 1: COURSE INTRODUCTION

Visual 1.3

UNIT TERMINAL OBJECTIVE

Identify course objectives and position-specific resource materials for the position of Division/Group Supervisor.
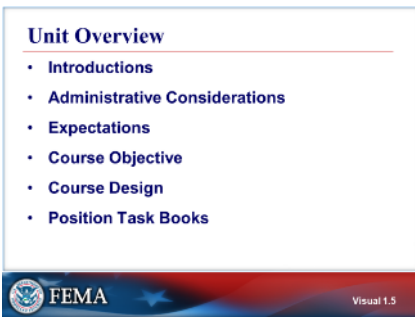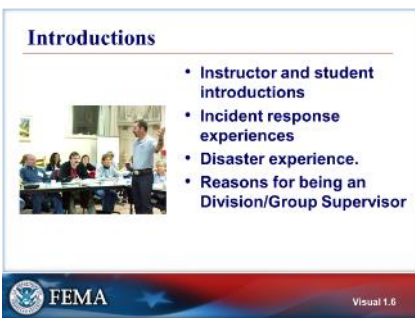

Visual 1.4

UNIT ENABLING OBJECTIVES

Describe the course objectives.

Explain the purpose of Position Task Books.

Visual 1.5

UNIT OVERVIEW
This visual provides a general overview of the topics to be covered in the unit..

Through this unit, you will learn the objectives of the course, be instructed on the use and purpose of Position Task Books, and receive Division/Group Supervisor versions of these resources.

Visual 1.6

INTRODUCTIONS
The instructor gives an overview of their personal experience as a Division/Group Supervisor and the agencies in which they have worked.

You will be asked to introduce yourself and provide an overview of your incident response experiences and ICS background as well as your reasons for wanting to be a Division/Group Supervisor.

After the introductions, the instructor will administer the Pretest.

ADMINISTRATIVE CONCERNS

Lodging

Transportation

Safety Procedures

Smoking policy

Message location and available telephones

Cell phone, texting, and email policies

Restrooms and drinking fountains

Other local information

Facility safety

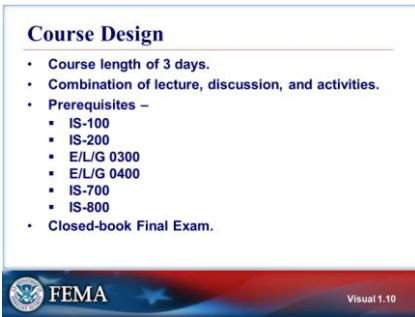Lunches/Breaks

Visual 1.7

Visual 1.8

EXPECTATIONS
Share your expectations for the course.

Visual 1.9

COURSE OBJECTIVE
Upon completion of this course, you will demonstrate, through activities and a Final Exam, the duties, responsibilities, and capabilities of an effective Division/Group Supervisor.

Course Design

- Course length of 3 days.
- Combination of lecture, discussion, and activities.
- Prerequisites –
  - IS-100
  - IS-200
  - E/L/G 0300
  - E/L/G 0400
  - IS-700
  - IS-800
- Closed-book Final Exam.

FEMA   Visual 1.10

Visual 1.10

COURSE DESIGN

The course is scheduled to be 3 days in length. Direct students to the Course Schedule and point out the units to be covered through the course period.

Through a combination of lecture, discussion, and activites, you will be provided the knowledge to meet the objectives of the course. Your interaction and participation will be integral to this process.

The course materials were developed as a position-specific course focusing on the duties and responsibilities of one member of IMT (in this course, Division/Group Supervisor) in an all-hazards context.

Prerequisites - (Most current variants of all IS courses and ICS 300/400)

- IS-100 An Introduction to the Incident Command System, ICS 100

- IS-200 Basic Incident Command System for Initial Response, ICS 200

- E/L/G 0300 Intermediate Incident Command System for Expanding Incidents, ICS 300

- E/L/G 0400 Advanced Incident Command System for Complex Incidents, ICS 400

- IS-700 An Introduction to the National Incident Management System

- IS-800 National Response Framework (NRF)

Final Exam - To receive a certificate of completion for the course, you must obtain a 75% or higher on the final exam. The Final Exam will be closed-book, 1 hour will be allotted for its completion, and the Final Exam's questions will be based on the Unit Enabling Objectives for Units 2 - 8.
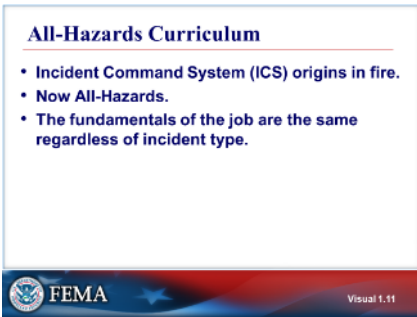
Visual 1.11

ALL-HAZARDS CURRICULUM

NIMS ICS All-Hazards Position Specific training was born out of the terrorist attacks on the World Trade Center and the Pentagon on September 11, 2001, and was reinforced by the natural disasters of Hurricanes Katrina and Rita in 2005.

These incidents underscored the need for the nation's emergency managers and first responders to develop an improved posture for protection, prevention, mitigation, response, and recovery through an "all hazards" strategy. At the core of this realization is the need for standardized training in systems and performance competencies that enable emergency management and response resources to execute the essential tasks needed to overcome any challenge.

This curriculum was validated by a varied cadre of course developers with Division/Group Supervisor backgrounds.

Given our personal incident experiences, each of us have a limited perspective (by no means All-Hazards).

A Division/Group Supervisor needs to fundamentally possess the same core knowledge, skills, and abilities whether they are responding to a fire, an oil spill, a mass-casualty incident, or other incident. In other words, regardless of the hazard, discipline, or incident, the essential job of a Division/Group Supervisor is the same.

Therefore, students should not be deterred if one "hazard" from the list is spoken to more than another. Students can still obtain critical insight to the position and should add examples from their own disciplines to the discourse.

DISCUSSION ACTIVITY

Visual 1.12

Visual 1.13
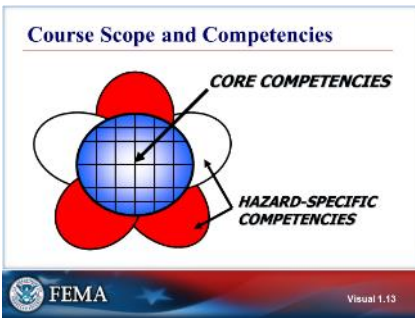
COURSE SCOPE/COMPETENCIES

A broad description that groups core behaviors necessary to perform a specific function. The Flower Diagram illustrates the concept that successful performance of the tasks, duties, activities in any position requires both core and incident-specific competencies.

Key Points:

Core competencies are the competencies required of a Division/Group Supervisor regardless of discipline.

Hazard-specific competencies are those required to perform in a particular discipline, such as law enforcement, fire, public health, HAZMAT, EMS, public works, etc.

The center of the flower represents the core competencies of the position.

The petals represent the hazard-specific competencies associated with specific disciplines.

You cannot be competent as a Division/Group Supervisor with only the center of the flower or only the petals—"The flower needs to be complete" to ensure qualification.

This course will help to establish core competencies (center of the flower) for the Division/Group Supervisor position. The hazard-specific competencies will have to be developed through additional agency or discipline training, field training, and the completion of the Division/Group Supervisor Position Task Book, discussed on the next visual.
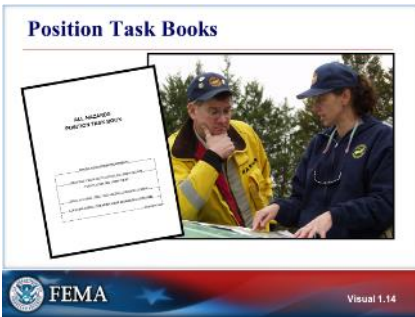
Visual 1.14

POSITION TASK BOOKS
PTBs are the primary tools for observing and evaluating the performance of trainees aspiring to a new position within ICS. PTBs allow documentation of a trainee's ability to perform each task, as prescribed by the position. Successful completion of all tasks is the basis for recommending certification.
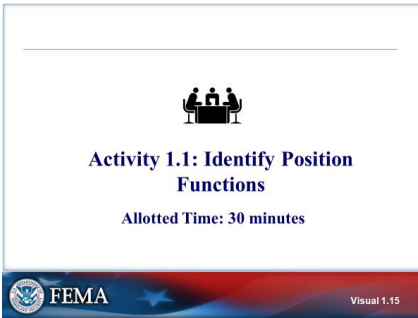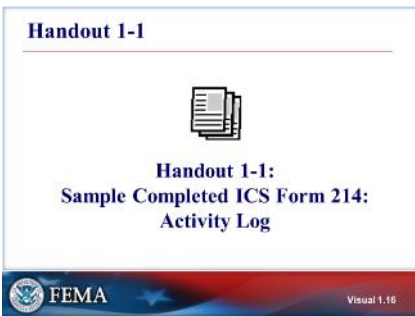

Visual 1.15

ACTIVITY 1.1: IDENTIFY POSITION FUNCTIONS
The instructor will explain Activity 1.1.

30 minutes are allotted to complete the activity.
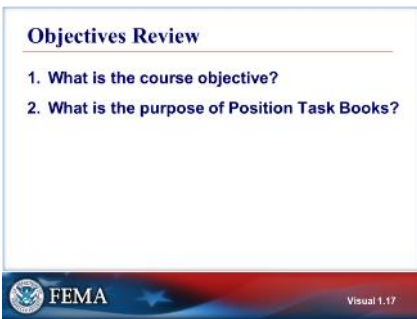

Visual 1.16

HANDOUT 1-1
The ICS Form 214 should document important factors, decisions, and elements such as the "three A's" – Actions, Agreements, and Accidents:

Actions taken to prevent hazardous activities.

Agreements made with Supervisors or others to correct unsafe conditions.

Accidents that occurred at the incident site.

Objectives Review

1. What is the course objective?
2. What is the purpose of Position Task Books?

FEMA   Visual 1.17

Visual 1.17

OBJECTIVES REVIEW

Describe the course objective.

Explain the purpose of Position Task Books.

Supplemental Materials

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Activity 1.1: Identify Position Functions

Activity 1.1
Overview—Unit 1

Purpose

This activity will familiarize students with a position's functions as defined in a position task book (PTB).

Objectives

Students will:

- Identify functions performed as part of their job that match the responsibilities of the IMT position.

- Be able to identify basic requirements of the IMT position as identified in the Position Task Book.

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Students will review the Position Task Book (PTB) associated with this course and identify their current job responsibilities that are like those identified in the PTB. This analysis should stay at the Competencies level. Each group will present their findings to the rest of the group.

References

FEMA's National Qualification System (NQS) PTBs identify the competencies, behaviors, and tasks that personnel should demonstrate to become qualified for a defined incident position. A copy of the NQS PTB for the position in this course is includes as a separate PDF file in the course materials. NQS PTBs can also be downloaded from https://www.fema.gov/national-qualification-system. NQS is not the only PTB in common use and other PTBs may be used for this activity. The All-Hazards Incident Management Team Association (AHIMTA) has developed All-Hazards IMT PTBs which are available at https://www.ahimta.org/ptb. The National Wildfire Coordination Group (NWCG) has developed wildland firefighting PTBs which are available at https://www.nwcg.gov/publications/position-taskbooks.

Rules, Roles, and Responsibilities

Following are the specific activities / instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.
2. Review the PTB. Looking at the Competencies (do not delve into Behaviors or Tasks), identify functions and duties that you perform during your regular job and that are listed in the PTB.
3. Write the common functions/duties/responsibilities on easel pad paper.
4. Present your list to the rest of the class.

Instructors moderate discussions, answer questions and provide additional information as required.

Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion / Documentation	15 minutes	Small Groups
Debrief / Review	15 minutes	Classroom

Handout 1-1: Sample Completed Activity Log (ICS 214 Form)
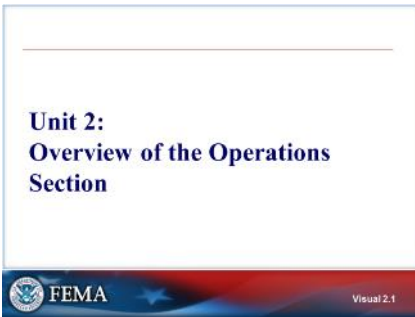
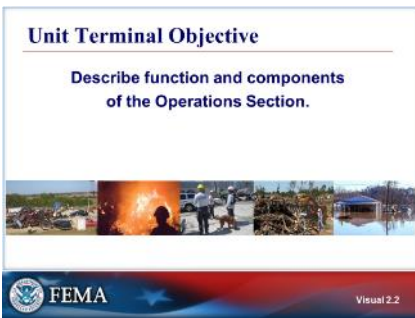Refer to EL 960_HO 1-1_ICS Form 214.pdf

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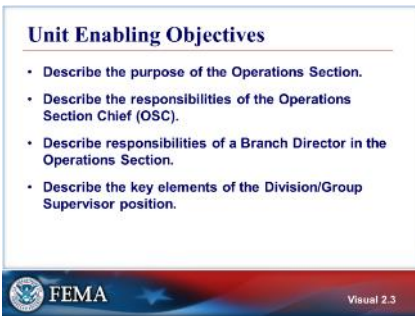# Unit 2: Overview of the Operations Section

STUDENT MANUAL
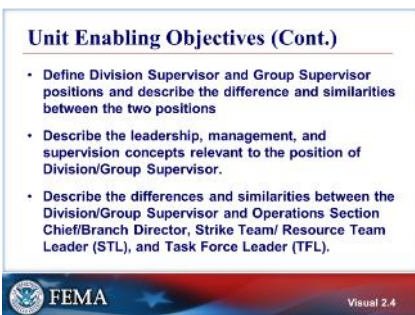
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Visual 2.1

UNIT 2: OVERVIEW OF THE OPERATIONS SECTION

State the Scope Statement: Through discussion of the units, functions, and processes of the Operations Section, students will gain insight into the broader context of the Division/Group Supervisor's work.

Visual 2.2

## UNIT TERMINAL OBJECTIVE

Describe the function and components of the Operations Section.

Visual 2.3

UNIT ENABLING OBJECTIVES

- Describe the purpose of the Operations Section.

- Describe the responsibilities of the Operations Section Chief (OSC).

- Describe responsibilities of a Branch Director in the Operations Section.

- Describe the key elements of the Division/Group Supervisor (DIVS) position.

Visual 2.4

UNIT ENABLING OBJECTIVES (CONT.)

- Define Division Supervisor and Group Supervisor positions and describe the difference and similarities between the two positions.

- Describe the leadership, management, and supervision concepts relevant to the position of DIVS.

- Describe the differences and similarities between the DIVS and OSC, Branch Director, and Strike Team/Resource Team (STL) and Task Force Leader (TFL).
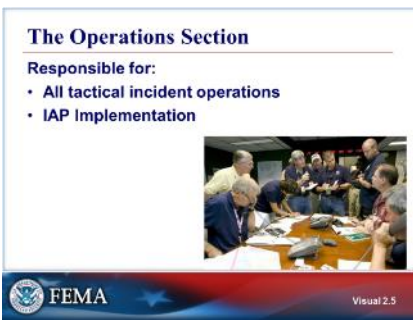
Visual 2.5
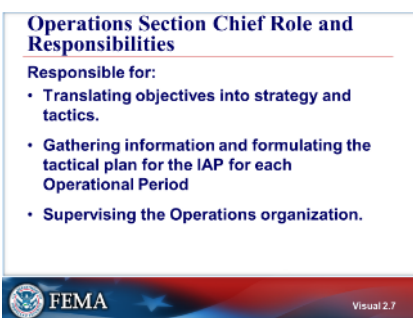
THE OPERATIONS SECTION

The Operations Section is 1) responsible for all tactical incident operations and 2) implementation of the Incident Action Plan (IAP).

Visual 2.6

ORGANIZATION OF OPERATIONS SECTION

This organizational chart is presented for representational purposes only; in reality, an organization structured as such may be over supervised. For example, Branch Directors may not be needed, and it should not be assumed that a Branch Director needs to be inserted into the organization.

Visual 2.7

OPERATIONS SECTION CHIEF ROLES AND RESPONSIBILITIES

The Operations Section Chief is responsible for:

- Translating objectives into strategy and tactics to be employed on the incident.

- Gathering information and formulating the tactical plan for the IAP for each Operational Period.

- Supervising the Operations organization, which includes:

  - Branch Directors

  - Division/Group Supervisors

  - Air Operations

  - Staging area(s), if used

Visual 2.8

OPERATIONS SECTION CHIEF ROLES AND RESPONSIBILITIES (CONT.)

The Operations Section Chief coordinates with or may interact with:

- Command staff
- General staff
- Subordinates
- Agency Representatives
- Resources advisors
- Local officials
- Media
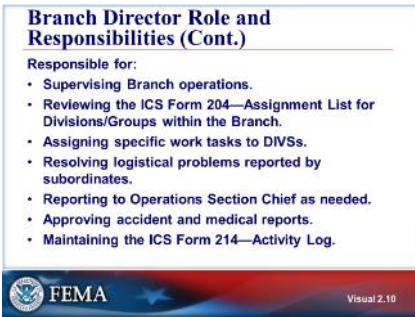- Public
- Technical Specialists
- Training Specialists

Visual 2.9

BRANCH DIRECTOR ROLES AND RESPONSIBILITIES

The roles and responsibilities of the Branch Director in the Operations Section:

- Leading, managing, and supervising subordinates assigned to the Branch.
- Implementing the portion of the IAP appropriate to the Branches.
- Developing (with subordinates) alternatives for Branch operations.
- At the request of the Operations Section Chief, attending the Planning Meeting.
- Helping to develop tactical plans and required resources for the Branch for the next operational period.
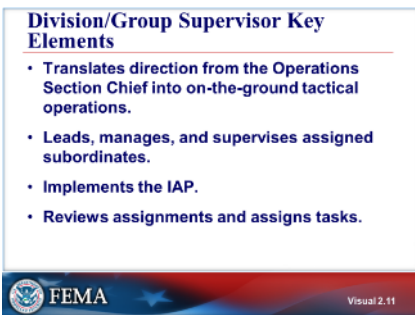
Visual 2.10

BRANCH DIRECTOR ROLES AND RESPONSIBILITIES (CONT.)

Additional roles and responsibilities of the Branch Director in the Operations Section.

- Reviewing ICS Form 204—Assignment List for Divisions/Groups within the Branch and modifying lists based on effectiveness of current operations.

- Assigning specific work tasks to Division/Group Supervisors.

- Supervising Branch operations.

- Resolving logistical problems reported by subordinates.

- Reporting to the Operations Section Chief when:

  - The IAP needs to be modified.

  - Additional resources are needed.

  - Surplus resources are available.

  - Hazardous situations or significant events occur.

- Approving accident and medical reports (home agency forms) originating within the Branch.

- Maintaining ICS Form 214—Activity Log.

Visual 2.11

DIVISION/GROUP SUPERVISOR KEY ELEMENTS

Key elements of the Division/Group Supervisor position:

- Translating directions from the Operations Section Chief and Branch Director into on-the-ground tactical operations.

- Leading, managing, and supervising assigned subordinates.

- Implementing the IAP for the Division or Group.

- Reviewing assignments and incident activities with subordinates and assigning tasks.
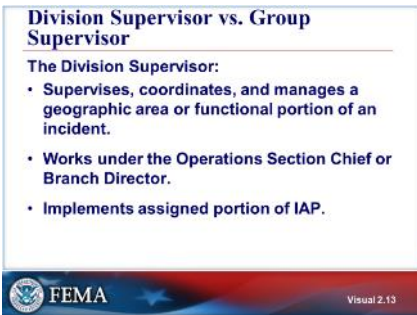
Visual 2.12

DIVISION/GROUP SUPERVISOR KEY ELEMENTS (CONT.)

Additional key elements of the Division/Group Supervisor position:

- Coordinating activities with adjacent divisions or groups.

- Determining the need for assistance on assigned tasks.

- Communicating and following-up with assigned resources to determine progress, address and problems/issues, and obtain information to plan for the next operational period.

- Submitting situation and resource status information to the Branch Director or Operations Section Chief.

- Resolving logistical problems within the division or group.

- Participating in development of Tactical Plans for next Operational Period.

Visual 2.13

DIVISION SUPERVISOR VS. GROUP SUPERVISOR

The Division Supervisor is responsible for all incident tactical activities in an assigned geographic area or location, except for any functions assigned to a group (which is the Group Supervisor responsibility).

The Division Supervisor:

- Supervises, coordinates, and manages a geographic area or functional portion of the incident.

- Is subordinate to the Operations Section Chief or Branch Director.

- Responsible for the implementation of assigned portion of the IAP.
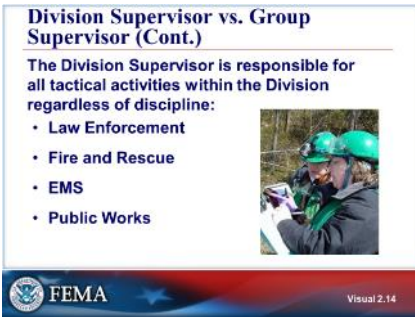
Visual 2.14

DIVISION SUPERVISOR VS. GROUP SUPERVISOR (CONT.)

The Division Supervisor is responsible for tactical activities within the Division regardless of the discipline, such as:

- Containment operations

- Fire suppression

- Shoreline cleanup

- Site access or perimeter control

- Evacuation

- Rescue

- Public works (debris removal, snow removal)

- Infrastructure restoration, electrical service distribution, and waste water

- Damage assessment teams

- Sampling

- Decontamination

- Shoreline assessment

- Disposal

- Entry

- Health monitoring

- Volunteer management

Essentially, unless it has been tasked to another group, you as a Division Supervisor would be responsible for it if it is in your geographic area.
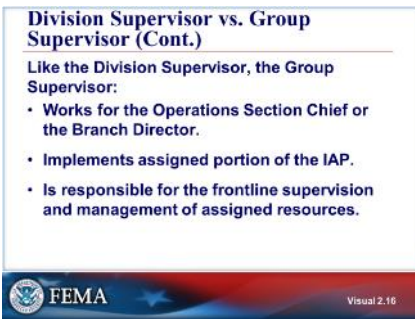
Visual 2.15

DIVISION SUPERVISOR VS. GROUP SUPERVISOR (CONT.)

The only difference between the Division Supervisor vs Group Supervisor positions is that a Division Supervisor supervises these tactical resources over a given geographic area, while a Group Supervisor supervises the same types and kinds of resources on a functional basis, regardless of location.

The Group Supervisor's functional activities may cross divisional boundaries. Groups may move from Division to Division. The Group Supervisor supervises, coordinates, and manages the same functions as the Division Supervisor:

- Containment operations

- Fire suppression

- Shoreline cleanup

- Site access or perimeter control

- Evacuation

- Rescue

- Public works (debris removal, snow removal)

- Infrastructure restoration, electrical service distribution, and waste water

- Damage assessment teams

- Sampling

- Decontamination

- Shoreline assessment

- Disposal

- Entry

- Health monitoring

- Volunteer management

Visual 2.16

DIVISION SUPERVISOR VS. GROUP SUPERVISOR (CONT.)

The Group Supervisor:

- Works for the Operations Section Chief or Branch Director.

- Is responsible for the implementation of the assigned portion of the IAP.

- Is responsible for the frontline supervision and management of assigned resources.

Visual 2.17

DIVISION/GROUP SUPERVISOR RESOURCES

The Division/Group Supervisor is a manager of multiple resources of varying kinds and types. The position is less hands-on than a Strike Team/Resource Team Leader or a Task Force Leader.

Types of resources that may be assigned to a division or group:

- Crews

- Heavy equipment (like excavators)

- Engines or Strike Teams

- Patrol vehicles

- SWAT or HazMat Teams

- Boats

- Utility company vehicles

- Epidemiologists
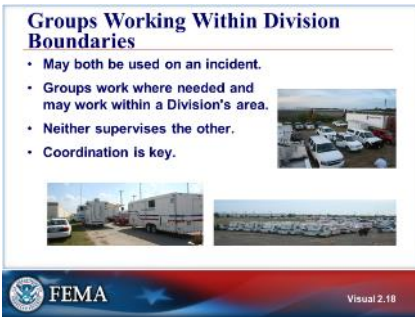
Visual 2.18

GROUPS WORKING WTIHIN DIVISION BOUNDARIES

Groups and Divisions can be used together on an incident. Groups operate wherever their assigned tasks are needed, and therefore, are not limited geographically.

For this reason, a Group or Groups may be working within the geographic area assigned to a Division. Also note that Groups and Divisions are at an equal level within the Operations Organization and, in situations where groups are co-located within Divisions, neither supervises the other.

However, good communications and close coordination of activities is required, a responsibility that will fall on the shoulders on the Division and Group Supervisors operating in the area.
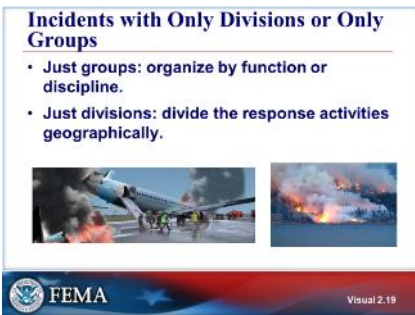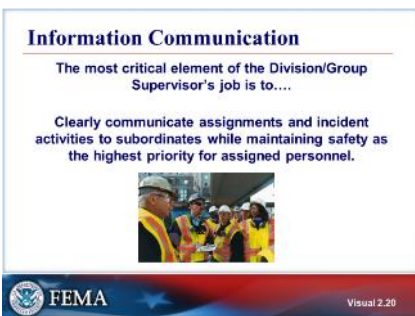

Visual 2.19

INCIDENTS WITH ONLY DIVISIONS OR ONLY GROUPS

If the incident is confined geographically, but involves complex activities by multiple disciplines, it may be best managed using only Groups.
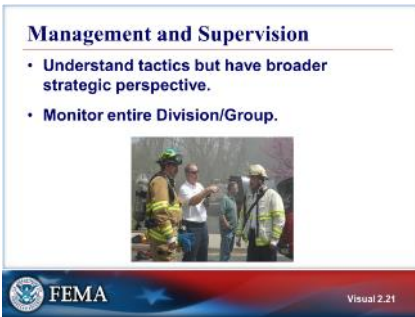
If the incident is spread over a larger geographic area, but the activities and tasks less complex, organizing the response using Divisions may be more effective.

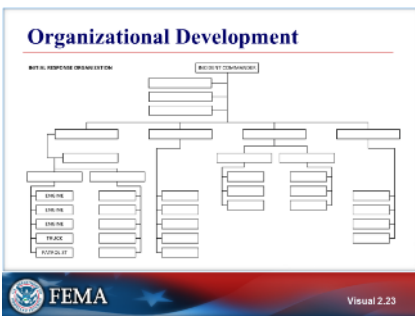
Visual 2.20

INFORMATION COMMUNICATION

The most critical element of the Division/Group Supervisor's job is to clearly communicate assignments and incident activities to subordinates.

Visual 2.21

MANAGEMENT AND SUPERVISION

The Division/Group Supervisor must understand tactics but possess a broader strategic perspective at the same time.

The DIVS must understand and appreciate the incident priorities, objectives, strategies, and risk/safety implications as well as the tactical assignments.

Also, the Division/Group Supervisor can't just remain where the action is. He or she must visit the rest of the Division and monitor the entire Division/Group.
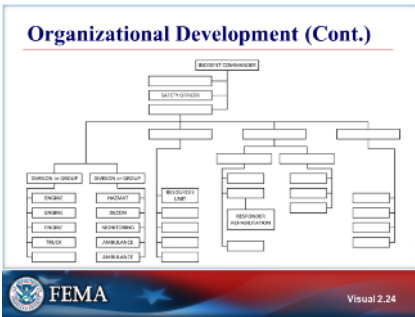

Visual 2.22

MANAGEMENT AND SUPERVISION (CONT.)

Management skills a Division/Group Supervisor should possess and the importance of these skills.

- The Division/Group Supervisor is the frontline manager. You need to be there at the incident and be visible.

- You can be a hands-on manager by walking around to survey the incident. The difference between the good, the bad, and the ugly may come down to management practices.

- The Division/Group Supervisor should be proactive:

  - Take control

  - Demonstrate leadership

  - Know your duties

  - Delegate, communicate, and follow up

  - Maintain personnel accountability

Visual 2.23

ORGANIZATIONAL DEVELOPMENT

The example on the visual depicts an agency's initial response level (three engines, one truck company, an LE Patrol Strike Team, and an Incident Commander) to a reported incident and how those resources might be organized to handle the situation. At the same time, the organization is designed to rapidly expand if necessitated by the incident.
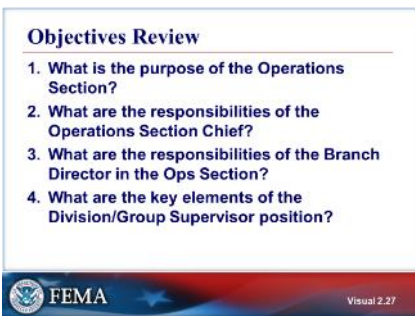
Visual 2.24

ORGANIZATIONAL DEVELOPMENT (CONT.)

This example depicts an expansion of the organizational structure to accommodate additional resources.

Visual 2.25

ORGANIZATIONAL DEVELOPMENT (CONT.)

Like the example on the previous visual, this example depicts an expansion of the organizational structure to accommodate additional resources. In particular, notice that an Operations Section Chief position has now been activated and more Divisions and Groups have been established (necessitating additional DIVSs) through ICS to manage these additional resources as incidents escalate.
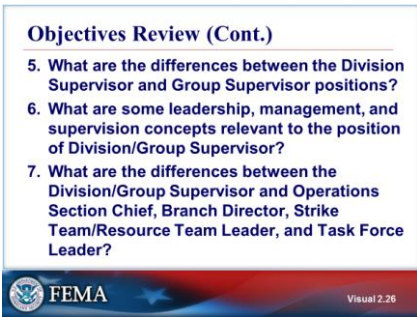

Visual 2.26

ORGANIZATIONAL DEVELOPMENT (CONT.)

This example depicts an organization that may be used for incidents that have grown and require multiple levels of management to accommodate span-of-control concerns and increased support for the number of personnel assigned to the incident. In this case, Branches (and Branch Directors) have been activated to help manage the Divisions and Groups.

Visual 2.27

OBJECTIVES REVIEW

Unit Enabling Objectives

- Describe the purpose of the Operations Section.

- Describe the responsibilities of the Operations Section Chief.

- Describe responsibilities of a Branch Director in the Operations Section.

- Describe the key elements of the Division/Group Supervisor position.

Objectives Review (Cont.)

5. What are the differences between the Division Supervisor and Group Supervisor positions?
6. What are some leadership, management, and supervision concepts relevant to the position of Division/Group Supervisor?
7. What are the differences between the Division/Group Supervisor and Operations Section Chief, Branch Director, Strike Team/Resource Team Leader, and Task Force Leader?

FEMA   Visual 2.26

Visual 2.28

OBJECTIVES REVIEW (CONT.)

- Define Division Supervisor and Group Supervisor positions and describe the difference and similarities between the two positions.

- Describe the leadership, management, and supervision concepts relevant to the position of Division/Group Supervisor.

- Describe the differences and similarities between the Division/Group Supervisor and Operations Section Chief, Branch Director, and Task Force/Strike (Resource) Team Leader.

Unit 3: Overview of the Task Force/Strike (Resource) Team Leader Positions

STUDENT MANUAL

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Visual 3.1

UNIT 3: OVERVIEW OF THE TASK FORCE/STRIKE (RESOURCE) TEAM LEADER POSITIONS
Scope Statement: Through this unit, students will gain a general understanding of the roles and responsibilities of Task Force/Strike (Resource) Team Leader.

Visual 3.2

UNIT TERMINAL OBJECTIVE
Describe the role and responsibilities of the Task Force/Strike (Resource) Team Leader.

Visual 3.3

UNIT ENABLING OBJECTIVES

- Describe the difference between a Task Force/Strike (Resource) Team.

- Explain the purpose of using a Strike Team/Resource Team or Task Force as it relates to managing resources.

- Explain what information the Task Force/Strike (Resource) Team Leader provide the Division/Group Supervisor.
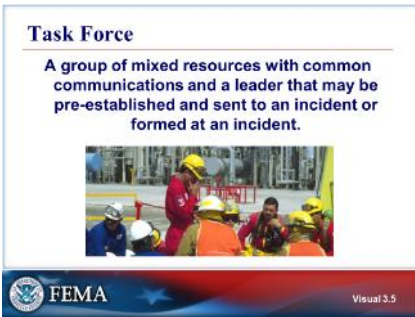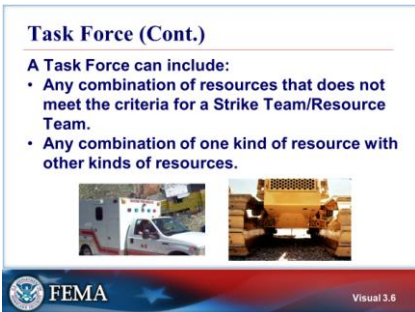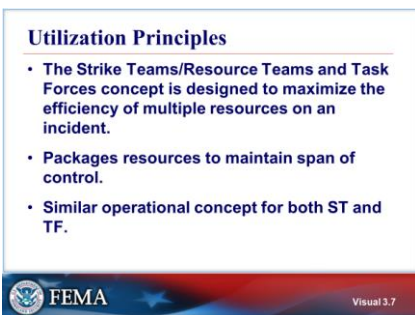

Visual 3.4

STRIKE TEAMS/RESOURCE TEAMS

Visual 3.5

TASK FORCE
Task Forces also allow resources to be "packaged together" to maintain span of control and operational effectiveness.

A Task Force is a group of resources:

- With common communications.

- With a leader.

- Usually assembled for a specific mission.

- Have resources that are complimentary to one another to achieve a specific mission.

Visual 3.6

TASK FORCE (CONT.)
A Task Force can include any combination of resources that does not meet the criteria for a Strike Team/Resource Team or any combination of one kind of resource with other kinds of resources:

- Mobile Field Force and patrol vehicles

- Front-end loaders and dump trucks

- Fire engines and patrol vehicles for force protection

- HazMat Team and environmental clean-up crews

- Foam units and water tenders

- Engines—ladder trucks

- Medic units and patrol vehicles for force protection

Visual 3.7

UTILIZATION PRINCIPLES
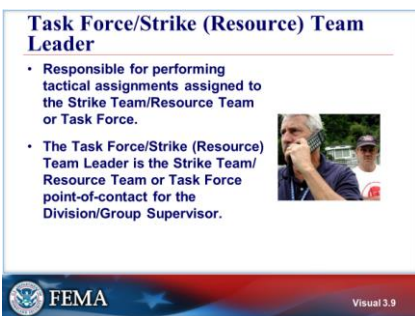Packaging resources in a Strike Team/Resource Team or Task Force assists with span of control for the Operations Section organization and provides supervisory oversight.

The utilization principles, as well as many of the tactical concepts, are the same or similar for either Strike Teams/Resource Teams or Task Forces. The use of Strike Teams/Resource Teams and Task Forces is encouraged whenever possible.

Visual 3.8

Visual 3.9
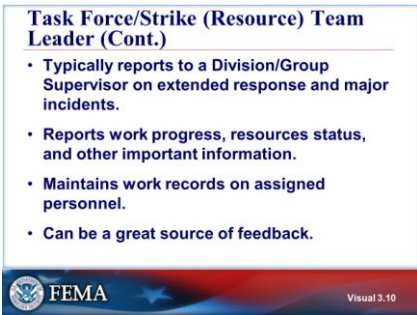
UTILIZATION PRINCIPLES (CONT.)
Strike Teams/Resource Teams are usually ordered, but may be formed at the incident if you get enough of the same type of resources. In these cases, Strike Team/Resource Team/Task Force Leaders will need to be ordered by the Resources Unit; or qualified individuals already on the incident must be reassigned to the position.

Each Strike Team/Resource Team or Task Force must have a distinct or discrete identifier or number assigned by the dispatching agency or Resources Unit.

TASK FORCE/STRIKE (RESOURCE) TEAM LEADER
Other duties include:

- Reviewing common ICS responsibilities with personnel.

- Reviewing assignments with subordinates and assigning tasks.

- Leading, managing, supervising, and accounting for assigned resources and personnel.

- Monitoring work progress and making changes when necessary.

- Coordinating activities with adjacent Strike Teams/Resource Teams, Task Forces, and single resources.

- Traveling to and from the assignment area with assigned resources.

- Retaining control of assigned resources while in "available" or "out-of-service" status.

- Maintaining the ICS Form 214—Activity Log.

- Submitting situation and resource status information to the Division/Group Supervisor.

Task Force/Strike (Resource) Team Leader (Cont.)
- Typically reports to a Division/Group Supervisor on extended response and major incidents.
- Reports work progress, resources status, and other important information.
- Maintains work records on assigned personnel.
- Can be a great source of feedback.
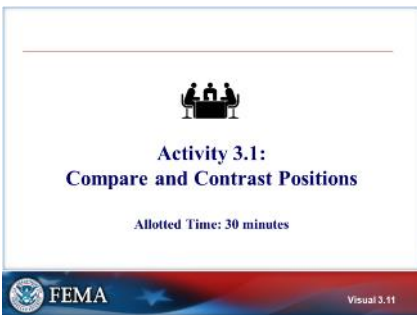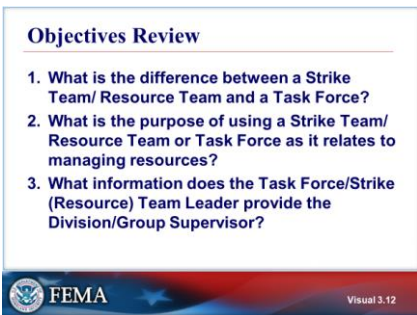
Visual 3.10

TASK FORCE/STRIKE (RESOURCE) TEAM LEADER (CONT.)
The Strike Team/Resource Team or Task Force Leader typically reports to a Division/Group Supervisor on extended responses and major incidents.

The Strike Team/Resource Team or Task Force Leader reports progress on their tactical assignments to the Division/Group Supervisor. This information can help the Division/Group Supervisor make recommendations to the Operations Section Chief while planning for the next operational period.

Activity 3.1:
Compare and Contrast Positions

Allotted Time: 30 minutes

Visual 3.11

ACTIVITY 3.1: COMPARE AND CONTRAST POSITIONS
The instructor will explain Activity 3.1.

You will have 30 minutes to complete it.

Objectives Review
1. What is the difference between a Strike Team/ Resource Team and a Task Force?
2. What is the purpose of using a Strike Team/ Resource Team or Task Force as it relates to managing resources?
3. What information does the Task Force/Strike (Resource) Team Leader provide the Division/Group Supervisor?

Visual 3.12

OBJECTIVES REVIEW

- Describe the difference between a Task Force/Strike (Resource) Team.

- Explain the purpose of using a Strike Team/Resource Team or Task Force as it relates to managing resources.

- Explain what information the Strike Team/Resource Team or Task Force Leader provide to the Division/Group Supervisor.

Supplemental Materials

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Activity 3.1: Compare and Contrast Positions

Activity 3.1: Compare and Contrast Positions

Purpose

The purpose of the activity is to illustrate that the DIVS must become a manager of multiple resources; he or she must make a transition from a doer to a manager. By having groups of students compare and contrast the positions of the DIVS, Task Force/Strike (Resource) Team Leader, Incident Commander, and Operations Section Chief/Branch Director, the purpose of this activity should be fulfilled.

Objectives

Students will:

- Compare and contrast the positions of the DIVS, Strike Team/Resource Team/Task Force Leader, Incident Commander, and Operations Section Chief/Branch Director

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussions and presentations of group findings. Utilizing personal experience, personal knowledge, and recall of the material covered thus far in the course and in prior trainings (e.g., ICS 300), each group will be asked to identify specific differences and similarities between certain positions, list them on an easel, and present them to the entire class.

Rules, Roles, and Responsibilities

Following are the specific activities/instructions for your participation in the activity:

1. Instructors will first assign each group to one of the four tasks below:

   a. Compare and contrast the positions of Division/Group Supervisor and Task Force/Strike (Resource) Team Leader.

   b. Compare and contrast the positions of Division/Group Supervisor and Incident Commander.

   c. Compare and contrast the positions of Division/Group Supervisor and Operations Section Chief or Branch Director.

   d. Compare and contrast the positions of Division Supervisor and Group Supervisor.

2. Within your work group, select a group spokesperson.

3. Write the differences and similarities between positions on easel pad paper.

4. Present your list to the rest of the class.

Refer to the *ICS Forms and NQS PTB* folder in the downloadable course materials for the Incident Commander, Operations Section Chief, Division/Group Supervisor and Task Force/Strike (Resource) Team PTBs for this activity.

Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	15 minutes	Small Groups
Debrief/Review	15 minutes	Classroom

Unit 4: Division/Group Leadership and Management

STUDENT MANUAL

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Visual 4.1

UNIT 4: DIVISION/GROUP LEADERSHIP AND MANAGEMENT
This unit will cover leadership and management concepts such as span of control, unity of command, effective team building (as it relates to the series of events on the incident), coaching, and performance management.
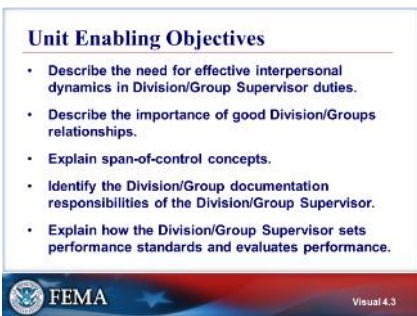
The importance of strong relationships across Divisions will also be discussed in addition to the Division/Group documentation responsibilities of the Division/Group Supervisor.

Visual 4.2

UNIT TERMINAL OBJECTIVES
Describe the leadership, supervision, and personnel management responsibilities of the Division/Group Supervisor.

Visual 4.3

UNIT ENABLING OBJECTIVES

- Describe the need for effective interpersonal dynamics in Division/Group Supervisor duties.

- Describe the importance of good Division/Groups relationships.

- Explain span-of-control concepts.

- Identify the Division/Group documentation responsibilities of the Division/Group Supervisor.

- Explain how the Division/Group Supervisor sets performance standards and evaluates performance.
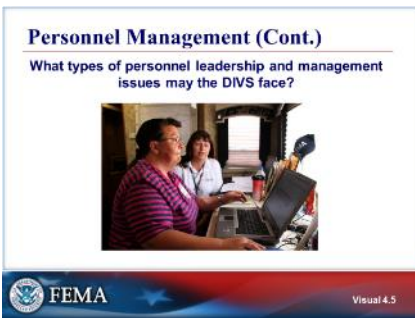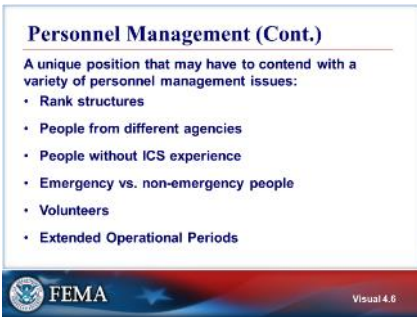
Visual 4.4

Visual 4.5

PERSONNEL MANAGEMENT
The role of Division/Group Supervisor is someone who implements tactical operations but also understands and applies the selected strategies.

Because of this positioning, the Division/Group Supervisor may face unique personnel management challenges (to be discussed through the next visuals).

PERSONNEL MANAGEMENT (CONT.)

Personnel Management (Cont.)

A unique position that may have to contend with a variety of personnel management issues:

- Rank structures
- People from different agencies
- People without ICS experience
- Emergency vs. non-emergency people
- Volunteers
- Extended Operational Periods

FEMA   Visual 4.6

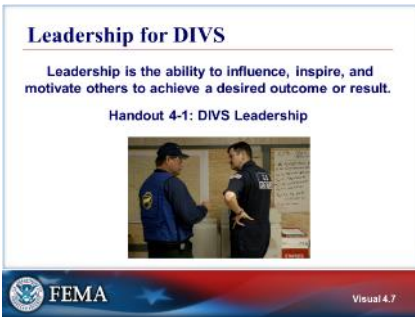Visual 4.6

PERSONNEL MANAGEMENT (CONT.)
Under ICS, each position should be filled by the person most experienced and qualified to carry out the duties and responsibilities of that position, regardless of the person's rank outside of the ICS team.

Therefore, there may be the case where a subordinate is placed in a higher rank than a superior (for instance, a fire Captain is placed higher in structure than a Chief, or a police Lieutenant is working under a Sergeant).

As a middle manager, you should be aware how rank structure operates in ICS and the challenges it may present when managing positions.

The Division/Group Supervisor is a mid-level manager, a unique position that may have to contend with a variety of personnel management issues, including the following:

- Rank structures

- Trust issues

- Working with people from different agencies

- Working with different organizational cultures

- Inter-personal communications

- Building working relationships and working as a team within the Division

- Different experience levels

- Different policies and methods of accomplishing assignments

- Different approaches to safety and acceptable risk

- People who may have never worked in an ICS environment

- Working with emergency vs. non-emergency people

- Volunteers

- Extended Operational Periods

- Labor-related issues

- Interjection of politics into incident response

Visual 4.7

LEADERSHIP FOR DIVS
Leadership is "half science and half art." You must adapt/adjust your leadership style and techniques based on the people involved and the specific situation you encounter.

Your ability to provide leadership to your Division or Group personnel is based on applying the appropriate skills, qualities, and attributes at the proper time and in the proper amount.

Refer to Handout 4-1: DIVS Leadership.

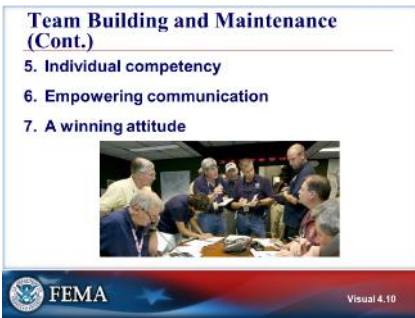**TEAM BUILDING AND MAINTENANCE**
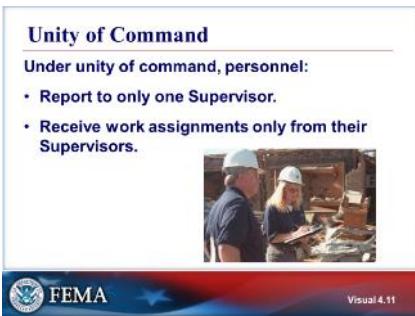

Visual 4.8

Visual 4.9

TEAM BUILDING AND MAINTENANCE (CONT.)

Seven Practices of Highly Effective Teams

1. A commitment to a clear mission.

    a. Leader's intent, incident priorities, and incident objectives provide the team's mission.

2. Mutual support, encouragement, and accountability.

    a. You support the Division, the Division supports the incident.

    b. Accountability is a two-way role.

3. Clearly defined roles.

    a. Division objectives, expectations, and assignments define roles.

4. Win-win cooperation.

    a. The efforts of the Division must be mutually beneficial and complement the Division's performance.

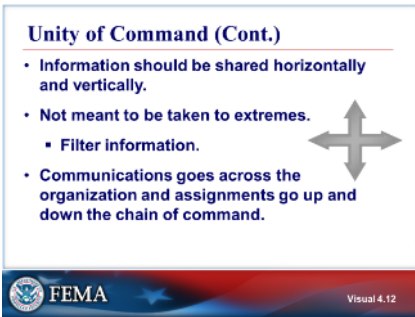Visual 4.10

TEAM BUILDING AND MAINTENANCE (CONT.)
Seven Practices of Highly Effective Teams (Cont.)

5. Individual competency.

    a. Be accountable for your own performance. Each person contributes to the success of the Division's operations.

    b. Make assignments based on the level of experience of team members.

6. Empowering communication.

    a. Listen.

    b. Understand.

    c. Discuss.

    d. Resolution.

7. A winning attitude.

    a. Synergy as a unit.

    b. Positive.

    c. Collaborative.

    d. Constructive.

Visual 4.11

UNITY OF COMMAND

Unity of command, fundamental to the structure of the ICS chain of command, is when each individual participating in the operation reports to one Supervisor.

- Eliminates the potential for individuals to receive conflicting orders from a variety of Supervisors.

- Increases accountability.

- Improves the flow of information.

- Helps with the coordination of operational efforts.

- Enhances operational safety.

Visual 4.12

UNITY OF COMMAND (CONT.)

Information should be shared freely, both horizontally and vertically. You are one team, share information with one another. Communication goes across organizations, directions/orders/assignments go up and down the chain of command.

- **Up:** Your supervisor needs to be updated and may need to adjust resources or plans as dictated by developing circumstances.

- **Down:** Keep your subordinates informed and get progress and situation updates.

  - Your resources can provide you with situation updates that may affect the implementation of your portion of the plan.

- **Sideways:** Adjacent Divisions, Groups, and resources need coordination to be effective.

  - Might share certain resources (for example, one search group needs a critical tool from another search group) and information such as change of weather, change of conditions, and so on.
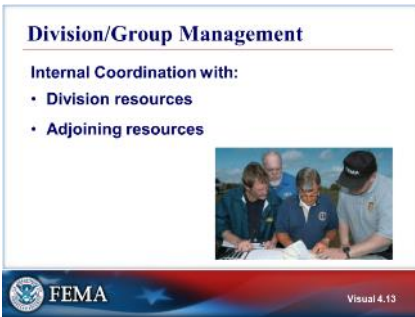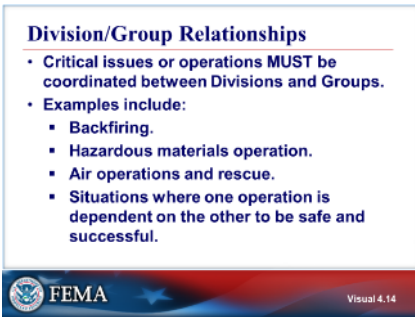
Visual 4.13

DIVISION/GROUP MANAGEMENT

The Division/Group Supervisor coordinates internal operations with:

- Division resources, which may include:
  - Strike Teams/Resource Teams
  - Crews
  - Task Forces (i.e., civil unrest, search and rescue, debris removal)
  - Single resources or specialty teams, e.g. HazMat Team
  - Other resources

- Additionally, the Division/Group Supervisor must interact, communicate, and coordinate with a number of other incident resources to be successful. Adjoining resources might include:
  - Air resources
  - Staging Area Managers
  - Other Division or Group Supervisors
  - Technical Specialists
  - Field Observers
  - Safety Officers
  - Tactical EMTs
  - Logistic Section

Division/Group Relationships
- Critical issues or operations MUST be coordinated between Divisions and Groups.
- Examples include:
  - Backfiring.
  - Hazardous materials operation.
  - Air operations and rescue.
  - Situations where one operation is dependent on the other to be safe and successful.

FEMA   Visual 4.14

Visual 4.14

DIVISION/GROUP RELATIONSHIPS

Critical issues or operations MUST be coordinated between Divisions and Groups (adjacent Divisions and Groups operating in the same general area). Some operations with potential coordination issues might include:

- Backfiring

- Hazardous materials operation or release

- Vent and burn

- Establishing a secure perimeter

- Air operations and rescue

- Situations where one operation is dependent on another to be safe and successful

DIVISION/GROUP RELATIONSHIPS (CONT.)

You can request additional resources from staging through the Operations Section Chief or share resources with adjoining Divisions.

The Resources Unit and both Division supervisors should be notified when resources are shared and moved. For accountability safety, and potential cost apportionment purposes, any deviation from the IAP must be tracked and documented in your Unit Log (ICS-214).

Division/Group Relationships (Cont.)
Resource request:
- **Request from staging through the Operations Section Chief,** or
- **Share resources with adjoining Divisions.**

Remember: Cooperation can go a long way toward getting the job done.

FEMA   Visual 4.15

Visual 4.15

Visual 4.16

SUPERVISION

Manage by walking around:

- Be visible

- Be available to:

  - Monitor progress

  - Coordinate activities

  - Provide the opportunity to communicate:

    - Needs

    - Situation

    - Progress

   - Complications
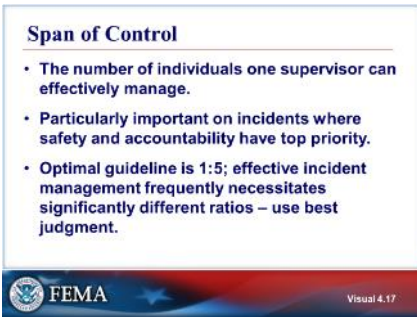
Visual 4.17

SPAN OF CONTROL

Span of control pertains to the number of individuals one supervisor can effectively manage. Maintaining an effective span of control is particularly important on incidents where safety and accountability have top priority.

According to National Incident Management System (NIMS), the optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates significantly different ratios. The 1:5 ratio is a guideline, and incident personnel use their best judgment to determine the actual distribution of subordinates to supervisors for a given incident or EOC activation.

Some disciplines or assignments with lower safety challenges may use a higher span of control. The scope and complexity of the incident as well as the experience and skill level of the personnel also determine the span of control needed.

The Operations Section Chief or Branch Director uses the Division/Group Supervisor to help manage the span of control, and then the Division/Group Supervisor uses the Task Force/Strike (Resource) Team Leaders for the same purpose.

DIV/Group Supervisors must recognize that Strike Teams/Resource Teams and Task Forces are not of a uniform size. Some disciplines have different resource allocations for resources. In law enforcement, a Resource Team may be 10 individual officers and a supervisor, or five vehicles with two officers assigned to each vehicle. You should understand the composition of resources to effectively manage span of control.
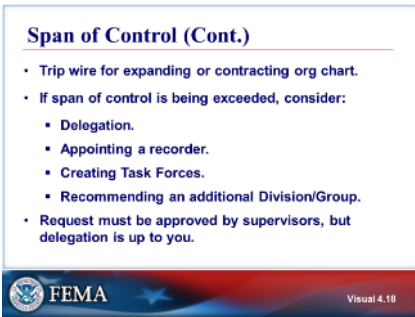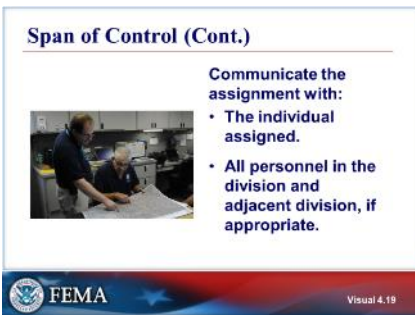
Visual 4.18

SPAN OF CONTROL (CONT.)
Delegation responsibilities may include:

- Appointing a recorder—This will help you to keep up with the pace of information.

- Creating Task Forces within the Division— Sometimes it may be necessary to create Strike Teams/Resource Teams or Task Forces within your Division or Group. If you are creating Task Forces or redistributing resources within your division, it is imperative that you coordinate the changes with the division and document for the Resources Unit Leader. Again, the preferred method is for the OSC to develop an appropriate organization during the planning process.

- Recommending an additional Division/Group to your supervisor—Requests for additional resources must be approved by your supervisor. As a Division/Group Supervisor, you have the authority to make decisions on how to delegate your responsibilities to subordinate leaders to effectively manage your assigned resources.

Visual 4.19

SPAN OF CONTROL (CONT.)
You (the Division/Group Supervisor) must keep informed on the situation and progress. You are still responsible for activities within the assigned portion.

Communicate the assignment with:

- The individual assigned

- All personnel in the Division (and adjacent division if appropriate)
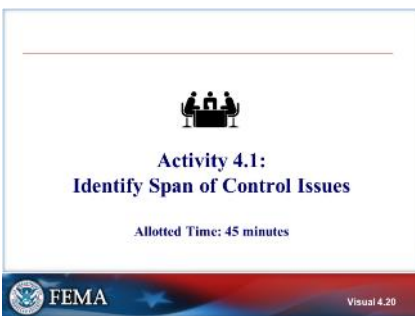
Visual 4.20

ACTIVITY 4.1: IDENTIFY SPAN OF CONTROL ISSUES

The instructor will explain Activity 4.1.

You will have 45 minutes to complete the activity.

Visual 4 21

MANAGEMENT CONTROL SYSTEM

Management control is a measurement of progress against allotted time. It is a planning tool to examine the accomplishment of tactical assignments.

Examples include:

- Inoculation rates

- Points of distribution (PODs) for ice, water, etc.

- How much power line can be strung

- Iniital damage assessment

- Building searches (for instance, how many houses can be searched in 1 day?)

Visual 4.22

INSTRUCTIONS/EXPECTATIONS

Communicate instructions and expectations:

- In briefings

- One-on-one

- Request feedback

- Follow-up by clarifying instructions where problems exist

- Provide honest performance evaluations at the end of assignments
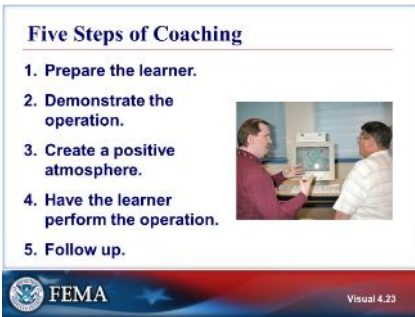
Visual 4.23

FIVE STEPS OF COACHING

1. Prepare the learner:

    a. Division Briefings are an arena for preparation

2. Demonstrate the operation:

    a. Review the IAP and ensure the subordinate understands the assignment, work environments, safety issues, etc.

3. Create a positive atmosphere:

    a. Motivation in briefing and in training

    b. Coach and mentor

4. Have the learner perform the operation:

    a. Give clear assignment and task instructions

5. Follow up:

    a. Go out and check

    b. Require timed check backs

    c. Be a dynamic supervisor

Visual 4.24

EVALUATING PERFORMANCE
Performance standards (such as production rates) are established based on accepted norms, including:

- Expressed expectations for subordinates:
  - Particularly important when going from one agency or jurisdiction to another.
  - Performance.
  - Behavior.
  - Adherence to policies and guidelines.
  - Operational discipline.
- Information from briefing (source of information is the IAP).
- Production standards or expected performance:
  - May not be available at the briefing or from the IAP (such as public health and inoculation rate information).
  - Your job is to find that information to provide to personnel.
- Safety standards:
  - Safety Message, derived from ICS Form 215A as paraphrased by the Safety Officer (SOFR).
  - Special instructions on the ICS Form 204.
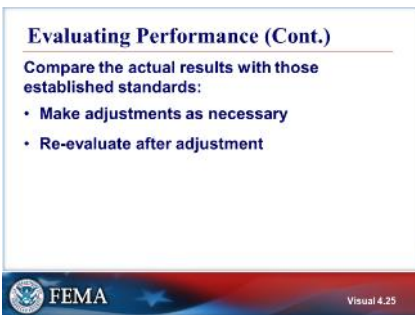
EVALUATING PERFORMANCE (CONT.)
Compare the actual results with those established standards or expectations and make adjustments as necessary and then re-evaluate after adjustment.
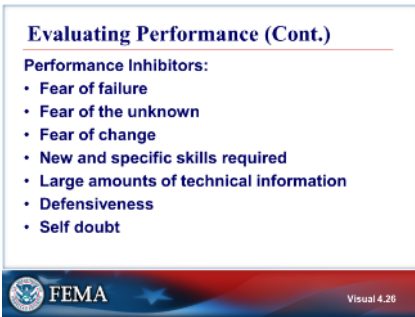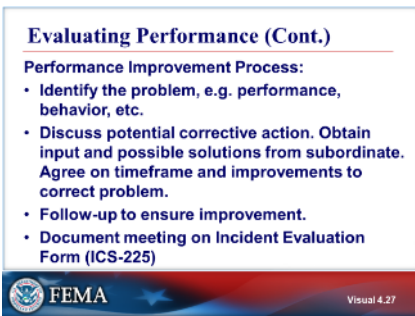

Visual 4.25

Visual 4.26

EVALUATING PERFORMANCE (CONT.)

Types of performance inhibitors the Division/Group Supervisor should recognize and/or monitor in subordinates.

- Fear of failure

- Fear of the unknown

- Fear of change

- New and specific skills required

- Large amounts of technical information

- Fear of appearing incompetent
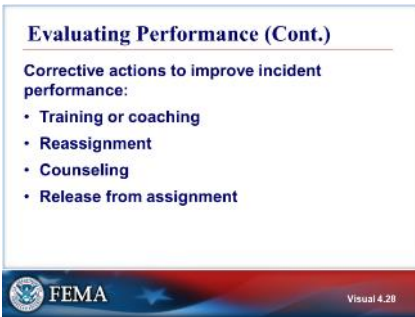
- Defensiveness

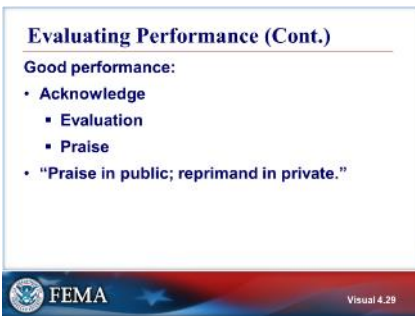- Self doubt

Visual 4.27

EVALUATING PERFORMANCE (CONT.)

The basic process the Division/Group Supervisor may take to improve performance issues of subordinates.

- Tell the subordinate:

  - Identify what the problem is, e.g. performance, behavior, etc.

  - Discuss the potential corrective action. Obtain input and possible solutions from the subordinate. This is an opportunity to coach and mentor.

  - Agree on the timeframe and improvements to correct the problem.

  - Follow-up to ensure improvement.

- Document the proceedings on ICS Form 225−Incident Evaluation Form.

Evaluating Performance (Cont.)

Corrective actions to improve incident performance:
- Training or coaching
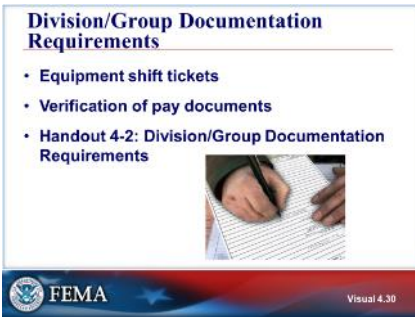- Reassignment
- Counseling
- Release from assignment

Visual 4.28

EVALUATING PERFORMANCE (CONT.)
A few options of corrective actions that the Division/Group Supervisor may take to improve performance of subordinates.

- Training or coaching

- Reassignment

- Counseling

- Release from assignment

EVALUATING PERFORMANCE (CONT.)

Evaluating Performance (Cont.)

Good performance:
- Acknowledge
  - Evaluation
  - Praise
- "Praise in public; reprimand in private."

Visual 4.29

Visual 4.30

DIVISION/GROUP DOCUMENTATION REQUIREMENTS
Refer to Handout 4-2: Division/Group Documentation Requirements, which is a list of the Division/Group Supervisor's documentation responsibilities.

Documentation responsibilities:

- Equipment shift tickets:
  - Document for verifying work done in their respective Division by hired equipment during the Operational Period.
  - Used with crane, tow truck, rental or contract equipment.
  - Verify and sign.
  - Equipment operators turn these in to the Finance Section; Division/Group Supervisor may keep a copy.
- Verification of pay documents:
  - Verify and sign timesheets for assigned personnel.
  - Document for verifying hours worked during the Operational Period by contract or agency requirement.
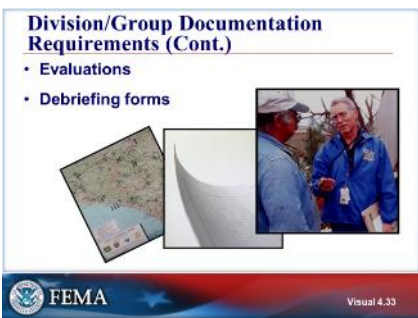 - Retained by employee.
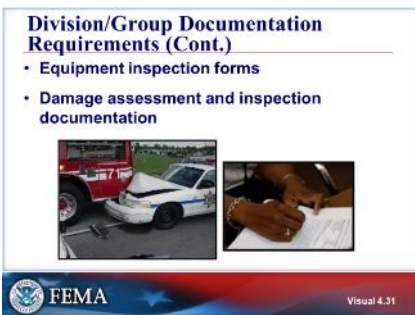
DIVISION/GROUP DOCUMENTATION REQUIREMENTS (CONT.)
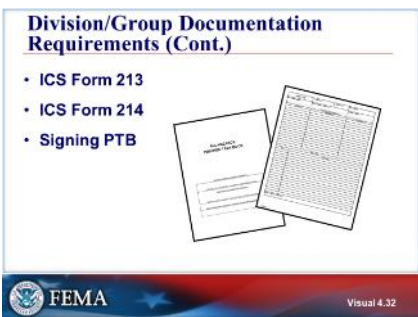
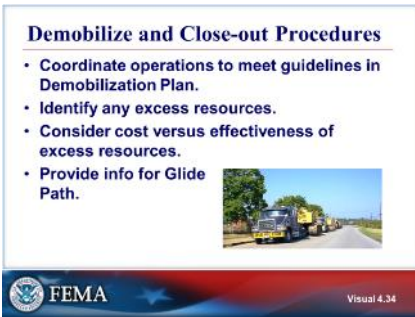Visual 4.31

Visual 4.32

DIVISION/GROUP DOCUMENTATION REQUIREMENTS (CONT.)

Visual 4.33

DIVISION/GROUP DOCUMENTATION REQUIREMENTS (CONT.)

Visual 4.34

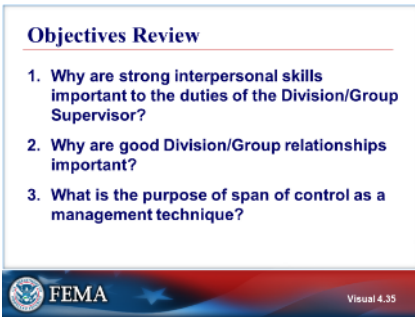## DEMOBILIZE AND CLOSE-OUT PROCEDURES

As you notify the Operations Section Chief of resource needs, he or she will be closing loops with the Supply Unit and will be making sure resource requests are in line.

This communication loop demonstrates the point that you can't keep information to yourself because such actions will affect the operations of several other people. Situational awareness is a large part of this process. The Division/Group Supervisors on the incident will constantly be providing information, tactical suggestions, and resource needs to the OSC as he/she plans for future Operational Periods.
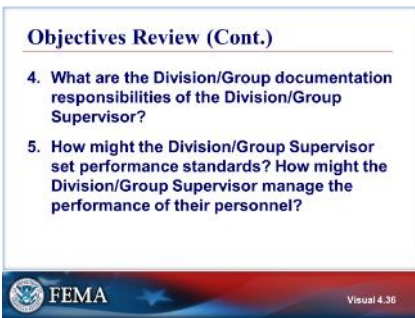
The priorities for release and the process will be outlined in the Demobilization Plan.

- Coordinate operations to meet guidelines in Demobilization Plan.

- Identify any excess resources and advise Operations Section Chief.

- Consider cost versus effectiveness of excess resources:

  - A higher price resource may provide more effective production than two lower priced units.

  - Don't allow cost alone to be the deciding factor.

- The Glide Path is a tool used to forecast incident resource needs:

  - For demobilization, the Glide Path will be developed by the Operations Section Chief.

  - Most commonly used during an incident where resources would be replaced with like resources or when scaling down an incident.

The Division/Group Supervisor needs to provide a list of resources that will be excess for the Division/Group so the Operations Section Chief can report these to the Incident Commander for release.

Visual 4.35

OBJECTIVES REVIEW

- Describe the need for effective interpersonal dynamics in Division/Group Supervisor duties.

- Describe the importance of good Division/Group relationships.

- Explain span-of-control concepts.

Visual 4.36

OBJECTIVES REVIEW (CONT.)

- Identify the Division/Group documentation responsibilities of the Division/Group Supervisor.

- Explain how the Division/Group Supervisor sets performance standards and evaluates performance.**.**

Supplemental Materials

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Handout 4-1: DIVS Leadership

Leadership is the ability to influence, inspire, and motivate others to achieve a desired outcome or result. Leadership is "half science and half art." You must adapt/adjust your leadership style and techniques based on the people involved and the specific situation you encounter. Your ability to provide leadership to your Division or Group personnel is based on applying the following skills, qualities, and attributes at the proper time and in the proper amount:

- Develop and clearly articulate your expectations (performance, behavior, etc.) for the Division/Group.

- Establish, and maintain a culture within the Division/Group that reflects the team's core values, priorities, interpersonal relationships, teamwork, ethics, respect for others and their opinions, and operational discipline and safety.

- Encourage "shared leadership" at all levels within your Division/Group.

- Interact with your Task Force/Strike (Resource) Team leaders, crew bosses/leaders, single resource bosses, etc. on a regular basis. Encourage participation and communications - be open to suggestions, feedback, and dissenting opinions. Avoid "group think" and encourage "crew resource management."

- Demonstrate passion and commitment for your mission.

- Inspire, positively influence, and motivate others.

- Coach, mentor, and develop your personnel.

- Delegate, empower and trust your personnel (trust but verify), but monitor/verify and support their efforts.

- Embrace and "live" the team's core values…set the example

- Develop strong working relationships with your Division/Group personnel, branch director, Operations Section Chief, Safety Officer, etc.

- Be approachable, listen with understanding, and communicate openly and honestly.

- Develop trust with subordinates, team members/co-workers.

- Communicate often to maintain situational awareness and a shared situational picture for all Division/Group members.

- Maintain strong moral and ethical standards. "Character matters 24/7" for personal and professional integrity. Do the "right thing."

- Demonstrate a "command presence" (professional, competent, confident, calming, organized) at all times. Know when it is appropriate to be highly visible and have a strong presence and when it is more appropriate to be humble and discreet.

- Be understanding, empathetic, and supportive.

- Never exhibit hubris or be condescending to your Division/Group personnel, team members or others.

- Be flexible and adapt to changing environments. Demonstrate "adaptive leadership" based on the environmental factors and challenges, (e.g. current situation, public perception and expectations, crew make-up, performance or behavior personnel challenges, media attention, etc.) involved. During complex incidents and decisions, there are many more "shades of grey" than absolute black and white answers/solutions.

- Work collaboratively and develop consensus solutions with others.

- Know when to take warranted and calculated risks when necessary and appropriate and when to be cautious and protect your personnel from unsafe conditions and inappropriate risks.

- Be decisive and make decisions after evaluating all relevant factors.

Remember, we LEAD people and manage things.

Activity 4.1: Identify Span of Control Issues

Activity 4.1—Unit 4

Purpose

The purpose of Activity 4.1 is to give students the opportunity to evaluate an ICS Form 204 and identify span-of-control issues. Students will receive ICS 204's containing spans of control that are unmanageable. The students will identify the issues, prepare solutions, and report these solutions to their OSC (the instructor). Students will create two sets of solutions: 1) Solutions that can be implemented in the current Operational Period, and 2) Potential recommendations for fixing span of control for the next Operational Period.

Objectives

Students will:

- Review ICS Forms 204 and collect important information;
- Identify span-of-control issues on the ICS Form 204;
- Prepare solutions to specific span-of-control issues; and
- Report span-of-control issues and solutions to a supervisor.

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussions and presentations of group findings. Each group will be assigned an ICS Form 204 that contains some degree of span-of-control encroachment. Groups will identify the span-of-control issue and devise solutions to establish a more effective span of control on the particular incident. Groups will then report their solutions to the Operation Section Chief on the incident (the instructor).

Rules, Roles, and Responsibilities

Following are the specific activities/instructions for your participation in the activity:

1. Instructors will assign groups to review one of the following five ICS Forms 204 (located behind this sheet):

   a. Murray

   b. Coastal Oil Spill

   c. Riot

   d. Big Fire

   e. Halderon Building

2. Within your work group, select a group spokesperson.

3. Review the ICS Form 204 and identify span-of-control issues. Write the issues on easel pad paper.

4. Devise a solution to the span-of-control issues that can be implemented in the current Operational Period. Record the solution on easel pad paper as well.

5. Devise recommendations for fixing or adjusting the span of control for the next Operational Period. Record the recommendations on easel pad paper as well.

6. Present your findings and solutions to the OSC (instructor).

Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	30 minutes	Small Groups
Debrief/Review	15 minutes	Instructor/Classroom

Refer to EL_960_ACT_4-1_ICS_Form_204_1_of_5.pdf

Refer to EL_960_ACT_4-1_ICS_Form_204_2_of_5.pdf

Refer to EL_960_ACT_4-1_ICS_Form_204_3_of_5.pdf

Refer to EL_960_ACT_4-1_ICS_Form_204_4_of_5.pdf

Refer to EL_960_ACT_4-1_ICS_Form_204_5_of_5.pdf

Handout 4-2: Division/Group Documentation Requirements

The DIVS has a number of documentation responsibilities which include:

- Equipment Shift tickets
    - Document for verifying work done by hired equipment during the Operational Period
    - Verify and sign
    - Equipment turn these in; DIVS may keep a copy

- Verification of Pay Documents
    - Document for verifying work done of hours worked during the
    - Operational Period by contract or agency requirement
    - Retained by employee

- Equipment inspection forms
    - Ensure that hired equipment is inspected prior to going to work

- Damage assessment / inspection documentation
    - Windshield survey form; other forms as required
        - FEMA may have official forms
        - POD forms
    - Turned into appropriate unit

- ICS Form 214
    - Used to document significant events continuously during ops period
    - Document where resources were used or performed work for cost apportionment purposes
    - Turned into Documentation Unit at end of Operational Period

- Signing Position Task Book
    - If you are designated a trainer and have been assigned a student
    - Student retains

- Evaluations
    - Filled out at conclusion of training assignment or upon the release of resources from the incident
    - Keep a copy and turn into Documentation Unit of the Training Specialist, whichever applies

- Debriefing forms
    - Filled out and turned into the OSC
        - Provides the OSC with current and forecasted situation and needs
    - If there is a map, it may be turned into the Situation Unit
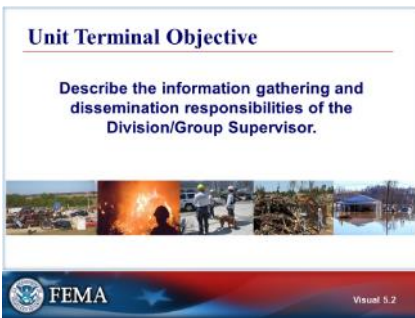
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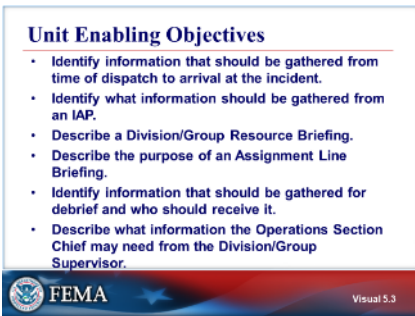# Unit 5: Information Gathering and Briefings

STUDENT MANUAL

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Visual 5.1

UNIT 5: INFORMATION GATHERING AND BRIEFINGS
Through this unit, you will gain an understanding of the Division/Group Supervisor's responsibility to collect, analyze, process, evaluate, and disseminate information as well as manage intelligence.

Discussion regarding what type of information is most critical to obtain as well as identification of who will both supply and demand the most information is addressed.

Visual 5.2

UNIT TERMINAL OBJECTIVE
Describe the information gathering and dissemination responsibilities of the Division/Group Supervisor.

Visual 5.3

UNIT ENABLING OBJECTIVES

- Identify information that should be gathered from time of dispatch to arrival at the incident.

- Identify what information should be gathered from an IAP.

- Describe a Division/Group Resource Briefing.

- Describe the purpose of an Assignment Line Briefing.

- Identify information that should be gathered for debrief and who should receive it.

- Describe what information the Operations Section Chief may need from the Division/Group Supervisor.
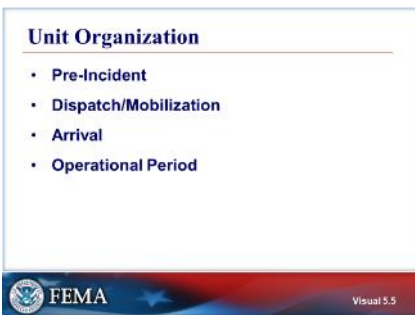
Information Gathering

- Develop Situational Awareness and a Shared Situational Picture.
- Assess current incident conditions.
- Create a plan of action.
- Consider resources.
- Plan ahead.

FEMA   Visual 5.4

Visual 5.4

INFORMATION GATHERING
A major component of the Division/Group Supervisor position is knowing where and how to seek out necessary information as well as how to synthesize it to make informed decisions and take appropriate actions.

Information on current incident conditions can come from the Internet, social media, radio, and newspapers while you are responding, and then from internal sources such as local officials and responders once you arrive.

Maintain information flow between yourself and your subordinates. This can be accomplished through briefings, debriefings, radio, cell phone updates, face-to-face interactions in the field, or other means. If they interact with citizens, your subordinates will be the public face of the organization, so consider presenting information strategically.

Unit Organization

- Pre-Incident
- Dispatch/Mobilization
- Arrival
- Operational Period

FEMA   Visual 5.5

Visual 5.5

UNIT ORGANIZATION

Pre-Incident

- Training
- Incident experience appropriate to the incident
- Division/Group Supervisor Go- Kit

FEMA   Visual 5.6

Visual 5.6

PRE-INCIDENT

Visual 5.7

WHAT SHOULD BE INCLUDED IN YOUR PERSONAL GO-KIT?

You should have a preassembled Go- Kit, stocked with the supplies you will need to get started. You might also want to keep a bag packed with personal items in case you are asked to go to an incident out of your area. The kit should contain enough critical information and materials to allow you to operate for the first 72 hours without the need for support.

Make sure you understand your agency or the incident's requirements for transportation and any limits on the weight of personal or work related gear. It is important to keep your kit updated with current information concerning Federal or State laws and safety guidelines.

Visual 5.8

GO-KIT CONTENTS

Review Handout 5-1: The Division/Group Supervisor Checklist.

Visual 5.9

DISPATCH/MOBILIZATION

Start gathering incident-related information at the time of the request on the Division/Group Supervisor Checklist.

Gather information from news (television or radio), people on the scene, Internet, and any other available sources.
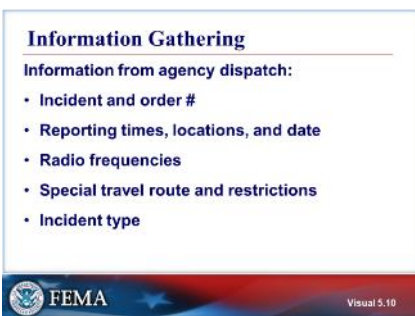
Visual 5.10

INFORMATION GATHERING
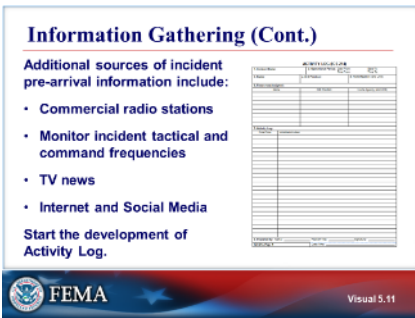
Obtain as much information about the incident as they can from their agency dispatch.

Visual 5.11

INFORMATION GATHERING (CONT.)

Visual 5.12

ARRIVAL
Check-in process upon arrival at the incident.

- Status/Check-In Recorder through ICS-211 form
- Incident Commander or dispatch, depending on the incident
- Can check-in at Base/Camp, Staging Area, Incident
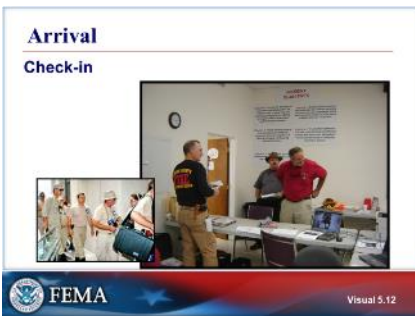
Visual 5.13

BRIEFING
Briefing with the Operations Section Chief (OSC) or Branch Director upon arrival at the incident:
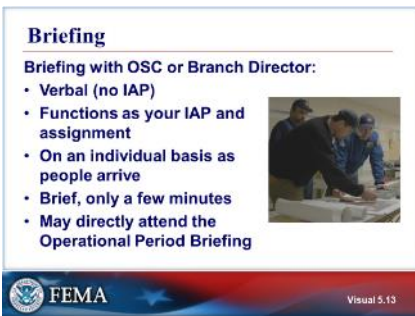
- Verbal (no IAP)
- Functions as your IAP and assignment
- Conducted on an individual basis as people arrive
- Brief, only a few minutes
- May directly attend the Operational Period Briefing

Visual 5.14

BRIEFING (CONT.)
Types of questions:

- Who will you work for?
  - What is the chain of command?
- Which agencies have jurisdiction?
- What is the current status of the incident?
- What type of resources will you be managing?
- Are there any special considerations to be aware of?
  - Are there any limitations?
  - What is the political climate?

Visual 5.15

UNAVAILABLE INFORMATION
Information may not be available from the briefing:

- The incident is in a transitional period.
  - From initial response to extended response
  - From extended response to major response
- The incident is escalating faster than the information can be relayed.
- The previous supervisor was unable to complete the task.
- Some or all of the general staff functions may not yet be up and running.
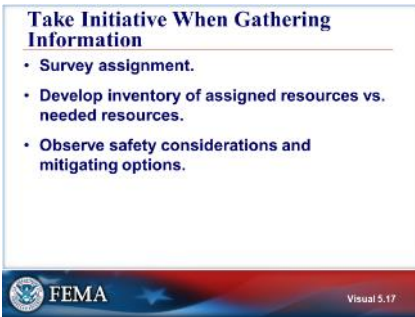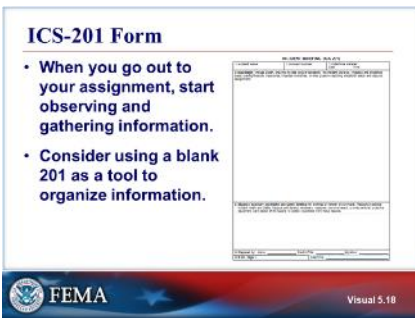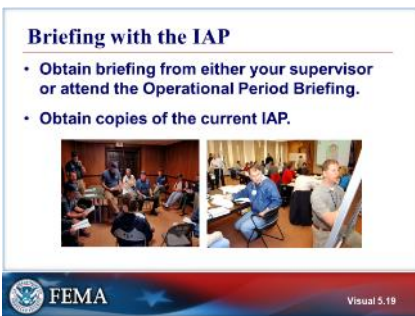

Visual 5.16

UNAVAILABLE INFORMATION (CONT.)
Despite the lack of information, the Division/Group Supervisor must still do the job.

Visual 5.17

TAKE INITIATIVE WHEN GATHERING INFORMATION

- Survey your assignment.

- Develop your own inventory of assigned resources versus needed resources.

- Observe safety considerations and actions you might take to mitigate safety risks or hazards.

Visual 5.18

ICS-201 FORM
You need to get out to your assignment, develop your own inventory, and then brief your assigned resources on what you have found.

ICS-201 form is an organizational tool for doing this. If the initial response Incident Commander filled out a ICS-201 form, review it; it may be a valuable source of information.

Visual 5.19

BRIEFING WITH THE IAP
As a Division/Group Supervisor, you are required to attend the Operational Period Briefing.

Your subordinates -Task Force Leaders and Strike Team Leaders - should attend as well, if possible.

**Briefing with the IAP (Cont.)**
- Read and understand all the pages of the IAP.
- Ensure that you understand the current objectives, priorities, and time frames.
- Know what, if any, contingency plans have been developed.
- Ensure that you fully understand your assignment, resources, safety issues, and frequencies.
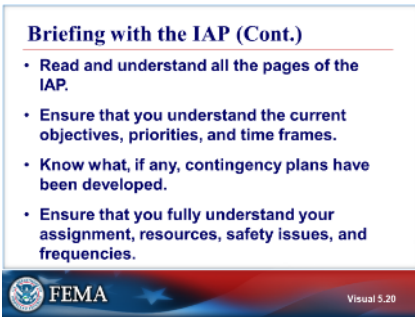
Visual 5.20

BRIEFING WITH THE IAP (CONT.)

- Known safety hazards

- Radio frequencies

- Incident maps

- Division boundaries:
    - Identify the Division/Group Supervisors for these other divisions and know how to contact them.

- Current work assignments for Division or Group (ICS-204)

- Assigned resources and leaders (ICS-204)

- Special Instructions, (e.g. PPE, equipment) and specific safety issues and mitigations (ICS-204)

- Communications Plan (ICS-205) for incident frequencies

- Medical Plan (ICS-206) for injuries, transportation, hospital locations, etc
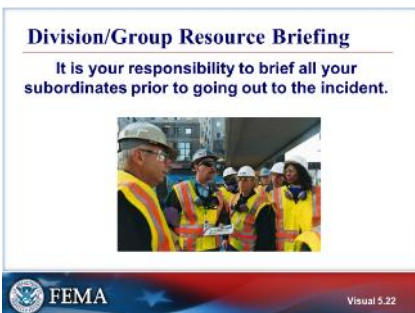
Activity 5.1:
Identify Information in an IAP

Allotted Time: 60 minutes
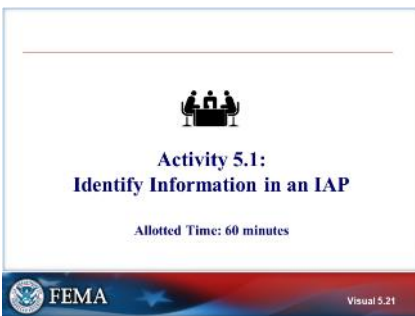
Visual 5.21

ACTIVITY 5.1: IDENTIFY INFORMATION IN AN IAP
The instructor will explain Activity 5.1.

You will have one hour to complete this activity.

Division/Group Resource Briefing
It is your responsibility to brief all your subordinates prior to going out to the incident.

Visual 5.22

DIVISION/GROUP RESOURCE BRIEFING
It is your responsibility to brief all of their subordinates prior to going out to the incident.

This is one way of ensuring that you address your primary responsibility—the safety of your resources.
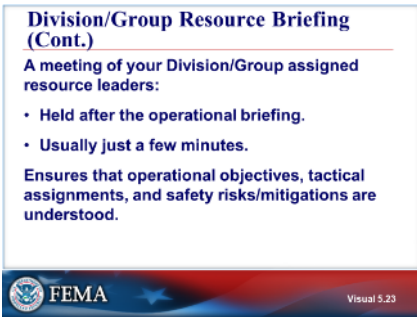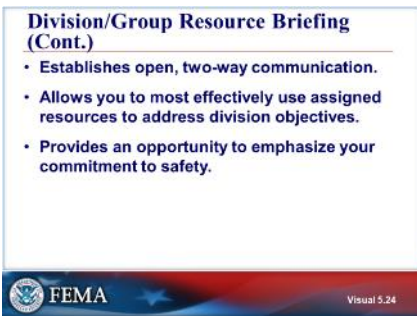
Visual 5.23

DIVISION/GROUP RESOURCE BRIEFING (CONT.)
The Division/Group Resource Briefing is a meeting held with the assigned resource leaders of your Division or Group:

- Held after the Operational Briefing, at a location that you designate, away from the main group.

- Usually only takes a few minutes, but can last longer depending on what work needs to be done.

- Ensures that operational objectives, tactical assignments, and safety risks/mitigations are understood.
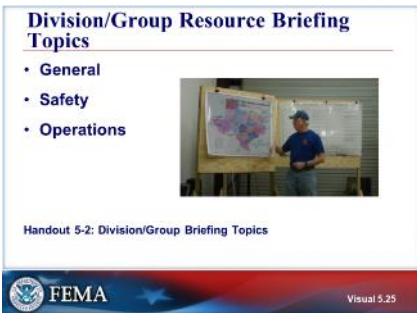

Visual 5.24

DIVISION/GROUP RESOURCE BRIEFING (CONT.)
To ensure that the operational objectives are being met, you must guarantee that open, two-way communication is established between you (the Division/Group Supervisor) and all of your assigned resources.
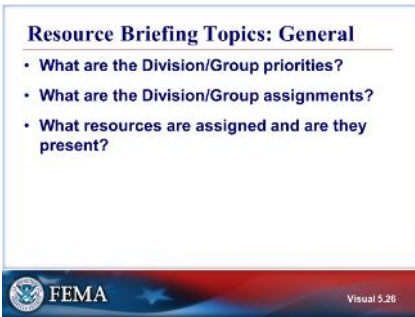
The information you exchange will allow you to most effectively use assigned resources to address division objectives. This information flow from you to your subordinates will also provide an opportunity to emphasize your commitment to safety.
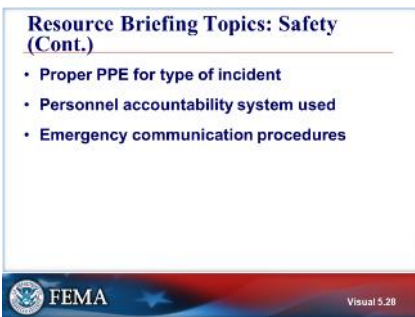
DIVISION/GROUP RESOURCE BRIEFING TOPICS
Review Handout 5-2: Division/Group Briefing Topics.

Visual 5.25

Visual 5.26

RESOURCE BRIEFING TOPICS: GENERAL

General topics of the Division/Group Resource Briefing:

- Roll Call

- Travel Routes to Division

- Reporting locations/Drop Points

- Communications

- Specific resource assignments

- Special Instructions

- Safety and Risk Management

- Adjoining resources and how they will affect division/group operations

- Contingency plans

Visual 5.27

RESOURCE BRIEFING TOPICS: SAFETY

Obtain assessments from direct reports regarding their:

- Crews' state of readiness

- Fatigue levels

- Experience levels

- Equipment

- Physical conditions

Visual 5.28

RESOURCE BRIEFING TOPICS: SAFETY (CONT.)

- Verify all responders have proper PPE for type of incident

- Ensure the personnel accountability system is used

- Emergency communication procedures regarding:

  - How to order incident-related medical help.

  - Who to notify of incident-related injuries or accidents.

  - Notify the DIVS if the incident becomes unstable or escalates rapidly.

Visual 5.29

RESOURCE BRIEFING TOPICS: SAFETY (CONT.)

- Review the state of weather and forecast

- Travel to drop points or meeting places

- Discuss the expected shift and any rest requirements that may be needed:
  - Operational Periods vary by hazard.
  - Normally, Operational Periods are 12 hours.
  - Responders should use a 2:1 work-to-rest ratio.

Visual 5.30

RESOURCE BRIEFING TOPICS: OPERATIONS

- Review your expectations of Division/Group resources.

- Define control:
  - Measure of assigned task versus progress
  - Provide periodic updates of progress
  - Set timeframes when reports are needed, to the minute and hour

- Document significant events:
  - Use ICS-214 form.
  - Document injuries, illnesses, accidents, and property damage.

Visual 5.31

RESOURCE BRIEFING TOPICS: OPERATIONS (CONT.)

- Additional needs (e.g., engines, technical specifications)

- Air operations and support (e.g., authority and procedure)

- Medical emergencies - Assign resources to handle Division/Group medical emergencies

- The need to reassign excess resources

- Out-of-service equipment

Visual 5.32
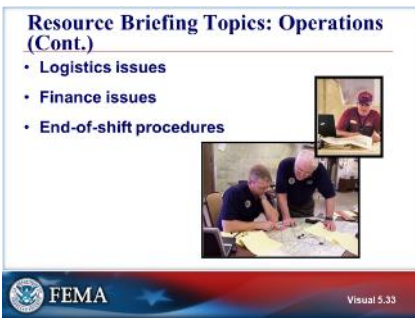
RESOURCE BRIEFING TOPICS: OPERATIONS (CONT.)

- Hazard-specific concerns (for example, environmental or structural)
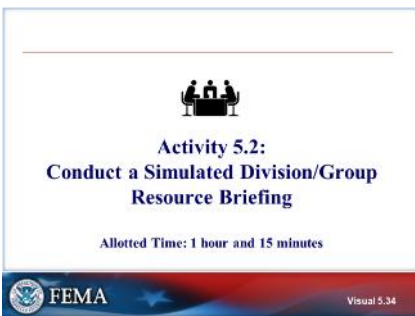
- Agency-specific concerns (economic, political, work–rest cycles, policies, or contracts)

Visual 5.33

RESOURCE BRIEFING TOPICS: OPERATIONS (CONT.)

- Logistics:
  - Authority and procedures for ordering supplies
  - Accountability of equipment, e.g. portable radios

- Finance:
  - Shift tickets and time reports
  - Identify location of rental equipment on division

- End-of-shift procedures:
  - When to leave Division/Group work site
  - Documentation requirements of assigned resources, e.g. ICS-214
  - Pick-up points
  - Accomplishments
  - Safety issues you encountered
  - Off-shift expectations
  - Debrief with on-coming resources

Visual 5.34

ACTIVITY 5.2: CONDUCT A SIMULATED DIVISION/GROUP RESOURCE BRIEFING
The instructor will explain Activity 5.2.

You will have one hour to complete this activity.
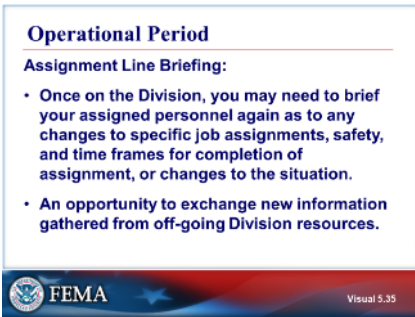
Visual 5.35

OPERATIONAL PERIOD
Assignment Line Briefing.

- Once on the Division, you may need to brief your assigned personnel again as to any changes to specific job assignments, safety, and time frames for completion of assignment, or changes to the situation.

- This is also an opportunity to exchange new information gathered from off-going Division resources:

  - On-coming Division resources should take advantage of the opportunity to debrief off-going resources about tactics, problems, and remaining tasks.

  - This information should then be shared between the Division/Group Supervisor and the Division resources.

  - Make sure your resources know that you want this information.

  - The on-coming Division/Group Supervisor should debrief with the off-going Division/Group Supervisor.
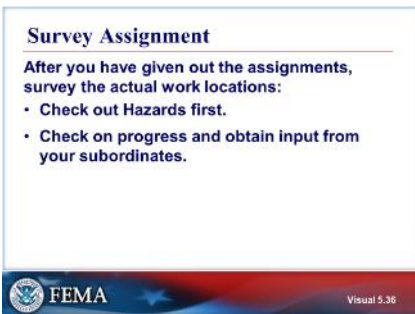
Visual 5.36

SURVEY ASSIGNMENT

- Check out Hazards first.

- Check progress and obtain input from your subordinates.

The safety of your resources is your top priority.

Make note of any changes from the IAP, and report these to your supervisor. Any changes to the IAP need to be noted on the ICS-214 form.

Visual 5.37

INFORMATION FOR SUPERVISORS

- Critical reporting thresholds identified by the Incident Commander, e.g. serious injuries or deaths, serious accidents, politically sensitive issues, etc.

- Work accomplished

- Remaining unfinished tasks

- A written projection of resource needs for the next Operational Period on ICS-215 Operational Planning Worksheet form

- Projected completion time of your primary objectives (perfect guess is not expected)

- Excess resources

- Any unusual logistical needs
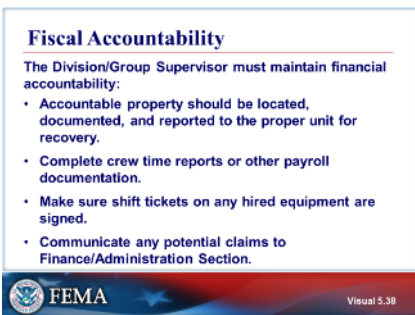
Visual 5.38

FISCAL ACCOUNTABILITY

- Accountable property should be located, documented, and reported to the proper unit for recovery.

- Complete crew time reports or other payroll documentation.

- Make sure shift tickets on any hired equipment are signed.

- Communicate any potential claims to Finance/Administration Section:
  - Keep them informed of comps or claims.
  - Be as accurate as possible.
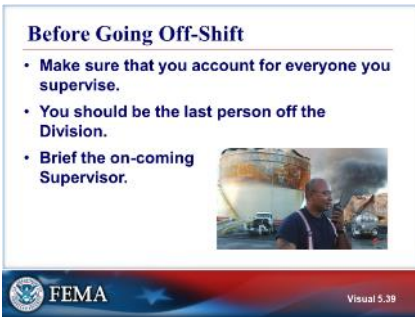
Visual 5.39

Visual 5.40

BEFORE GOING OFF-SHIFT

At the end of the Operational Period, there are certain responsibilities that the Division/Group Supervisor MUST complete before going off-shift:
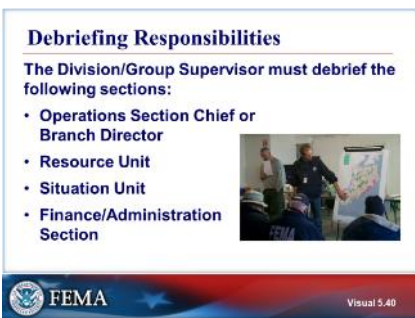
- Make sure that you account for everyone you supervise.
    - Division/Group Supervisors should be the last person off the Division.
- Brief the on-coming Supervisor about what has been accomplished or not accomplished and any other important information about the assignment.

DEBRIEFING RESPONSIBILITIES

The Division Supervisor must debrief the following sections:

- Operations Section Chief or Branch Director:
    - Progress of division assignments.
    - Reconfirm resource needs for next Operational Period.
    - Debrief any problems encountered.
- Resource Unit:
    - Confirm what resources were assigned and the status of all assigned resources.
- Situation Unit:
    - Update map as to progress made.
    - Provide the weather observations taken.
- Finance/Administration Section (Time and Comp Units):
    - Crew time reports or time sheets to Time Unit.
    - Documentation on any injuries to Comp Unit.
    - Follow up on any hired equipment and turn in shift tickets.
    - Report on contract problems or issues.
    - Any changes in assignment during shift that may affect billing or cost apportionment.
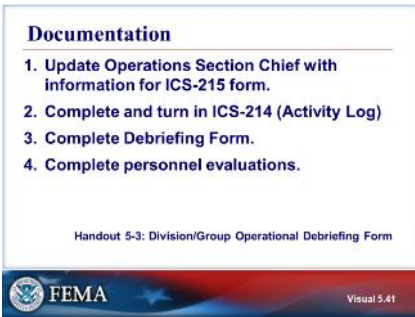
Visual 5.41

DOCUMENTATION

1. Update Operations Section Chief with information for ICS Form 215.

2. Complete ICS-214 (Activity Log) and submit it to the Documentation Unit.

3. Complete Debriefing Form:

- An organizational tool for recording and disseminating information about current the Operational Period to the above sections.

- Is continually gathered throughout the Operational Period by the Division/Group Supervisor and this information will be passed on to OSC or Branch Director prior to the Tactics Meeting and other planning meetings

- Used for planning purposes of next Operational Period.

4. Complete any personnel evaluations and turn them into the Documentation Unit.

Review Handout 5-3: Division/Group Operational Briefing Form.
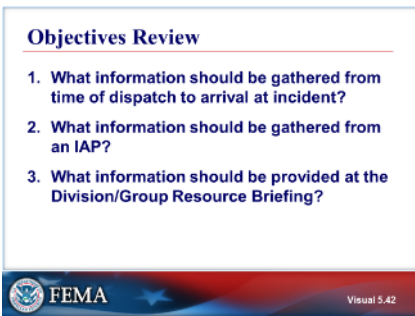
Visual 5.42

OBJECTIVES REVIEW

- Identify information that should be gathered from time of dispatch to arrival at incident.

- Identify what information should be gathered from an IAP.

- Describe a Division/Group Resource Briefing.

Objectives Review (Cont.)

4. What is the purpose of an Assignment Line Briefing?

5. What information should be gathered for debrief and who should receive it?

6. What information will the Operations Section Chief ask from the Division/Group Supervisor?
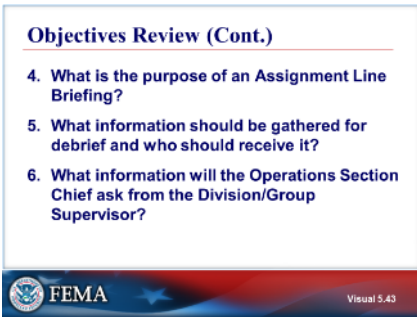
FEMA   Visual 5.43

Visual 5.43

OBJECTIVES REVIEW (CONT.)

- Describe the purpose of an Assignment Line Briefing.

- Identify information that should be gathered for debrief and who should receive it.

- Describe what information the Operations Section Chief may need from the Division/Group Supervisor.

Supplemental Materials

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Handout 5-1: Division/Group Supervisor Checklist

Order & Request Numbers _____

Report Location & Contact Person _____

ETA _____

Travel Route & Radio Frequencies (Command)_____

Pre-Departure Checklist:

Division/Groups Supervisor Kit:

Brief / Attaché case, FOG-ICS-420, Fire line Handbook-NFES-0065, Div/Grp Task Book, ICS Forms: 201, 204, 213, 214, 225, Shift ticket example booklet-IO-297, paper pad, 3x5 cards, pens & pencils, flashlight (w/batteries), programmable hand-held radio, cell phone, pager, clam shell battery pack w/spare batteries, Radio Frequency and repeater guide, belt weather kit, binoculars, sun glasses, spare reading glasses, metal clip board, flagging tape (2) rolls, masking tape, cassette recorder w/batteries, straight edge ruler, North American Emergency Response Guide (Haz-Mat) guide, Thomas Bros. road atlas of area, Cal. State travel guide (TB), Topographic maps of area, ice chest, water / drinks, food – MRE's, Smokey snack's for 24 hrs.

Upon Arrival at Incident:

✓ Check-in with Restat.

✓ Secure Communication needs.

- Incident programmed hand-held radio, cell phone & pager

- Give the Communication section your personnel cell phone and pager #.

✓ Obtain briefing from your supervisor / attend staff briefing.

✓ Obtain copies of IAP (Read and understand completely).

✓ What are the incident objectives, priorities, time frames?

✓ What are the SAFETY hazards? (Hazards known, LCES)

✓ How will my Division interact with adjacent divisions?

✓ Are there any Communications or Logistics concerns?

✓ How will your needs be channeled?

✓ Check with Sit-Stat., Re-Stat. & Finance for updates and needs that involve your division.

Line Assignment Checklist:

- ✓ Check the PRIORITIES and HAZARD areas first.

- ✓ Receive input from your staff in their areas of responsibilities.

- ✓ Determine whether assigned division resources are adequate to meet operational objectives.

- ✓ Determine the need for technical specialist.

- ✓ Develop contingencies; make them known to your supervisor and personnel.

- ✓ Assure that safety zones are created and escape routes are communicated.

- ✓ Coordinate activities with adjacent Divisions/Groups.

- ✓ Review all areas of assignment at least twice- early on & later to determine progress and needs for the next shift.

- ✓ Prepare the resource needs for your division for the next ops period.
  12hr. shifts by 0900 & 2100; 24hr. shifts by 1900.

- ✓ Report any significant events to your supervisor (injury, accident, unusual).

- ✓ Check on logistical needs again by 1000 and 1500.

- ✓ Report resources changes to ReStat.

- ✓ Maintain your unit log (I-214), as they occur, at least once each hour.

- ✓ Assure that all personnel get off the line in a safe & timely fashion.

End of Shift – On the Line:

- ✓ Debrief to your relief:

- ✓ All identified safety hazards on the division. (I-215A)

- ✓ Confirm the use of tactical specialist to provide expertise in division.

- ✓ Update their situational awareness of your shift:

  - What was accomplished?

  - What needs to be accomplished?

  - Problem areas, events or situations

  - Update their map to the real picture.

- ✓ Make them aware of rental equipment still on the division.

  - Sign the shift tickets of the rental equipment and personnel from your shift.

- ✓ Update your unit log (I-214).

At the Incident Base:

- ✓ Contact your supervisor to update the situation on your division.
- ✓ Debrief to Re-Stat.- status of assigned equipment.
- ✓ Debrief to Sit-Stat.- weather, update maps
- ✓ Debrief to Finance - shift tickets
- ✓ Debrief to Documentation – completed I-214, personnel evaluations, etc.
- ✓ Check with the time unit.
- ✓ Be ready for your next shift.

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Activity 5.1: Identify Information on an IAP

Note: Refer to Handout 5-4: Central City Unrest IAP (page SM-31) for details.

Activity 5.1

Purpose

The purpose of Activity 5.1 is to allow students to practice reviewing an IAP and identify information pertinent to their operations. Students will review the Central City Disturbance IAP and answer questions regarding the IAP. The instructor will discuss and provide feedback for any pertinent elements to ensure that the students collectively comprehend the answer/explanation to each of the questions.

Objectives

Students will:

- Demonstrate their ability to identify pertinent information in an IAP.
- Develop an agenda and talking points for a Resource Briefing.
- Deliver a Resource Briefing.

Activity Structure

This activity is scheduled to last approximately 60 minutes, including small group discussions and presentations of group findings. In their groups, participants will be assigned a Division or Group from the Central City Civil Disturbance IAP and review the IAP. Participants will then answer questions about the IAP in their groups and report their answers to the instructor.

Rules, Roles, and Responsibilities

Following are the specific activities/instructions for your participation in the activity:

1. Instructors will assign work groups to one of the following Divisions/Groups from the Central City Disturbance IAP:

- Branch I: Division Alpha (A)
- Branch I: Division Bravo (B);
- Branch I: Perimeter Group;
- Branch II: Division Lima (L);
- Branch II: Division Mike (M);
- Branch II: Access Group; or
- HAZMAT Group.

2. Within your work group, select a group spokesperson.
3. Review the Central City Civil Disturbance IAP. The IAP is Handout 5-4 in the course materials.
4. Upon complete of your review, answer the questions on the next page with your group members.
5. After 20 minutes of IAP review and discussion, the instructor will begin calling on group spokespersons for answers to the questions.

Schedule

Task	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion / Documentation	20 minutes	Small Groups
Debrief / Review	40 minutes	Classroom

<u>Review the Central City Civil Disturbance IAP (Handout 5-4) and answer the questions below:</u>

What are the incident objectives?

What is the weather forecast?

How do I get to my work assignment?

What are my assigned resources?

What are my work assignments?

What are the safety hazards associated with my work assignment? What are the mitigations I need to put in place?

What radio frequencies are assigned, both command and tactical?

What are the general safety issues incident-wide?

What are the procedures that need to take place if there is an injury on my Division/Group?

What do I need to do to obtain air support?

Do my resources have any special logistical needs, and what am I allowed to do without consulting the OSC?

What are the Divisions and Groups doing around me?

Any special expectations of me from the OSC?

Handout 5-4: Central City Unrest IAP

Handout 5-4 accompanies Activity 5.1.

Refer to EL_960_HO_5-4_ICS_Form_202.pdf
Refer to EL_960_HO_5-4_ICS_Form_203.pdf
Refer to EL_960_HO_5-4_ICS_Form_204_1_of_7.pdf
Refer to EL_960_HO_5-4_ICS_Form_204_2_of_7.pdf
Refer to EL_960_HO_5-4_ICS_Form_204_3_of_7.pdf
Refer to EL_960_HO_5-4_ICS_Form_204_4_of_7.pdf
Refer to EL_960_HO_5-4_ICS_Form_204_5_of_7.pdf
Refer to EL_960_HO_5-4_ICS_Form_204_6 _of_7.pdf
Refer to EL_960_HO_5-4_ICS_Form_204_7_of_7.pdf
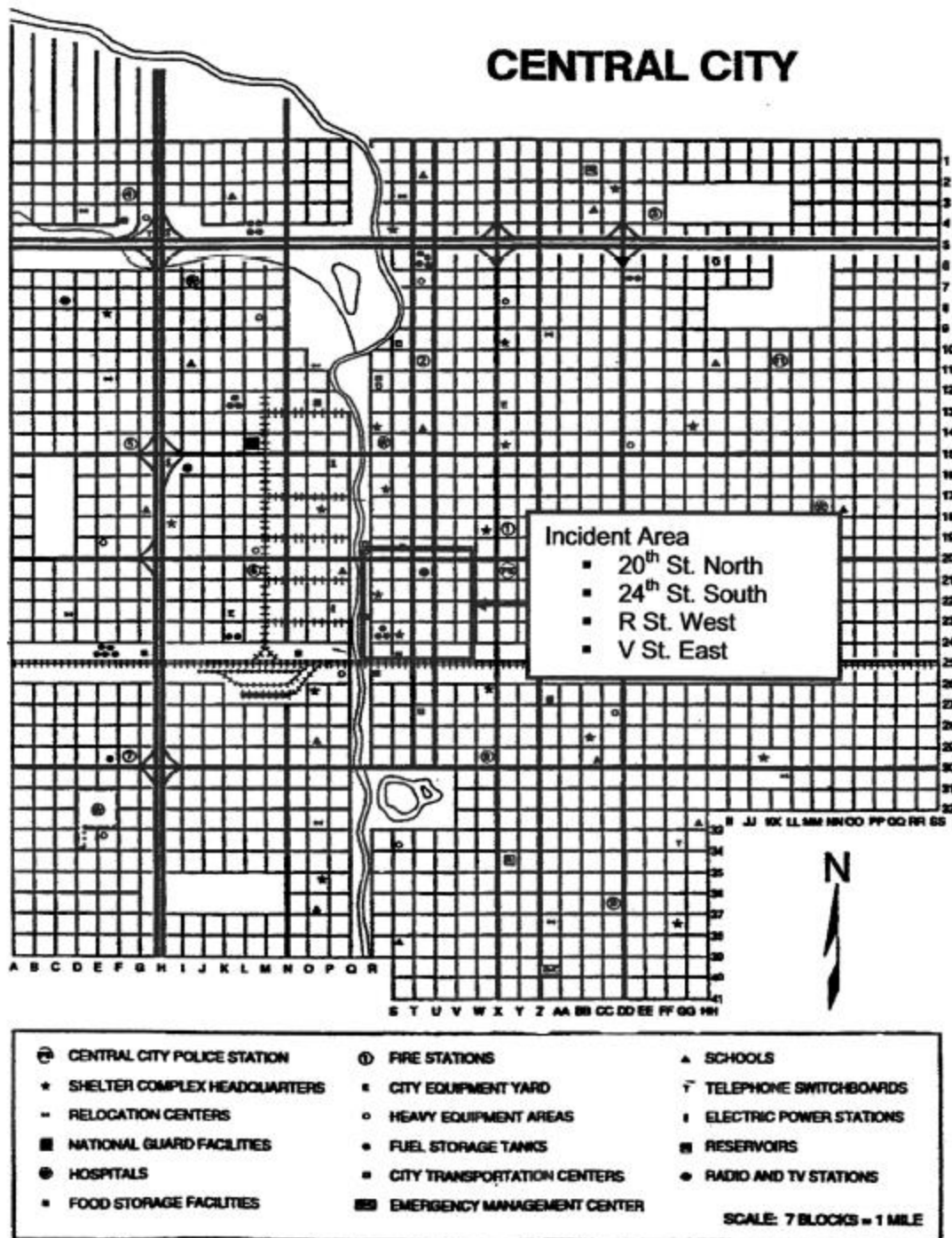Refer to EL_960_HO_5-4_ICS_Form_205.pdf
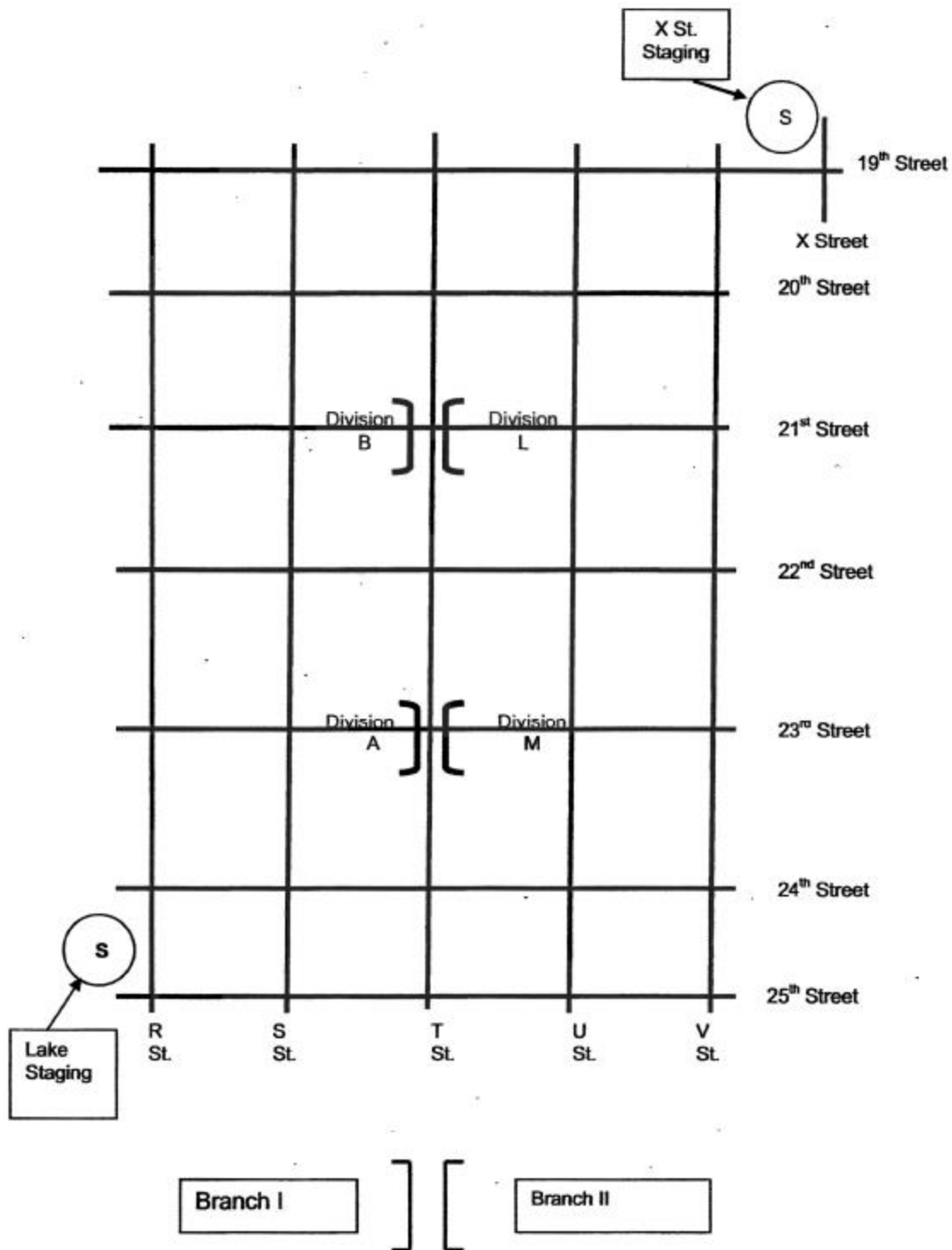Refer to EL_960_HO_5-4_ICS_Form_206.pdf
Refer to EL_960_HO_5-4_ICS_Form_208.pdf

Use of Force

Officers shall use or allow to be used, only that amount of force reasonable and necessary to accomplish the mission. Authorization for use of force for "target specific" purposes will be dictated by Central City Police Department Use of Force Policy & Procedure. Squad, Team, and Platoon Leaders shall closely monitor the use of force by their members.

Prior to the deployment of any specialty weapons, the Incident Commander shall be contacted and provided with an update and assessment of the situation. The Incident Commander's authorization shall be required prior to deployment of special munitions. Once authorized by the Incident Commander, particular deployment of target specific specialty and chemical munitions (i.e. pepperball) by any Team shall require prior authorization by the Operations Section Chief. The deployment of non-target specific specialty munitions (i.e. stinger balls} shall require authorization by the Operations Section Chief. The deployment of chemical munitions for other than target specific purposes will require prior authorization from the Operations Section Chief who, if practicable, will first consult with the Incident Commander. A Technical Specialist shall be available to commanders for consultation with regard to the use of chemical or specialty munitions.

CENTRAL CITY

Incident Area
- 20th St. North
- 24th St. South
- R St. West
- V St. East

N

CENTRAL CITY POLICE STATION	FIRE STATIONS	SCHOOLS
SHELTER COMPLEX HEADQUARTERS	CITY EQUIPMENT YARD	TELEPHONE SWITCHBOARDS
RELOCATION CENTERS	HEAVY EQUIPMENT AREAS	ELECTRIC POWER STATIONS
NATIONAL GUARD FACILITIES	FUEL STORAGE TANKS	RESERVOIRS
HOSPITALS	CITY TRANSPORTATION CENTERS	RADIO AND TV STATIONS
FOOD STORAGE FACILITIES	EMERGENCY MANAGEMENT CENTER	

SCALE: 7 BLOCKS = 1 MILE

Handout 5-2: Division/Group Briefing Topics

3 General Areas:

1. General
2. Safety
3. Operations

General Topics

- What are the incident objectives?
    - ICS 202 (IAP)
- What are the Division/Group priorities?
    - ICS 204 (IAP)
- What are the Division/Group assignments?
    - ICS 204 (IAP)

Safety

- Obtain from direct reports their:
    - State-of-readiness of crews
    - Fatigue levels
    - Experience levels
    - Equipment
    - Physical conditions
    - Etc.
- All proper personal protective equipment (PPE) for type of incident
- The personnel accountability system that is used
- Emergency communication procedures
    - How to order incident related medical help
    - Who do you notify of incident related injuries or accidents
- Review state of weather and forecast
- Travel to drop points or meeting places
- Discuss the expected shift and any rest requirements that may be needed
    - Operational Periods vary by hazard
    - Are usually 12 hours
    - While Operational Periods can be 24 hours long, it's usually only for a good reason
        - For example, Operational Periods may be 24 hours if the travel time to the incident response site is significant.
    - For every 2 hours of work, you should get one hour of rest

Operations

- Review your expectations of Division/Group resources
- Define Control
    - Measure of assigned task vs. progress
    - Provide Periodic updates of progress
    - Set time frames when reports are needed, min/hr.
- Identify significant events
    - ICS 214
    - Identify Injuries/illnesses, accidents and property damage
- Resources
    - Additional needs
        - E.g., engines, tech specs
    - Air
        - E.g., authority and procedure
    - Medical
        - Assign resources to handle Division/Group medical emergencies
    - Excess resources
        - Reassign excess resources
    - Out-of-service equipment
    - Ensure that everyone knows of any:
        - Specific hazard concerns
            - E.g., environmental, structural, etc.
        - Agency specific concerns
            - Economic, political, etc.
    - Logistics
        - Authority and procedures for supplies
        - Accountability
    - Finance
        - Shift tickets and time reports
        - Identify location of rental equipment on division
    - End-of-Shift procedures
        - When to leave Division/Group work site
        - Documentation requirements of assigned resources

Activity 5.2: Conduct a Simulated Division/Group Resource Briefing

Note: Refer to Handout 5-5: Central City Train Derailment IAP (page SM-41) for details.

Activity 5.2

Purpose

The purpose of Activity 5.2 is to give trainees the opportunity to conduct a simulated Division/Group Resource Briefing. The instructor will first use an IAP to demonstrate a Division/Group Resource Briefing. Following this demonstration, trainees will use different ICS-204 forms from another IAP to practice giving the briefing.

Objectives

Students will:

- Demonstrate their ability to identify pertinent information in an IAP.

- Develop an agenda and talking points for a Resource Briefing.

- Deliver a Resource Briefing.

Activity Structure

This activity is scheduled to last approximately 1 hour 15 minutes, including small group discussions and presentations of group findings. After receiving a simulated Resource Briefing from the instructor, participants will develop agendas and talking points for their own Resource Briefings based on ICS-204 forms for the Central City Train Derailment IAP (Handout 5-5). A spokesperson from the group will then deliver the briefing to the class.

Rules, Roles, and Responsibilities

Following are the specific activities/instructions for your participation in the activity:

1. The instructor will demonstrate how to deliver a Division/Group Resource Briefing by preparing and delivering a briefing based on one of the seven Division/Group assignments in the Central City Civil Disturbance IAP (Handout 5-4).

2. The instructor will then assign each group to one of the ICS-204 forms for the five Groups in the Central City Train Derailment IAP (Handout 5-5).

3. Within your work group, select a group spokesperson to act as the DIVS, preferably a group member that has not yet acted as spokesperson.

4. Using Handout 5-2: Division/Group Briefing Topics and the briefing the instructor gave for guidance, develop (as a group) an agenda and talking points for a Resource Briefing.

5. The spokesperson will then deliver the Resource Briefing to the class.

Facilitators moderate discussions, answer questions, and provide additional information as required.

Schedule

Task	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Instructor Demonstration of Resource Briefing	10 minutes	Classroom
Resource Briefing Preparation	20 minutes	Small Groups
Presentations Debrief/Review	45 minutes	Classroom

Handout 5-5: Central City Train Derailment IAP

Handout 5-5 accompanies Activity 5.2.

Important Note:

Handout 5-5 is a sample IAP for a train derailment incident and used in Activity 5.2. It is unrelated to Handout 5-4, which is an IAP used in Activity 5.1 involving unrest in Central City.

Refer to EL 960_HO 5-5_ICS Form 202.pdf

Refer to EL 960_HO 5-5_ICS Form 203.pdf

Refer to EL 960_HO 5-5_ICS Form 204_1 of 5.pdf

Refer to EL 960_HO 5-5_ICS Form 204_2 of 5.pdf

Refer to EL 960_HO 5-5_ICS Form 204_3 of 5.pdf

Refer to EL 960_HO 5-5_ICS Form 204_4 of 5.pdf

Refer to EL 960_HO 5-5_ICS Form 204_5 of 5.pdf

Refer to EL 960_HO 5-5_ICS Form 205.pdf

Refer to EL 960_HO 5-5_ICS Form 206.pdf

Refer to EL 960_HO 5-5_ICS Form 208.pdf

Site Map
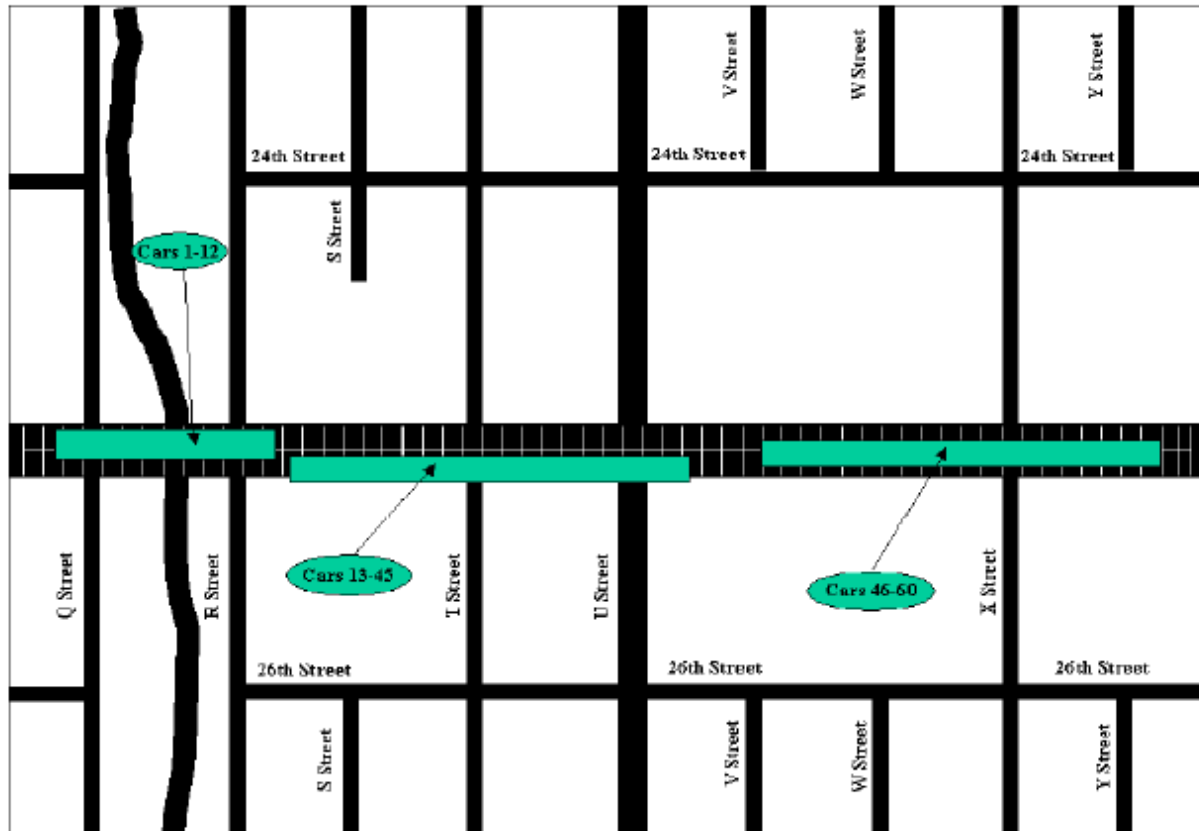
Train Incident – Traffic Plan

The ICP is located on the corner of 24th Street and W Street. To access the incident from the ICP take 24th Street to X Street to the rail line. The return route to the ICP will follow R Street to 24th Street.

Fuel is located at the corner of 24th Street and V Street.

A mandatory vehicle wash station will be set up at R Street south of 24th Street.

All incident vehicles will be washed prior to release from the incident.

Handout 5-3: Division/Group Operational Briefing Form

DIVISION/GROUP OPERATIONAL PERIOD DEBRIEFING FORM

DIVISION/GROUP GENERAL INFORMATION

INCIDENT NAME	
INCIDENT NUMBER	
BRANCH	
DIVISION/GROUP	
DIVISION/GROUP SUPERVISOR NAME	
REPORT FOR OPERATIONAL PERIOD	
DATE/TIME	
COMMAND NET	
TACTICAL NET	

GENERAL REMARKS- ACCOMPLISHMENTS-PROBLEM AREAS:

AGENCY RESOURCES COMMITTED TO DIVISION/GROUP

OVERHEAD	ENGINES – ENGINE ST/TF	CREWS – CREW ST/TF	DOZER – DOZER ST/TF

PRIVATE HIRED EQUIPMENT & PERSONNEL COMMITTED TO DIVISION/GROUP

NEXT OPERATONAL PERIOD SITUATION & RESOURCE STATUS INFORMATION

BRANCH	DIVISION/GROUP	OPERATIONAL PERIOD

DIVISION/GROUP RESOURCES NEEDED FOR NEXT OPERATIONAL PERIOD

ENGINES:	TANKERS:
CREWS:	COPTERS:
DOZERS:	OTHER HIRED EQUIPMENT:
WATER TENDERS:	SUPPORT EQUIPMENT:

DIVISION/GROUP ASSIGNMENTS, SPECIAL NEEDS FOR NEXT OPERATIONAL PERIOD

CONTROL ACTIVITIES – WORK ASSIGNMENTS:
SPECIAL INSTRUCTIONS:

MAP OF CURRENT AND PROJECTED SITUATION

Unit 6: Role in the Planning Process

STUDENT MANUAL

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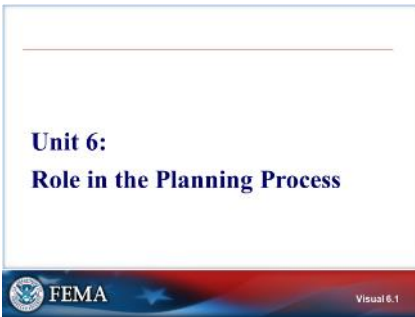
Visual 6.1
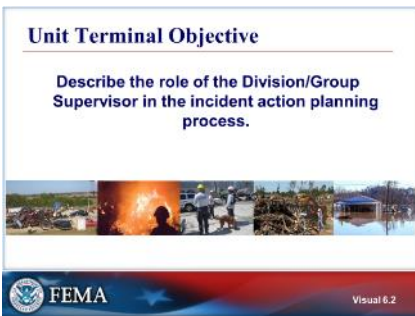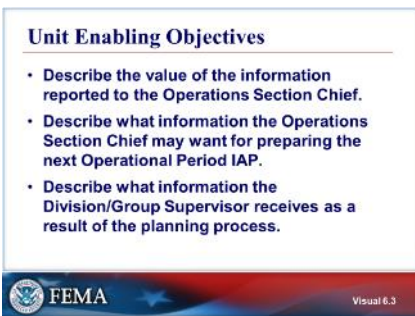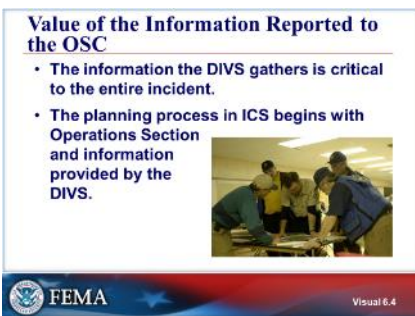
UNIT 6: ROLE IN THE PLANNING PROCESS
Through this unit, you will gain an understanding of the Division/Group Supervisor's role in the Planning Process.

You will learn how the information the Division/Group Supervisor provides to the Operations Section Chief flows through the planning process, specifically through the Tactics Meeting, Planning Meeting, and Operational Period Briefing.

Visual 6.2

UNIT TERMINAL OBJECTIVE
Describe the role of the Division/Group Supervisor in the incident action planning process.

Visual 6.3

UNIT ENABLING OBJECTIVES

- Describe the value of the information reported to the Operations Section Chief.

- Describe what information the Operations Section Chief may want for preparing the next Operational Period IAP.

- Describe what information the Division/Group Supervisor receives as a result of the planning process.

Visual 6.4

VALUE OF THE INFORMATION REPORTED TO THE OSC
The information the Division/Group Supervisor (DIVS) reports to the Operations Section Chief is integral to the planning process.
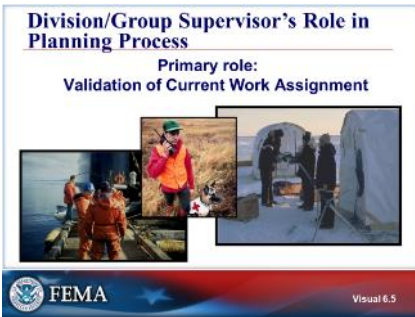
Visual 6.5

DIVISION/GROUP SUPERVISOR'S ROLE IN PLANNING PROCESS

The Division/Group Supervisor's primary responsibility is to validate current work assignments.

- Go out on the ground and determine that assigned work is work that actually needs to be done.

- Verify the amount of work to be done and that proper resources have been assigned.

- Report back any discrepancies in the IAP and notify your supervisor of any situational changes.
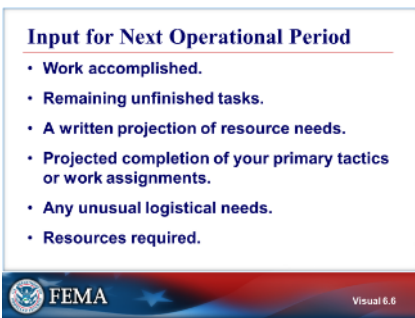
Visual 6.6

INPUT FOR NEXT OPERATIONAL PERIOD

The Division/Group Supervisor should be prepared to provide necessary information to the Supervisor (Operations Section Chief or Branch Director) to plan the next Operational Period.
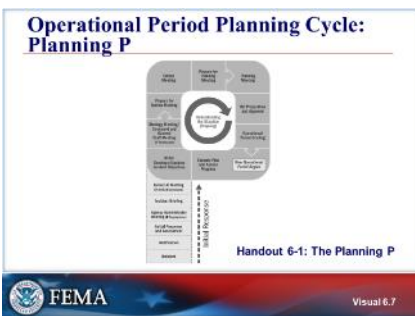
Visual 6.7

OPERATIONAL PERIOD PLANNING CYCLE: PLANNING P

The information provided from the Division/Group Supervisor to the Operations Section Chief (who has a much more formal role in the process than the Division/Group Supervisor) has a significant influence on the results of the planning process.

Review Handout 6-1: Planning P.
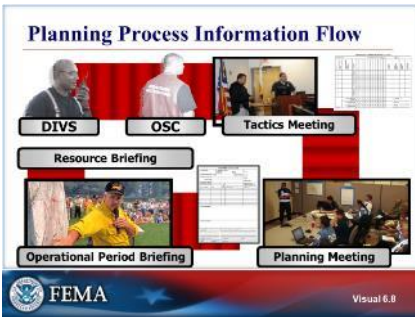
Visual 6.8

PLANNING PROCESS INFORMATION FLOW
The visual depicts the movement of information from the Division/Group Supervisor throughout the planning process. It is important for the Division/Group Supervisor to know the timing of the planning cycle to make certain they provide timely information.

- Information is first provided to the Operations Section Chief by the Division/Group Supervisor.

- The Tactics Meeting is then held.

  - Product of the Tactics Meeting:

- Information provided by the Division/Group Supervisor may result in an adjustment to tactics for the Division, or impact the entire incident.

  - Product of the Planning Meeting:

- Once approved at the Planning Meeting, the tactics and resources from the ICS-215, and safety mitigations from the ICS-215A are entered onto ICS-204's for each division or group. These "204's" become a critical component of the IAP.

- The Division/Group Supervisor closes the loop of the planning process by delivering the Division/Group Resource Briefing.
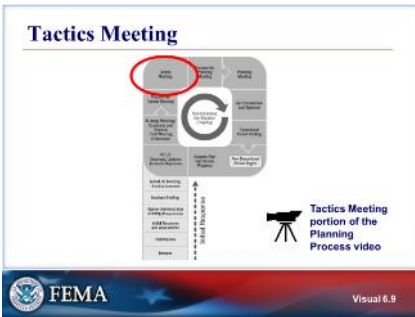
Visual 6.9

TACTICS MEETING
This meeting is generally held about 2/3 of the way through the current Operational Period to plan the strategies, tactics and work assignments for the next Operational Period.

The Division/Group Supervisor will have the best knowledge about whether employed tactics are successful, and the Operations Section Chief will want to check in with the Division/Group Supervisor before the Tactics Meeting for this reason.

Once the Operations Section Chief has a plan in place that has received the approval of Safety and Logistics in the Tactics meeting, it must follow through and present it in the Planning Meeting. Information is first provided to the Operations Section Chief by the Division/Group Supervisor. The Tactics Meeting is then held:

- Before each Planning Meeting:

- May be very short if no significant changes in tactics are anticipated.

- Product of the Tactics Meeting:
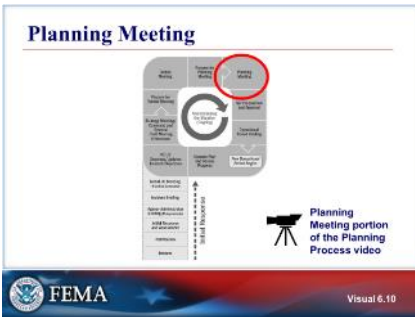
Visual 6.10

PLANNING MEETING
There are certain data that the Operations Section Chief may be asked to provide at the Planning Meeting, and the Division/Group Supervisor should provide this information.

The Operations Section Chief must have current situation and resource status information from Division/Group Supervisors. This may include:

- Current location and status of resources

- Accomplishments

- Current and anticipated at the Operational Period change

- Information on tactical control points and established Division and Branch boundaries

- New helispots, drop points, line location, and perimeters

- Safety concerns

After the Planning Meeting, the IAP is created. Many pieces of the IAP may be prepared before the meeting, but afterward, the IAP is assembled and taken to the IC/UC for approval and signature prior to the next Operational Period Briefing.
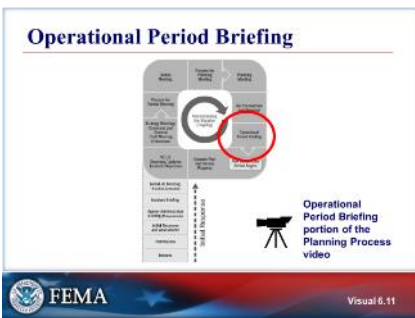
Visual 6.11

OPERATIONAL PERIOD BRIEFING
The Operational Period Briefing is designed to review critical information from the IAP for the supervisors operating in the field, e.g., Division/Group Supervisors, Task Force/Strike (Resource) Team Leaders, etc. It is essential the field supervisors attend the briefing so that they are aware of safety issues, weather, environmental factors, etc.
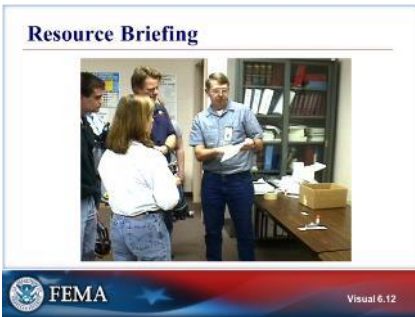
Visual 6.12
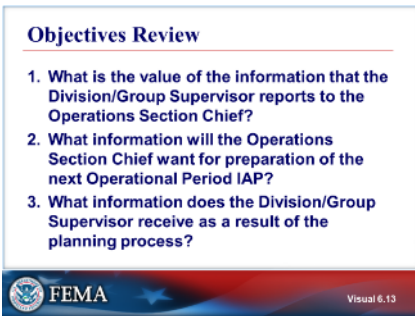
RESOURCE BRIEFING

The Division/Group Supervisor closes the loop of the planning process by delivering the Division/Group Resource Briefing with his/her assigned subordinate supervisors.The Division/Group Supervisor will review all of the essential information from the IAP and specifically the ICS-204 for their respective division/group.


Visual 6.13

OBJECTIVES REVIEW

- Describe the value of the information reported to the Operations Section Chief.

- Describe what information the Operations Section Chief may want for preparing the next Operational Period IAP.

- Describe what information the Division/Group Supervisor receives as a result of the planning process.

Supplemental Materials

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Handout 6-1: The Planning P
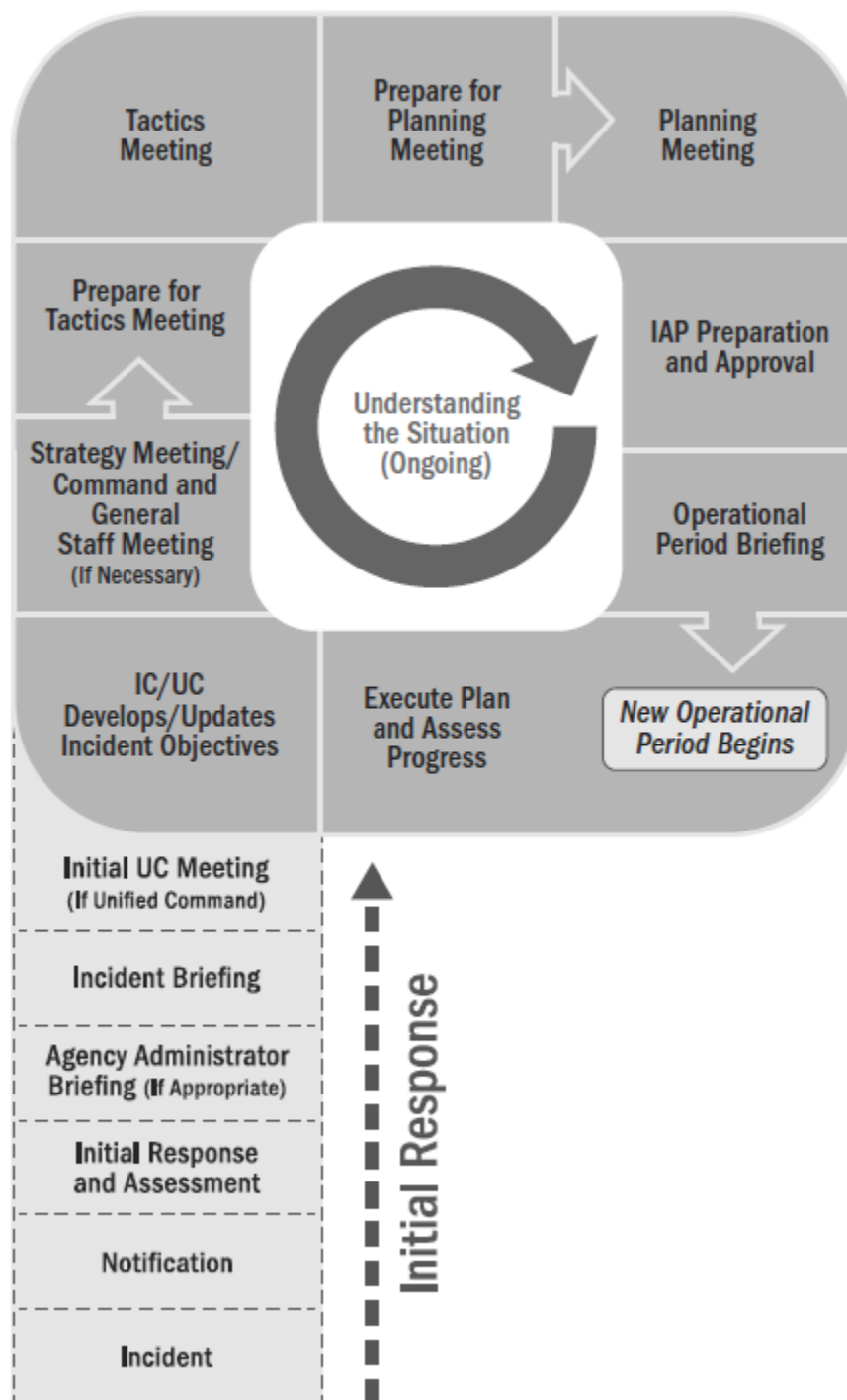
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Unit 7: Risk Management and Safety

STUDENT MANUAL

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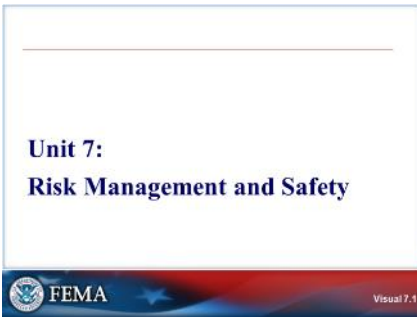
Visual 7.1

UNIT 7: RISK MANAGEMENT AND SAFETY
Through this unit, students will gain an understanding of the how to effectively manage risks as a Division/Group Supervisor. Students will learn the terms related to risk management, the steps in the Risk Management Model, pre-emergency risk management techniques, and how the Division/Group Supervisor can demonstrate a personal commitment to safety.

Visual 7.2

UNIT TERMINAL OBJECTIVE
Describe the risk management and safety responsibilities of the Division/Group Supervisor.

Visual 7.3

UNIT ENABLING OBJECTIVES

- Define risk management and risk assessment.

- Describe the risk management processes.

- Describe concepts of hazard mitigation.

Visual 7.4

RISK MANAGEMENT RESPONSIBILITY
The Division/Group Supervisor has the responsibility and the authority to implement a risk management process to ensure the safety of the resources assigned to the Division/Group. You are the person primarily responsible for your own safety, as well as the safety of those you supervise. This is one of the fundamental tenets of ICS.
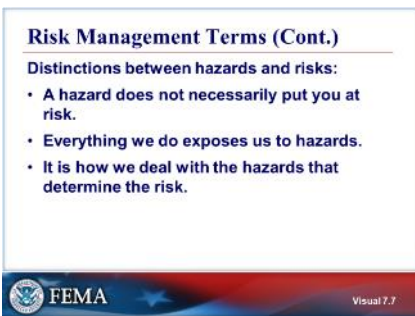
As a Division/Group Supervisor, your primary responsibility is to ensure that everyone who showed up to work leaves in the same shape they arrived in. To be effective, the Division/Group Supervisor must have a strong personal commitment to safety and hazard mitigation. Attention to the established safety guidelines such as size-up, hazard and risk assessment, watch-out

Risk Management Responsibility (Cont.)

- The Division/Group Supervisor directs Division or Group Resources to carry out the tactical assignments.
- A critical part of this direction includes establishing a risk management process.
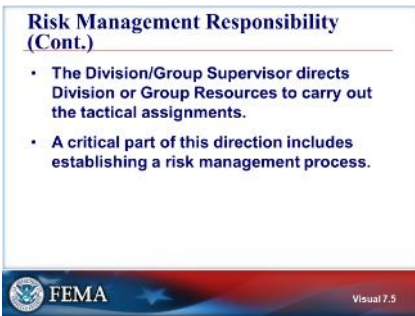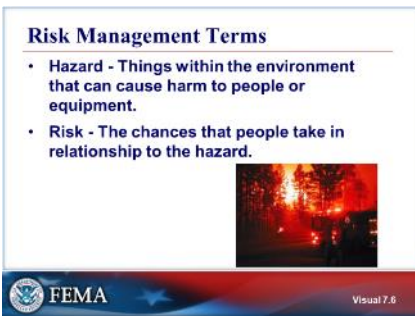
Visual 7.5

situations, Lookouts, Communications, Escape routes, and Safety zones (LCES), common denominators, and industry standards, e.g., OSHA, is essential.

RISK MANAGEMENT RESPONSIBILITY (CONT.)
As a Division/Group Supervisor, you coordinate the activities of a varied set of emergency resources, each having their own leader.

You translate the strategy outlined in the IAP into tactical assignments for each resource assigned to your Division or Group. Part of this translation of strategy into tactics means a risk management process must be applied to the decision to commit any resource to an assignment in the hazardous environment.

Hazards are addressed in a general sense in the ICS Form 215A and the IAP. But a risk management process cannot truly be planned and implemented until you see the work site and associated emergency environment.

RISK MANAGEMENT TERMS

Risk Management Terms

- Hazard - Things within the environment that can cause harm to people or equipment.
- Risk - The chances that people take in relationship to the hazard.

Visual 7.6

Risk Management Terms (Cont.)

Distinctions between hazards and risks:
- A hazard does not necessarily put you at risk.
- Everything we do exposes us to hazards.
- It is how we deal with the hazards that determine the risk.

Visual 7.7

RISK MANAGEMENT TERMS (CONT.)

- A hazard does not necessarily put you at risk, if you are not directly exposed to it.

- Everything we do exposes us to hazards to a certain degree, e.g. units could be involved in a vehicle accident even while returning to home base.

- It is how we deal with the hazards that determine the risk.
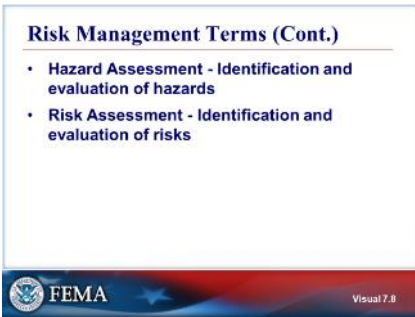
Visual 7.8

RISK MANAGEMENT TERMS (CONT.)

- Hazard assessment: Identification and evaluation of hazards
    - Identify hazards
    - Evaluate severity
    - Exercise judgment
- Risk assessment**:** Identification and evaluation of risks
    - When a hazard or risk is identified, measures must be implemented to reduce or eliminate the hazard or risk.

Regardless of the hazard assessment and risk mitigations completed during the planning process, (e.g. ICS-215A), the Division/Group Supervisor must quickly evaluate hazards and current environmental conditions and apply appropriate risk mitigations before beginning operations.
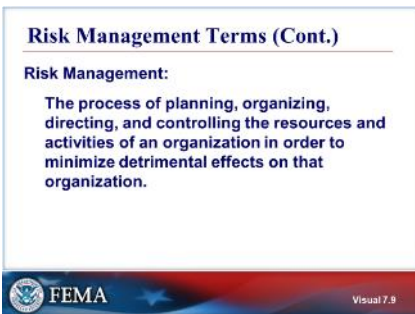
Visual 7.9

RISK MANAGEMENT TERMS (CONT.)
The process of planning, organizing, directing, and controlling the resources and activities of an organization in order to minimize detrimental effects on that organization.

The primary focus of risk management is the safety and health of the responders.
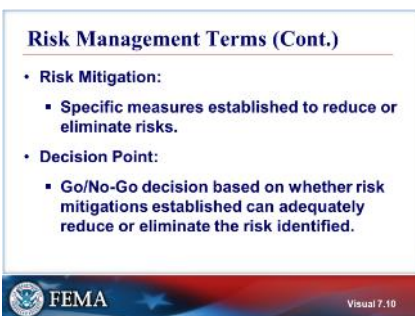
Visual 7.10

RISK MANAGEMENT TERMS (CONT.)

- Risk Mitigation: Specific measures established to reduce or eliminate risks
    - Part of risk management process
- Decision Point: Go/No-Go decision based on whether risk mitigations established can adequately reduce or eliminate the risk identified
    - Gather information
    - Assess for hazards

- Determine possible risk control mitigations
- Implement the appropriate mitigations or controls.
- Make a decision on whether to proceed.
- Continually evaluate and adjust as necessary.

RISK MANAGEMENT MODEL

The classic risk management model presents a systematic approach for identifying and planning for risk control. This methodical process for making decisions can be used not only for the non-emergency risks that all organizations must address, but also for the risks associated with the response to and mitigation of an emergency incident.

The model has five primary components, or steps, that serve as a foundation for this process. Each one depends upon information generated by the previous step, so it is important to evaluate each one before moving on to the next.

1. Risk identification
2. Risk evaluation
3. Risk prioritization
4. Risk control techniques
5. Risk monitoring
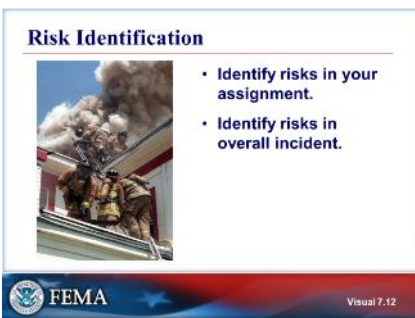
RISK IDENTIFICATION

Step 1 of Risk Management Model: Risk Identification.

Visual 7.11
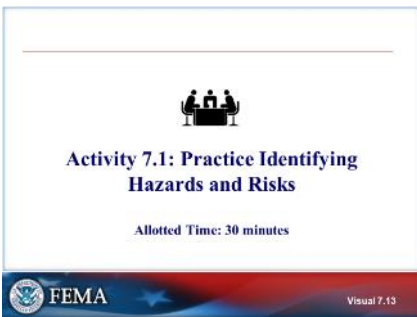
Visual 7.12

Visual 7.13

ACTIVITY 7.1: PRACTICE IDENTIFYING HAZARDS AND RISKS
The instructor will explain Activity 7.1.

You will have 30 minutes to complete the activity.
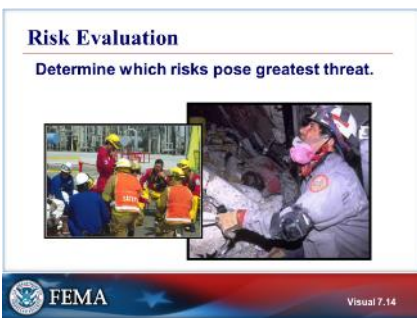
Visual 7.14

RISK EVALUATION
Step 2 of Risk Management Model: Risk Evaluation.
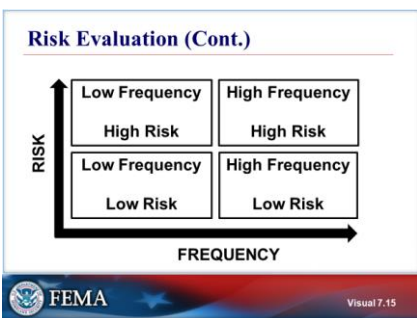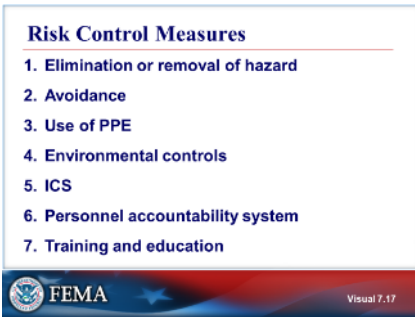

Visual 7.15

RISK EVALUATION (CONT.)

- Frequency and Risk (severity) Matrix:
    - Frequency: How often does the risk occur?
    - Risk (severity): How severe are the consequences if things go wrong?
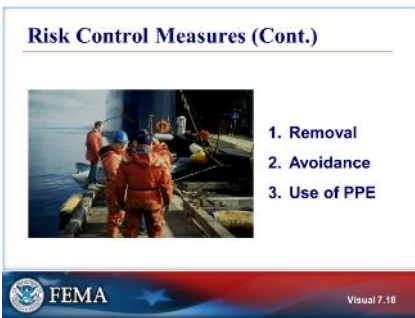   - Matrix may help in classifying problems.
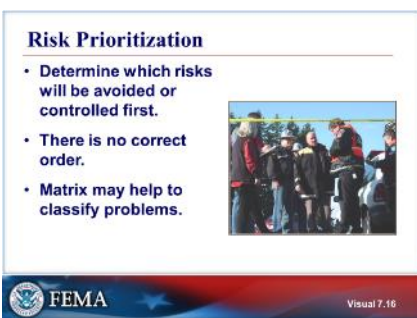
Visual 7.16

RISK PRIORITIZATION
Step 3 of Risk Management Model: Risk Prioritization.

Visual 7.17

RISK CONTROL MEASURES
Step 4 of Risk Management Model: Risk Control Measures.

Visual 7.18

RISK CONTROL MEASURES (CONT.)
Eliminate or Remove Hazard

    1. Removal

If you can remove the hazard safety (drop the powerline, remove broke glass, etc.) then there is no more risk.

Risk Avoidance

    2. Avoidance:

        a. The best choice

Avoidance is a viable option when the threat and risk is greater than the gain, or values at risk, e.g. risking responder's lives for a mission with minimal benefits. Additionally, avoidance is a viable option when an alternate strategy or tactic is available that is safer and will produce similar results.

Personal Protective Clothing and Equipment (PPE)

    3. Use of PPE:

        a. Use the appropriate PPE at all times when in a hazard zone.

        b. Understand limits.

The DIVS must ensure that responders under his/her supervision wear the appropriate PPE anytime that they are in a hazardous area. The DIVS must exhibit leadership and demonstrate a commitment to safe operations and enforcement of the policies.

Risk Control Measures (Cont.)

4. Environmental controls
5. ICS
6. Personnel accountability system
7. Training and education
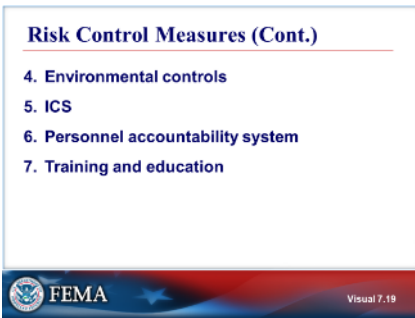
FEMA   Visual 7.19

Visual 7.19

RISK CONTROL MEASURES (CONT.)
Environmental Controls

4. Environmental Controls are used to reduce hazards and threats in the work area.

Examples include ventilation, isolation of mechanical equipment, securing utilities such as electrical power of gas lines, use of lighting, etc.

Incident Command System (ICS)

5. ICS is an organization can provide a system that effectively manages an incident using such elements as essential decision-making, tactical design, plan survey and modification, and command and control.

The command and control of an incident is the key to an effective, efficient, and safe operation. The risks are too great to allow the incident to be managed in an aimless and chaotic manner.

Personnel Accountability System

6. Personnel accountability system:

   a. Being able to account for the location of each member at an emergency incident is imperative in the event a problem develops that requires the tracking of all personnel on-scene.

   b. An excellent control measure.

A written personnel accountability system will not be effective unless personnel are trained in the process, use the procedures, and are held accountable for noncompliance.

Training and Education

7. Training and education:

   a. Ensures consistency, efficiency, and safety.

   b. Without training, the incident scene would be nothing more than an out-of-control mess.

Without an effective training program, an organization would be liable for allowing members to function at an emergency without training and certification.
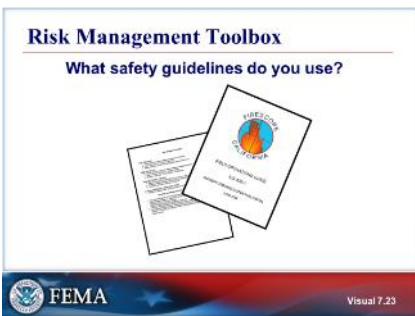
Visual 7.20

RISK MONITORING
Step 5 of Risk Management Model: Risk Monitoring.

Visual 7.21

RISK MONITORING (CONT.)

- Analysis after significant incidents (After Action Report):
    - Fatality; Serious injury; Apparatus accident

Visual 7.22

**ACTIVITY 7.2: PERFORM A HAZARD AND RISK ASSESSMENT**
The instructor will explain Activity 7.1.

You will have 30 minutes to complete the activity.

Visual 7.23

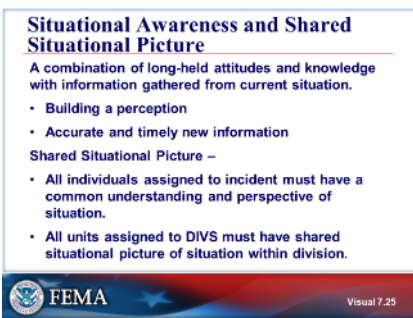**RISK MANAGEMENT TOOLBOX**
Resources that the Division/Group Supervisor may use to ensure effective risk management, specifically safety guidelines.

- FIRESCOPE Field Operations Guide (FOG)

- Standard Operating Procedures (SOPs)

- Occupational Health and Safety Administration (OSHA) – HazMat, Confined Space, General Safety Clause

- 18 "Watch Out" Situations (wildland fires)

- Commission on Accreditation for Law Enforcement Agencies (CALEA)

- Crew Resource Management (CRM)

- Common denominators – factors present in many injuries or accidents

- Lookouts, communication, escape routes, and safety zones (LCES) to evaluate where you are assigning resources

- Industry standards
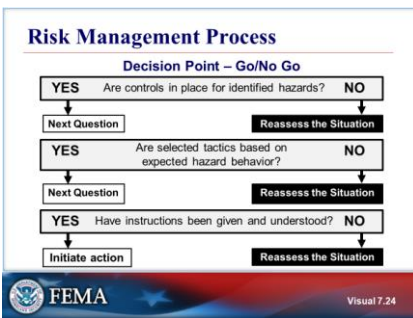
Visual 7.24

RISK MANAGEMENT PROCESS

Visual 7.25

SITUATIONAL AWARENESS AND SHARED SITUATIONAL PICTURE

All of the individuals assigned to the incident must have a common understanding and perspective of the situation.

All of the units assigned to the DIVS must have a shared situational picture of the situation within the division.

Information sharing and communications are essential to maintaining both situational awareness and a shared situational picture.

Visual 7.26

BARRIERS TO SITUATIONAL AWARENESS
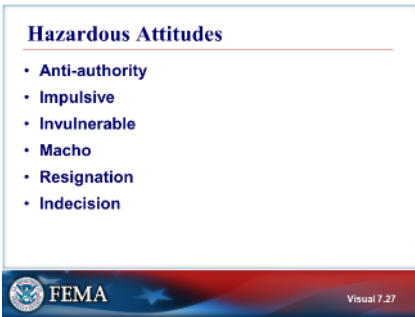
Visual 7.27

?
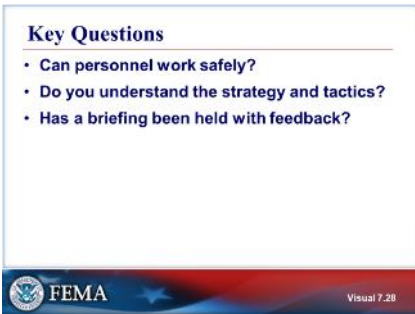
Visual 7.28

Visual 7.29
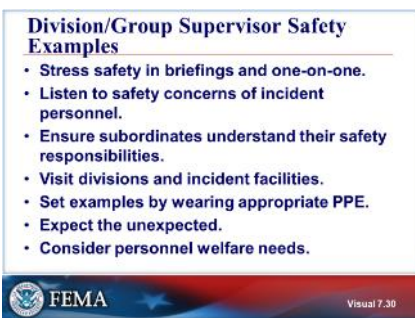
Visual 7.30

HAZARDOUS ATTITUDES

- Anti-authority: Disregards procedures and directions

- Impulsive: Acts without adequate situational awareness

- Invulnerable: Does not think about the worst case scenario

- Ego, Hubris, Macho: Overconfident, takes on difficult tasks for admiration

- Resignation**:** Lets events occur without taking actions

- Indecision: Inability to make timely decisions

KEY QUESTIONS

DIVISION/GROUP SUPERVISOR SAFETY COMMITMENT

DIVISION/GROUP SUPERVISOR SAFETY EXAMPLES
Do more than repeatedly say, "Be safe out there." Responders at briefings will tune it out. Instead, listen actively, take the information provided by your subordinates (crew resource management) seriously, and demonstrate your seriousness to others.

Understand the consequences of your decision, actions, or inactions. Do not endanger lives just to save property.

Be aware of responders who take rash chances and needlessly endanger themselves and their team.

Although not an absolute, the law will protect your decisions, even in the absence of supporting regulations, if your decisions are similar to the way a prudent, responsible person would act in the same situation. Emergency response supervisors have been found culpable in court if gross negligence occurred.

Make sure to attend to personnel welfare needs. If people are tired, hungry, angry, frustrated, or psychologically shaken, they'll be more likely to make mistakes, take unsafe actions, or make rash decisions.
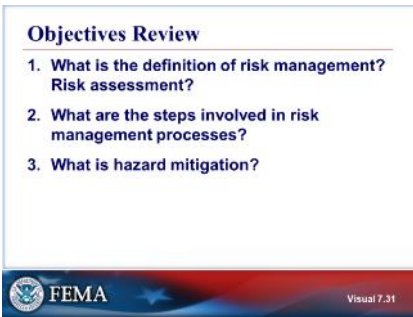
OBJECTIVES REVIEW

- Define risk management and risk assessment.
- Describe the risk management processes.
- Describe concepts of hazard mitigation.

Objectives Review

1. What is the definition of risk management? Risk assessment?
2. What are the steps involved in risk management processes?
3. What is hazard mitigation?

FEMA   Visual 7.31

Visual 7.31

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Supplemental Materials

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Activity 7.1: Practice in Identifying Hazards and Risks

Activity 7.1—Unit 7

Purpose

The purpose of Activity 7.1 is to allow the students practice in identifying hazards and risks. Students (in groups) will be presented with four (4) different incident scenarios and will be asked to identify potential hazards and risks and report findings to the class for discussion.

Objectives

Students will:

- Identify and anticipate hazards
- Identify and anticipate risks

Activity Structure

This activity is scheduled to last approximately 30 minutes, including small group discussions and presentations of group findings. Students will review the five incident scenarios on the following pages and identify the apparent and potential risks and hazards in the pictures.

Rules, Roles, and Responsibilities

Following are the specific activities/instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.

2. Review the five different incident scenarios (pictures) on the next pages with your group and make lists (on easel pad paper) of the apparent and potential hazards and risks in the scenarios. It may be best to use one sheet of paper for each scenario.

3. The class will then review the identified risks and hazards.

Facilitators moderate discussions, answer questions, and provide additional information as required.

Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	15 minutes	Small Groups
Debrief/Review	15 minutes	Classroom

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Scenario 1: Highway/Traffic incident involving fire department apparatus

Scenario 2: Technical rescue

Scenario 3: Overturned tanker--hazardous materials incident.

Scenario 4: Flash flood

Activity 7.2: Perform a Hazard and Risk Assessment

Activity 7.2—Unit 7

Purpose

The purpose of Activity 7.2 is to give students the opportunity to do a hazard and risk assessment that identifies potential hazards and risks and then determine risk controls that would mitigate them. Students will examine Central City Train Derailment IAP for risks and hazards. They will then determine ways to mitigate (or eliminate) the risks identified. One person from each group will then present the group's answers to the class for discussion.

Objectives

Students will:

- Identify risks and hazards across a variety of incidents.
- Develop risk management strategies to mitigate or eliminate the risks identified.

Activity Structure

This activity is scheduled to last approximately 45 minutes, including small group discussions and presentations of group findings. Students will review the City Train Derailment IAP (Handout 5-5) and identify apparent and potential hazards and risks. They will then develop risk management strategies to mitigate or eliminate the risks identified. After 30 minutes of this activity, group spokespersons will be called upon to a) present the hazards and risks the group identified for a given scenario, and b) present the risk management strategies the group developed.

Rules, Roles, and Responsibilities

Following are the specific activities/instructions for your participation in the activity:

1. Within your work group, select a group spokesperson.
2. The instructor will then assign each group to one of the ICS 204 Forms for the five Groups in the Central City Train Derailment IAP (Handout 5-5).
3. Make lists (on an ICS Form 215A) of the apparent and potential hazards and risks in the IAP/204. It may be best to use one Form 215A of paper for each scenario.
4. After identifying the apparent and potential hazards and risks, discuss and record risk management strategies to mitigate or eliminate the risks identified.
5. Present your work to the rest of the class.

Schedule

Activity	Duration	Participation Type
Activity Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	30 minutes	Small Groups
Debrief/Review	15 minutes	Classroom

Unit 8: Coordination with the IMT

STUDENT MANUAL

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Visual 8.1

UNIT 8: COORDINATION WITH THE IMT
The purpose of this unit is to provide you with an opportunity to learn more about the interactions of the Division/Group Supervisor with specific members of the IMT.

You will learn that if Division/Group Supervisors are to be able to complete their job safely and successfully, they must be able to effectively coordinate actions with members of the Planning, Logistics, Finance/Administration Sections, the Safety Officer, and the Incident Commander.

UNIT TERMINAL OBJECTIVE
Describe the interactions with the Command and General staff and other ICS functional areas that are required to perform the Division/Group Supervisor's job.
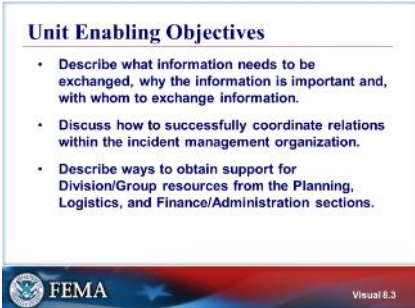
Visual 8.2

UNIT ENABLING OBJECTIVES

- Describe what information needs to be exchanged, why the information is important, and with whom to exchange information.

- Discuss how to successfully coordinate relations within the incident management organization.

- Describe how to obtain support for Division/Group resources from the Planning, Logistics, and Finance/Administration Sections.

Visual 8.3

Visual 8.4

INFORMATION COMMUNICATION
This two-way communication and follow-up occurs during the Operational Briefing, during the sub-briefings, and throughout the Operational Period.

It is a key element necessary to the safe and effective completion of the assigned portion of the IAP.
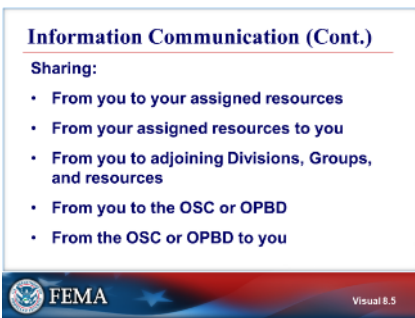
Visual 8.5

INFORMATION COMMUNICATION (CONT.)

Visual 8.6

INTERACTIONS WITH COMMAND AND GENERAL STAFF

Interaction (communication and coordination) with other positions:

- In the Operations Section (including other Divisions, Groups, Air Operations, and Branch Directors)

- Other General Staff sections

- The Command Staff

To successfully coordinate relations with the incident management organization, it's important to know the chain of command and its relation to formal / informal communications:

- Formal communications are used to give orders, direction, and policy. The chain of command should be followed for formal communications, e.g. the DIVS receives orders from the Operation Section Chief (OSC) or a Branch Director. Informal communications are used for information sharing, requests within established guidelines, etc.

- It is not necessary to follow the formal chain of command during informal communications, e.g. the DIVS may request a map from the Situation Unit, or notify the Ground Support Unit in Logistics that a vehicle has a flat tire and needs to be serviced.

INTERACTIONS WITH COMMAND AND GENERAL STAFF (CONT.)

The Division/Group Supervisor may/or may not have direct contact with the Incident Commander.

The Incident Commander would provide:

- Broad direction

- Policy interpretation

Visual 8.7

Visual 8.8

INTERACTIONS WITH COMMAND AND GENERAL STAFF (CONT.)

Visual 8.9

INTERACTIONS WITH COMMAND AND GENERAL STAFF (CONT.)

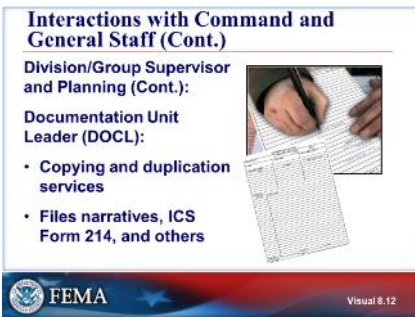Visual 8.10

INTERACTIONS WITH COMMAND AND GENERAL STAFF (CONT.)

Visual 8.11
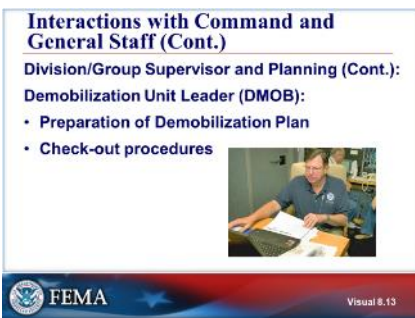
INTERACTIONS WITH COMMAND AND GENERAL STAFF (CONT.)
The Division/Group Supervisor should debrief at the end of each Operational Period with the Situation Unit Leader. Give updates on work assignments and map information.

A Field Observer maybe assigned to the Division. The Field Observer works for the Situation Unit Leader and reports to them, however, as the DIVS you are responsible for everyone on your Division. Make sure you communicate with them.

Visual 8.12

INTERACTIONS WITH COMMAND AND GENERAL STAFF (CONT.)

Visual 8.13

INTERACTIONS WITH COMMAND AND GENERAL STAFF (CONT.)

Visual 8.14

INTERACTIONS WITH COMMAND AND GENERAL STAFF (CONT.)

Visual 8.15

INTERACTIONS WITH COMMAND AND GENERAL STAFF (CONT.)
When dealing with Logistics, be sure to give them advance notice and explain what is must-have and what is need-to-have.

Visual 8.16

INTERACTIONS WITH COMMAND AND GENERAL STAFF (CONT.)

- Establishes times, methods by, and locations where supplies are to be delivered and returned.

- Identifies need for and arranges availability of specialized tools and equipment.

- Issues, inventories, account for and returns equipment and supplies.

- Identifies needs in advance, if possible:

  - Tactical items

  - Logistical items (including rations)

- The DIVS may have authority (delegated by the IC as a policy decision) to order supplies directly from the Supply Unit.

Visual 8.17

INTERACTIONS WITH COMMAND AND GENERAL STAFF (CONT.)

Continue explaining the nature of the interactions the Division/Group Supervisor has with the Logistics Section, specifically the Ground Support Leader (GSUL).

- Support and transportation vehicles

- Crew transports

- Overhead vehicles

- Service rigs

- Tactical vehicles and support (such as engines, dozers, BearCat, front end loaders, etc.)

- Fueling, maintenance, and repairs

- Transportation Plan

- Signage

- Drop points

- Road systems

- Water sources

- Safety

- Road conditions

- Speeds

- Dust

- Alternate routes and drop points

Visual 8.18

INTERACTIONS WITH COMMAND AND GENERAL STAFF (CONT.)

- Obtains radios, cellular phones, batteries, antennas, and other communications equipment.

- Assigns and approves frequencies.

- Tactical and logistical.

  - Resolves communications problems.

  - Maintains, repairs, and replaces radios.

  - Coordinates message center operations.

Visual 8.19

INTERACTIONS WITH COMMAND AND GENERAL STAFF (CONT.)

Visual 8.20

INTERACTIONS WITH COMMAND AND GENERAL STAFF (CONT.)

Visual 8.21

INTERACTIONS WITH COMMAND AND GENERAL STAFF (CONT.)

Visual 8.22

INTERACTIONS WITH COMMAND AND GENERAL STAFF (CONT.)

Visual 8.23

INTERACTIONS WITH COMMAND AND GENERAL STAFF (CONT.)

- The Personnel Time Recorder is responsible for documenting responder's time.

- The Equipment Time Recorder is responsible to documenting equipment, e.g. frontend loaders, dump trucks, bulldozers, etc.

Visual 8.24

INTERACTIONS WITH COMMAND AND GENERAL STAFF (CONT.)

Visual 8.25

## INTERACTIONS WITH COMMAND AND GENERAL STAFF (CONT.)

Visual 8.26

OBJECTIVES REVIEW

- Describe what information needs to be exchanged, why the information is important, and with whom to exchange information.

- Discuss how to successfully coordinate relations within the incident management organization.

- Describe how to obtain support for Division/Group resources from the Planning, Logistics, and Finance/Administration Sections.

Visual 8.27

REVIEW COURSE EXPECTATIONS
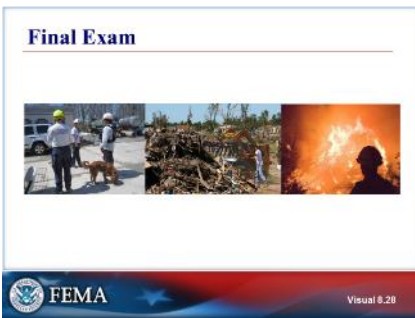
Visual 8.28

FINAL EXAM

END OF COURSE