ICS

Alberta

The attached student reference notes are being provided to you as a guide to your I-200 course. It is from the curriculum that was used to develop this course, but does not follow the course exactly.

The student reference notes follow the course sequence, and the key learning points are the same. The online course contains additional material that does not appear in the book.

As the I-200 exam is open book, you may use the student reference as an aid during your exam.

We hope you enjoy your course!

I-200

Basic Incident Command System

Student Reference Notes

July 2016

Endorsement
Basic ICS for Single Resources and Initial Action Incidents, I-200 has been developed by an interagency and inter-jurisdictional development group with guidance from the Canadian Interagency Forest Fire Centre.
Comments regarding this package or additional information should be addressed to:

ICS Canada
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Winnipeg, Manitoba
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The following ICS training material meets the standards developed for Canadian Interagency Forest Fire Centre National Course Curriculum. The instruction is known as:

Basic Incident Command System, I-200

Introduction

Basic Incident Command System, I-200 introduces how the Incident Command System (ICS) is used to manage Single Resources and the management required for initial action incidents and provides the foundation for higher level ICS training. This course builds on I-100, going into more detail of the features and principles and organizational structure of the Incident Command System. Course participants will be better prepared to function as an initial Incident Commander.

At the successful completion of this course students will be able to demonstrate a basic knowledge of managing single resources and establishing command using the Incident Command System. The target audience includes persons who may be first on the scene of an incident and be assigned to a supervisory position in a larger incident and ICS organization. The prerequisite for I-200 is successful completion of I-100.

Table of Contents

Unit 1 Course Overview

This course is the second in a series of ICS courses designed to meet all-hazard, all-emergency ICS requirements for operational personnel.

The objective for this course is for you to understand the Incident Command System organization appropriate to the complexity of the incident or event. An additional objective is to demonstrate the use of ICS to manage an initial action incident or event.

This course is designed to enable personnel to operate efficiently during an incident or event within the Incident Command System. This course focuses on the management of single resources.

This course is designed to provide overall incident management skills rather than tactical expertise. Additional courses are available on developing and implementing incident tactics.

During this course, you will be expected to:

- Cooperate with the group.
- Be open minded to new ideas.
- Participate actively in all of the training activities and exercises.
- Return to class at the stated time.
- Use what you learn in the course to perform effectively within an ICS organization.

The course is divided into the following eight units:

- Unit 1: Course Overview
- Unit 2: Leadership and Management
- Unit 3: Management by Objectives
- Unit 4: Organizational Flexibility
- Unit 5: Positions and Functional Areas
- Unit 6: Briefings
- Unit 7: Transfer of Command
- Unit 8: Course Summary

In order to successfully complete this course, you must:

- Participate in unit activities/exercises.
- Achieve 80% or higher on the final exam.
- Complete the end-of-course evaluation.

The next unit will provide an overview of the organizational flexibility of the Incident Command System.

A glossary is located at the end of this document. You may refer to this glossary throughout the training session.

Unit 2 Leadership and Management

Unit 2 is to familiarize you with the chain of command in the ICS, formal and informal communications, leadership, and the delegation of authority.

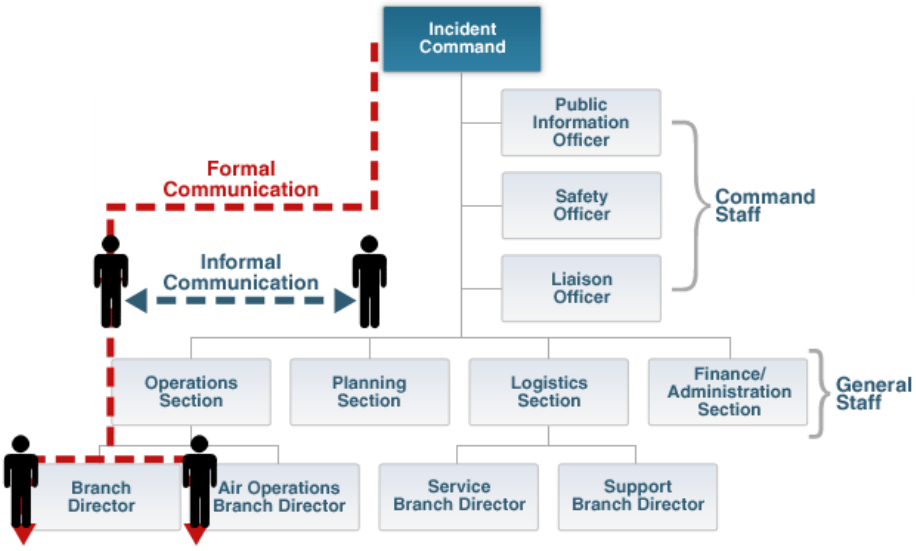
By the end of this lesson, you should be able to:

- Describe chain of command and formal communication relationships.
- Identify common leadership responsibilities.
- Describe Delegation of Authority.

Formal/Informal Communication

As the incident organization grows to meet the needs of the incident, care must be taken to ensure that information transfer is handled effectively.
There are essentially two principles to be followed:

1. To the extent possible there is complete freedom within the organization to exchange information.
2. Orders, directives, resource requests, and status changes must follow the hierarchy of command unless otherwise directed.



As illustrated, formal communication must be used when:

- Receiving and giving work assignments.
- Requesting support or additional resources.
- Reporting progress of assigned tasks.

Other information concerning the incident or event can be passed horizontally or vertically within the organization without restriction. This is known as informal communication.

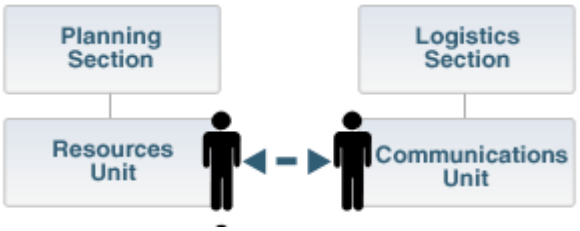
Informal communication:

- Is used to exchange incident or event information only.
- Is NOT used for:
  - Formal requests for additional resources.
  - Tasking work assignments.

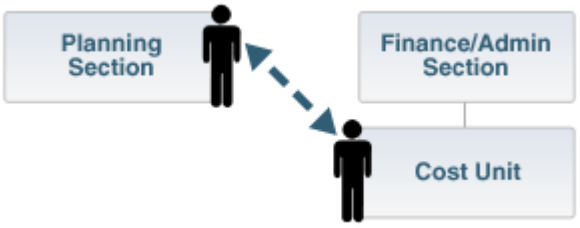
Within the ICS organization, critical information must flow freely!

Examples of informal communication are as follows:

- The Communications Unit Leader may directly contact the Resources Unit Leader to determine the number of persons requiring communications devices.



- The Cost Unit Leader may directly discuss and share information on alternative strategies with the Planning Section Chief.



The most effective form of communication is face to face. Obviously, this is not always possible.

Regardless of the means of communication required by the incident, all responders have five communication responsibilities to perform:

1. Brief others as needed.
2. Debrief actions.
3. Communicate hazards to others.
4. Acknowledge messages.
5. Ask if they don't know.

Formal communication should be used when:

- Receiving and giving work assignments.
- Requesting support or additional resources.
- Reporting progress of assigned tasks.

Three examples are:

1. Division B supervisor requests fuel for resources within the Division.
   This request will be passed through the Branch or Operations Section Chief to ensure that fuel requests can be consolidated before going to Logistics.

2. Operations Section Chief in a Branch and Division organization will pass directives to change the status of resources within a particular division through the Branch Director. (This ensures that Branch is aware of any changes.)

3. The Situation Unit Leader will request additional personnel to work in the unit through the Planning Section Chief.
   (This ensures that personnel already assigned to the Planning Section will be used if available.)

Informal communication relationships are those situations requiring exchange of incident or event information only and do not involve tasking work assignments or requests for support or additional resources. Information concerning the incident or event can be passed horizontally or vertically within the organization without restriction.

The ICS organizational framework is open for individuals to freely supply and exchange information. Three examples are:

1. The Food Unit Leader may directly contact the Planning Section's Resources Unit to determine the number of persons requiring feeding.

2. The Cost Unit Leader may directly discuss and share information on alternative strategies with the Planning Section Chief.

3. Division Supervisor A may contact the Situation Unit Leader to share information on an unusual environmental hazard in the Division.

Common Leadership Responsibilities

Leadership means . . .
. . . providing purpose, direction, and motivation for responders working to accomplish difficult tasks under dangerous, stressful circumstances.

A good leader:

- **Ensures** safe work practices.
- **Communicates** by giving specific instructions and asking for feedback.
- **Supervises** the scene of action.
- **Evaluates** the effectiveness of the plan.
- **Understands and accepts** the need to modify plans or instructions.
- **Takes command** of assigned resources.
- **Motivates** with a "can do safely" attitude.
- **Demonstrates initiative** by taking action.

The safety of all personnel involved in an incident or a planned event is the **first duty of ICS leadership**. This is the overall responsibility of Team Leaders, Group or Division Supervisors, Branch Directors, Sections Chiefs, and all members of the Command or Unified Command staff. Ensuring safe work practices is the top priority within the ICS common leadership responsibilities.

Leadership & Duty

Leaders should know, understand, and practice the leadership principles. Leaders need to recognize the relationship between these principles and the leadership values.

Duty is how you value your job. Duty begins with everything required of you by law and policy, but it is much more than simply fulfilling requirements. A leader commits to excellence in all aspects of his or her professional responsibility.

Commitment to Duty

What can you do, personally, that demonstrates your commitment to duty to those you lead?

As a leader, you should try to:

- Take charge within your scope of authority.
- Be prepared to step out of a tactical role to assume a leadership role.
- Be proficient in your job.
- Make sound and timely decisions.
- Ensure tasks are understood.
- Develop your subordinates for the future.

Leadership & Respect

In order to maintain leadership and respect, you should:

- Know your subordinates and look out for their well-being. The workers who follow you are your greatest resource. Not all of your workers will succeed equally, but they all deserve respect.
- Keep your subordinates and supervisor informed. Provide accurate and timely briefings, and give the reason (intent) for assignments and tasks.
- Build the team. Conduct frequent briefings and debriefings with the team to monitor progress and identify lessons learned. Consider team experience, fatigue, and physical limitations when accepting assignments.

Decision Making

Effective decision-making can avert tragedy and help the community recover from the event more quickly.

Demonstrating initiative requires the ability to make sound, timely decisions during an incident or event.

Conversely, poor decision-making or the absence of decisions potentially can result in injury or death to victims or responders. But the repercussions don't stop there. Poor decisions in the early stages of an incident can make the responders' job more difficult and more dangerous. In addition, they can give rise to much more critical or complex decisions.

Leadership and Integrity

Integrity is how you value yourself. You must be in charge of yourself, before you can be in charge of others. Leaders with integrity separate what is right from what is wrong and act according to what they know is right, even at personal cost.

Integrity means knowing yourself and seeking improvement.

- Know the strengths/weaknesses in your character and skill level.
- Ask questions of peers and superiors.
- Actively listen to feedback from subordinates.

Integrity means seeking responsibility and accepting responsibility for your actions.

- Accept full responsibility for and correct poor team performance.
- Credit subordinates for good performance.
- Keep your superiors informed of your actions.

Assessing Incident Management

Assessment is an important leadership responsibility, and is conducted after a major activity in order to allow employees and leaders to discover what happened and why. Assessment methods include:

- Corrective action report/After-action review (AAR).
- Post-incident analysis (PIA).
- Debriefing.
- Post-incident critique.
- Mitigation plans.

Authority

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

In most jurisdictions, the responsibility for the protection of the citizens rests with the chief elected official. Elected officials have the authority to make decisions, commit resources, obligate funds, and command the resources necessary to protect the population, stop the spread of damage, and protect the environment.

In private industry, this same responsibility and authority rests with the chief executive officer.

Scope of Authority

An Incident Commander's scope of authority is derived:

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

For example:

- Fire Chief or Police Chief by council passing a municipal Bylaw.
- Some provincial agencies that provide emergency services such as the O.P.P, Q.P.P and the BC Ambulance Service derive their authority from provincial legislation.

Delegation of Authority

The process of granting authority to carry out specific functions is called the delegation of authority.

Delegation of authority:

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

Ideally, this authority will be granted in writing. Whether it is granted in writing or verbally, the authorities granted remain with the Incident Commander until such time as the incident is terminated, or a relief shift Incident Commander is appointed, or the Incident Commander is relieved of his or her duties for just cause.

Delegation of Authority: When Not Needed

A delegation of authority may not be required if the Incident Commander is acting within his or her existing authorities.

- An emergency manager may already have the authority to deploy response resources to a small flash flood.
- A fire chief probably has the authority (as part of a municipal Bylaw) to serve as an Incident Commander at a structure fire.

Delegation of Authority: When Needed

A delegation of authority is needed:

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

Note: Evacuations are not usually covered by Bylaws appointing emergency responders to their positions. In many jurisdictions in Canada a Declaration of a State of Emergency must be declared followed by a Delegation of Authority for a person to implement the actions.

It is a good idea to research and fully understand the emergency legislation in your jurisdiction.

Delegation of Authority: Elements

When issued, delegation of authority should include:

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

The delegation should also specify which incident conditions will be achieved prior to a transfer of command or release.

The final responsibility for the resolution on the incident remains with the chief elected official, chief executive officer, or agency administrator. It is imperative then that the chief elected official, chief executive officer, or agency administrator remain an active participant, supporter, supervisor, and evaluator of the Incident Commander.

You can keep that person engaged by:

1. Regular briefings during incident.
2. Consider involving with media relations.
3. Participating in "town hall" meetings with victims.
4. Possible site tours.

Sample Delegation of Authority

_____ is assigned as Incident Commander on the _____ incident.

You have full authority and responsibility for managing the incident activities within the framework of agency policy and direction. Your primary responsibility is to organize and direct your assigned and ordered resources for efficient and effective control of the incident.

You are accountable to_____or his/her designated representative listed below.

Financial limitations will be consistent with the best approach to the values at risk. Specific direction for this incident covering management and other concerns are:

_____ will represent me on any occasion that I am not immediately available. This authority is effective:_____.

_____
Agency Administrator

_____
Incident Commander

_____
Date and Time

Unit 3 Management by Objectives

This unit introduces the student to the process of establishing incident objectives and how they relate to the ICS organization established.

At the end of this unit, you will be able to:

- Describe management by objectives.
- Describe the importance of preparedness plans and agreements.

Implementing Authorities

Within his or her scope of authority, the Incident Commander establishes incident objectives, and then determines strategies, resources, and ICS structure. The Incident Commander must also have the authority to establish an ICS structure adequate to protect the safety of responders and citizens, to control the spread of damage, and to protect the environment.

Management by Objectives

The Incident Commander has the responsibility to determine the Incident Objectives. Incident Objectives are statements of intent related to the overall incident. Essentially, the objectives answer the question of what do we want to do. For some kinds of incidents the time to achieve the objectives is critical. In others, time, while always important, may not be an overriding issue. All Incident Objectives must be measurable.

On small incidents, the task of developing Incident Objectives and strategies is the sole responsibility of the Incident Commander. The activity associated with these first two steps may take only a few minutes.

On larger incidents, members of the General Staff and others will contribute to this process.

It should also be pointed out that agency policy will affect the objectives and strategies. In some agencies, the agency executive or administrator will provide the Incident Commander especially on large incidents, with written authority and document any constraints or limitations.

Once the Objectives are determined they are communicated throughout the organization primarily during the planning process.

Operational Periods

All incidents get an Incident Action Plan, verbal or written that is based on an Operational Period. Operational Periods are defined as the amount of time required to meet the stated Objectives.

Operational Periods can be of various lengths, although they should normally be no longer than 24 hours. It is not unusual to have much shorter Operational Periods covering, for example, two- or four-hour time periods. Decisions on the length of the Operational Period will be affected by:

- Availability of fresh resources.
- Future involvement of additional jurisdictions and/or agencies.
- Environmental considerations, e.g., daylight remaining, weather, etc.
- Safety considerations

Establishing and Implementing Objectives

There are six basic steps to establishing and implementing incident objectives:

Step 1: Understand agency policy and direction.

Step 2: Assess incident situation – "Size up".

Step 3: Establish incident objectives.

Step 4: Select appropriate strategy or strategies to achieve objectives.

Step 5: Perform tactical direction.

Step 6: Provide necessary follow-up.

Many agencies follow this process on a daily informal basis. By standardizing this process and using it on small frequent incidents, the transition to a large, long term incident will go smoother.

Step 1 – Agency Policy

The Incident Commander must have a firm grasp of the policies and direction of his or her agency or jurisdiction and /or the jurisdiction they are working in. Laws, regulations, and policies of that agency or jurisdiction will govern the Incident Commander's scope of authority to act and, therefore, the objectives established.

The Incident Commander may not always be an employee of the agency or jurisdiction experiencing an incident. Therefore, the Incident Commander must be fully aware of agency

policy. This includes any operating or environmental restrictions, and any limits of authority. Agencies will vary on how this policy is made known to the Incident Commander. Some agencies will require it in writing on large incidents, others do not. Agency policy can affect the establishment of incident objectives.

Step 2 – Initial Response Size-up

As the first responder arrives at an incident, a size-up is done to set the immediate incident objectives.

In ICS, the first responder to arrive must assume command and size up the situation by determining:

- The nature and magnitude of the incident.
- Hazards and safety concerns:
  - Hazards facing response personnel and the public
  - Evacuation and warnings
  - Injuries and casualties
  - Need to secure and isolate the area
- Initial priorities and immediate resource requirements.
- The location of the Incident Command Post and Staging Area.
- Entrance and exit routes for responders.

Many agencies have formal Size-Up reports that they must provide to their dispatch centre upon arrival at an incident.

Overall Priorities

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

First Priority: Life Safety – of responders first and public second.

Second Priority: Incident Stabilization – establishing command, objectives, organizing.

Third Priority: Property /Environment Preservation – reducing damage.

Although protecting lives of both responders and the public is always the first priority, individual agencies may rate one priority higher than another i.e. protecting the environment rated higher than protecting private property

A method to help you remember the process is the Mnemonic **P.P.O.S.T.**

Priorities are constant and guide the setting of objectives.

Problems are statements of what you see and know about the incident.

Objectives state what will be accomplished. **"What"**

Strategies are the methods selected to accomplish the incident objectives set by the Incident Commander. **"How"**

Tactics specify how the strategies will be executed, including deploying and directing of resources. **"Who"**

Note: The incident Commander is responsible for establishing objectives and determining strategies. The Operations Section, if it is established, assists with developing strategy and is responsible for determining appropriate tactics.

Step 3 – Incident Objectives

On small incidents, the task of developing Incident Objectives and strategies is the sole responsibility of the Incident Commander. The activity associated with these first two steps may take only a few minutes.

On larger incidents, members of the General Staff and others will contribute to this process. This will be discuss these roles in a later in this module.

It should also be pointed out that agency policy will affect the objectives and strategies. In some agencies, the agency executive or administrator will provide the Incident Commander, especially on large incidents, with written authority and document any constraints or limitations.

For full effectiveness, incident objectives must be:

- Specific and state what's to be accomplished.
- Measurable and include a standard and timeframe.
- Attainable and reasonable.
- In accordance with the Incident Commander's authorities.
- Evaluated to determine effectiveness of strategies and tactics.

Another good Mnemonic to remember is that all objectives should be S.M.A.R.T.

S pecific and state what's to be accomplished

M easurable and include a standard

A ction oriented

R ealistic – not everything can be done in a day

T ime – sensitive; day and time Objectives will be met

Step 4 – Strategies

Strategy describes the general method or methods that should be used either singly or in combination which will result in achieving the incident objective.

For every Objective set there may be one or more strategies or methods to achieve the Objective. For example:
Objective:

Reduce reservoir level to 15 meters by 0800 tomorrow.

Strategy:
Strategy #1 - Reduce/divert inflow

Strategy #2 - Open spillways

Strategy #3 - Use pumps

The strategy or strategies to achieve the Objectives should pass the following criteria:

- Make good sense (feasible, practical, and suitable).
- Be within acceptable safety norms.
- Be cost effective.
- Be consistent with sound environmental practices.
- Meet political considerations.

Step 5 – Tactics

Tactical direction includes determining the tactics and operations necessary for the selected strategy, and determining and assigning the appropriate resources. The tactical direction is developed around an Operational Period and must have measurable results.

Tactical Direction is the responsibility of the Incident Commander or the Operations Section Chief if that position has been established.

The Operations Section Chief, or the Incident Commander if the Operations Section Chief has not been established, should interact with Branch Directors and Division and/or Group Supervisors on the tactics that should be employed to meet the incident objectives.

This is particularly important when the incident involves personnel from multiple disciplines. Jointly developed tactics can assure understanding and enhance commitment.

On large incidents which may last for some time, only so much may be achieved toward accomplishing an Incident Objective in a single Operational Period. Therefore, the tactical direction should be stated in terms of accomplishments that can realistically be achieved within the timeframe currently being planned.

Resource assignments will be made for each of the specific work tasks. Resource assignments will consist of the kind, type, and numbers of resources available and needed to achieve the tactical operations desired for the operational period.

If the required tactical resources will not be available, then an adjustment should be made to the tactics and operations being planned for the Operational Period. Lack of available resources could require both a reassessment of tactics and perhaps the overall strategy.

<u>It is very important that tactical resource availability and other needed support be determined prior to spending a great deal of time working on strategies and tactical operations which realistically cannot be achieved.</u>

Personnel and logistical support factors must be considered in determining tactical operations. Lack of logistical support can mean the difference between success and failure in achieving objectives

Step 6 – Follow-up

During the Operational Period, the Incident Commander, the Planning and Operations Section Chiefs should regularly assess work progress against the control operations called for in the Plan. If deficiencies are found, improved direction or additional staffing may be required, tactical operations may need to be modified, and/or changes may need to be reflected in the planning for the next Operational Period.

The Operations Section Chief may make expedient changes to tactical operations called for in the Incident Action Plan if necessary to better accomplish an objective.

Incident Action Plan

All incidents get an Incident Action Plan; verbal in most cases and written if the incident is large, complex or goes in to several Operational Periods. The decision is the Incident Commanders.

Incident Action Plans (IAPs) provide a coherent means of communicating the overall incident objectives in the contexts of both operational and support activities.

An IAP covers an operational period and includes:

- What must be done.
- Who is responsible.
- How information will be communicated.
- What should be done if a responder is injured (Medical Plan- ICS Form 206)

Note that the **operational period** is the period of time scheduled for execution of a given set of tactical actions as specified in the Incident Action Plan.

Plans and Agreements

The Incident Commander, as well as the Command and General Staffs, should have a working knowledge of jurisdictional and agency preparedness plans and agreements.

Preparedness plans may take many forms, but the most common include:

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

Plans may include information about:

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

Mutual aid and assistance agreements are the means for one jurisdiction to provide resources, facilities, services, and other required support to another jurisdiction during an incident.

Each jurisdiction should be party to a mutual aid and assistance agreement with appropriate jurisdictions from which they expect to receive or to which they expect to provide assistance during an incident.

An example of a Mutual Aid Agreement is the Canadian Interagency Forest Fire Centre's Mutual Aid Resource Sharing Agreement (MARS). The MARS Agreement enables Federal, provincial and territorial forest fire management organizations to share firefighting resources.

Unit 4 Organizational Flexibility

This unit focuses on flexibility within the standard ICS organizational structure and that the ICS organization reflects the principle of management by objectives.

Every incident has different requirements. The organizational structure should reflect only what is required to meet and support planned incident objectives.

By the end of this unit, you should be able to:

- Explain how the modular organization expands and contracts.
- Given a scenario, complete a complexity analysis.
- Define the five types of incidents.

Flexibility and Standardization

Standardization of the ICS organizational chart and associated terms does not limit the flexibility of the system.

A key principle of the ICS is its flexibility. The ICS organization may be expanded easily from a very small size for routine operations to a larger organization capable of handling catastrophic events.

Flexibility does not mean that the ICS feature of common terminology is superseded. Note that flexibility is allowed only within the standard ICS organizational structure and position titles.

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

Modular Organization

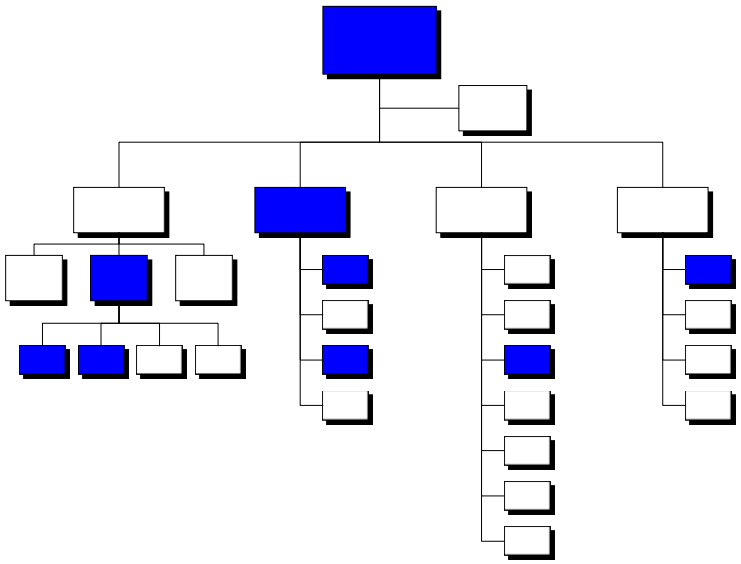
A major advantage of the ICS organization is the ability to fill only those parts of the organization that are required. For some incidents, and in some applications, only a few of the organization's functional elements may be required. However, if there is a need to expand the organization, additional positions exist within the ICS framework to meet virtually any need.

The ICS organization adheres to a “form follows function” philosophy. In other words, the organization at any given time should reflect only what is required to meet planned tactical objectives. The size of the current organization and that of the next operational period is determined through the incident action planning process.

Since the ICS is a modular concept, managing span of control is accomplished by organizing resources into Sections, Branches, Groups, Divisions, Units, or Teams when the supervisor-to-subordinate ratio exceeds seven, or by reorganizing or demobilizing Sections, Branches, Groups, Divisions, Units, or Teams when the ratio falls below three.

The incident command organizational structure is based on:

- The size and complexity of the incident.
- Specifics of the hazard environment created by the incident.
- The incident planning process and incident objectives.



ICS Expansion and Contraction

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

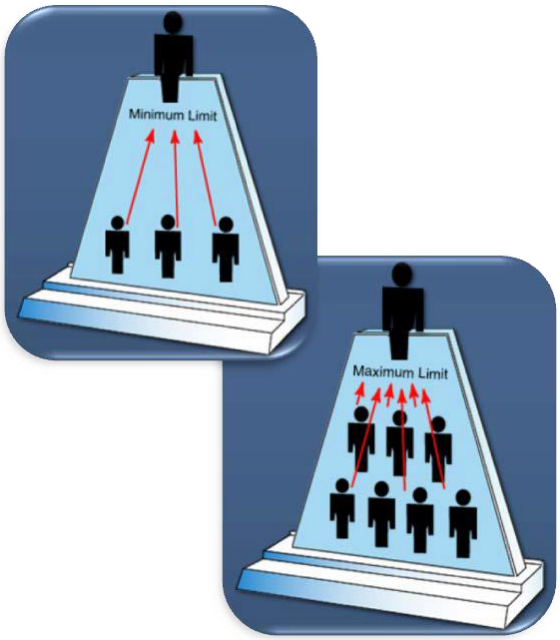
- Only functions/positions that are necessary are filled.
- Each activated element must have a person in charge.
- An effective span of control must be maintained.

Span of Control

Span of control is key to effective and efficient incident management. Maintaining an effective span of control is important because safety and accountability are a priority.

Within ICS, the span of control of any individual with incident management supervisory responsibility should range from three to seven subordinates. If a supervisor has fewer than three people reporting, or more than seven, some adjustment to the organization should be considered. Monitoring the span of control in the ICS organization is a major responsibility of the Incident Commander.

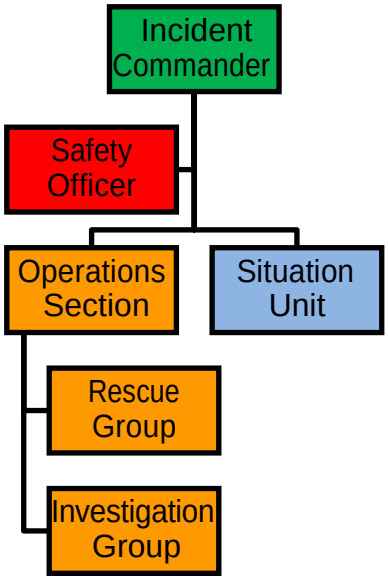
Optimally span of control should not exceed five subordinates. The type and complexity of the incident. The nature of the task, distances between personnel and resources, and hazards and safety factors all influence span of control considerations.



Many incidents will never require the activation of the entire Command or General Staff or entire list of organizational elements within each Section. Other incidents will require some or all members of the Command Staff and all sub-elements of each General Staff Section.

The decision to activate an element (Section, Branch, Unit, Division, or Group) must be based on incident objectives and resource needs. An important concept is that many organizational elements may be activated in various Sections **without** activating the Section Chief.

For example, the Situation Unit can be activated without a Planning Section Chief assigned. In this case, the supervision of the Situation Unit will rest with the Incident Commander.



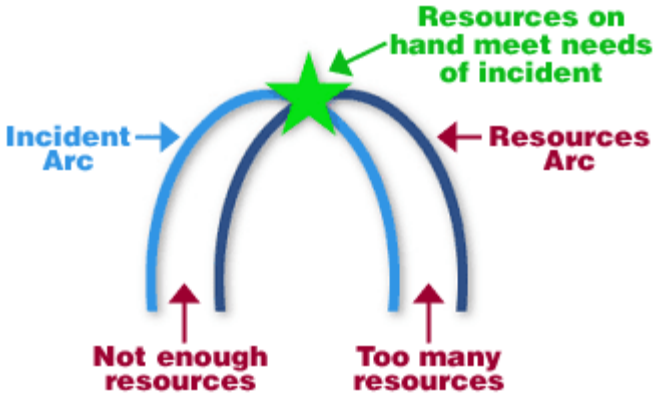
Avoid Combining Positions

It is tempting to combine ICS positions to gain staffing efficiency. Rather than combining positions, you may assign the same individual to supervise multiple units.

When assigning personnel to multiple positions, do **not** use nonstandard titles. Creating new titles may be unrecognizable to assisting or cooperating personnel and may cause confusion. Be aware of potential span-of-control issues that may arise from assigning one person to multiple positions.

Anticipating Incident Workload

Experience and training will help you to predict workloads and corresponding staffing needs. As the graphic illustrates, an incident may build faster than resources can arrive.



Eventually, a sufficient number of resources arrive and begin to control the incident. As the incident declines, resources then exceed incident needs.

Incident workload patterns are often predictable throughout the incident life cycle. Several examples are provided below:

- **Operations Section:** The workload on Operations is immediate and often massive. On a rapidly escalating incident, the Operations Section Chief must determine appropriate tactics; organize, assign, and supervise resources; and at the same time participate in the planning process.
- **Planning Section:** The Resources and Situation Units will be very busy in the initial phases of the incident. In the later stages, the workload of the Documentation and Demobilization Units will increase.
- **Logistics Section:** The Supply and Communications Units will be very active in the initial and final stages of the incident.

Analyzing Complexity

It is important to strike the right balance when determining resource needs. Having too few resources can lead to loss of life and property, while having too many resources can result in unqualified personnel deployed without proper supervision.

A complexity analysis can help:

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

Complexity factors include:

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

As illustrated below, when incident complexity increases, your resource needs and ICS structure grow accordingly.

Resource Kinds and Types

In ICS applications, tactical resources consist of all personnel and major items of equipment available or potentially available for assignment to incidents. Equipment resources will include the personnel required to operate/staff them.

Managing an expanding incident requires that responders get the right personnel and equipment. For this reason, ICS resources are categorized by:

- **Kinds of Resources:** The kind of resource describes what the resource is, e.g., patrol vehicle, helicopter, fire engine, oil skimmer vessel, bulldozer, plow, etc. The kinds of resources can be as broad as necessary to suit the incident application.

  Some of the same kind of tactical resources may be used by different agencies on a variety of incidents. For example, both police and fire departments will often use helicopters, fuel tenders, and crew transports.

  Other kinds of resources, e.g., patrol cars, search dogs, or fire engines, are specific to the user agency and to the application area.

- **Types of Resources:** Describe the size, capability, and staffing qualifications of a specific kind of resource.

  The type of resource describes a performance capability for that kind of resource. For example, a Type 1 (Heavy) helicopter will carry up to 16 persons. A Type 3 (Light) helicopter will carry up to five persons.

  Resources are usually typed by a number, with 1 being the highest capability or capacity; 2, the next highest, etc. However, that high capacity does not necessarily mean that it is the right resource for the job to be done.

  For example, a Type 1 fire engine which has the greatest pumping capacity may not, because of terrain considerations, be able to access the area where the resource is needed.

  The specific capability of the resource must always be clearly spelled out in the type descriptions.

Requesting a resource kind without specifying a resource type could result in an inadequate resource arriving on the scene.

Resource Request: “We need a Water Tender.”

What You Needed

What You Got

There are three distinct advantages to typing resources:

1. **In Planning**

Knowing the specific capabilities of the various kinds of resources helps planners decide the type and quantity of resource best suited to perform activities required by the Incident Action Plan.

2. **In Ordering**

Ordering resources by type saves time, minimizes error, gives a clear indication of exactly what is needed, and reduces nonessential communications between the incident and the off-site order point.

3. **In Monitoring Resource Use**

An awareness of the type of tactical resource assigned enables the manager to monitor for under- or-over-capability, and make changes accordingly. Careful monitoring of resource performance can lead to the use of smaller or less costly resources, which can result in increased work performance and reduced cost.

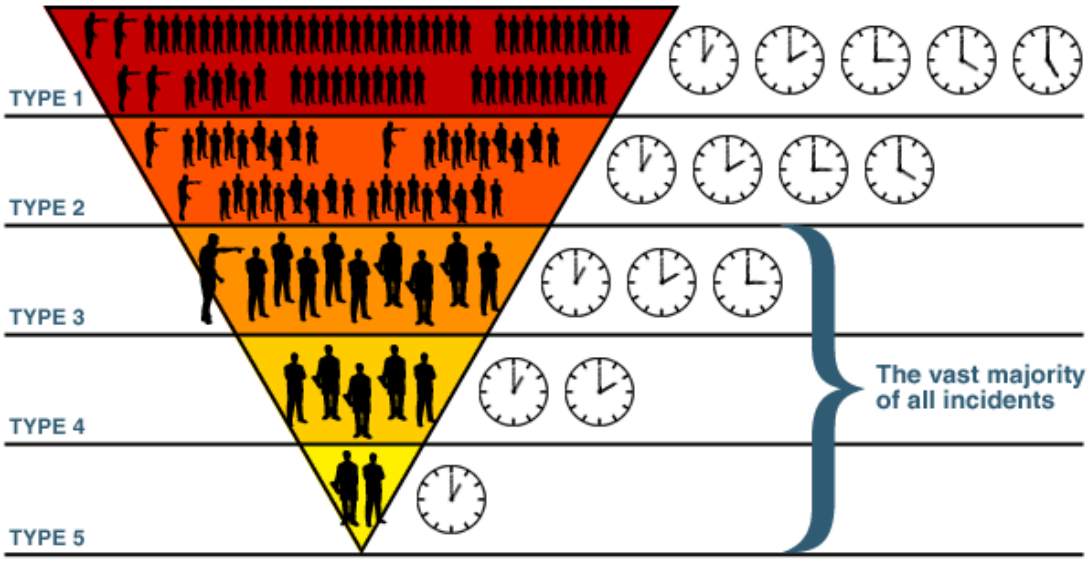
While resource typing is a good idea, there are only a few typing standards currently available nationally, and these are primarily in the wildland fire services.

Incident Typing

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

Incident typing may be used to:

- Make decisions about resource requirements.
- Order Incident Management Teams (IMTs). An IMT is made up of the Command and General Staff members in an ICS organization.



Over 95% of all incidents are Type 5.

Type 5 Incident

Characteristics of a Type 5 Incident are as follows:

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

- **Time Span:** Incident is contained within the first operational period and often within a few hours after resources arrive on scene. A verbal Incident Action Plan (IAP) is required. No written IAP other than Form 201.

Type 4 Incident

Characteristics of a Type 4 Incident are as follows:

- **Resources:** Command Staff and General Staff functions are activated (only if needed). Several resources are required to mitigate the incident, possibly including a Task Force or Strike Team.

  The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated.

- **Time Span:** Limited to one operational period in the control phase. No written Incident Action Plan (IAP) is required, but a documented operational briefing (ICS Form 201) will be completed for all incoming resources.

Type 3 Incident

Characteristics of a Type 3 Incident are as follows:

- **Resources:** When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. Some or all of the Command and General Staff positions may be activated, as well as Division or Group Supervisor and/or Unit Leader level positions. An Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, and an extended attack incident until containment/control is achieved.
- **Time Span:** The incident may extend into multiple operational periods and a written Incident Action Plan may be required for each operational period.

Type 2 Incident

Characteristics of a Type 2 Incident are as follows:

- **Resources:** Regional and/or national resources are required to safely and effectively manage the operations. Most or all Command and General Staff positions are filled. Operations personnel typically do not exceed 200 per operational period and the total does not exceed 500. The agency administrator/official is responsible for the incident complexity analysis, agency administrator briefings, and written delegation of authority.
- **Time Span:** The incident is expected to go into multiple operational periods. A written Incident Action Plan is required for each operational period.

Type 1 Incident

Characteristics of a Type 1 Incident are as follows:

- **Resources:** This type of incident is the most complex to safely and effectively manage and operate. All Command and General Staff positions are activated.
  Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. Branches need to be established. The agency

administrator/official will have briefings, and ensure that the complexity analysis and delegation of authority are updated. There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions. There may be provincial or national resource support. A Declaration of a State of Emergency may be made by the appropriate jurisdiction.

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

Unit 5: Positions and Functional Areas

This unit presents information that is similar to materials covered in the I -100 course. Note that the discussion of the positions will be more detailed than the coverage in the I -100 course.

By the end of this unit, you should be able to:

- Describe the functions of organizational positions within the Incident Command System (ICS).

Initial Action Organization

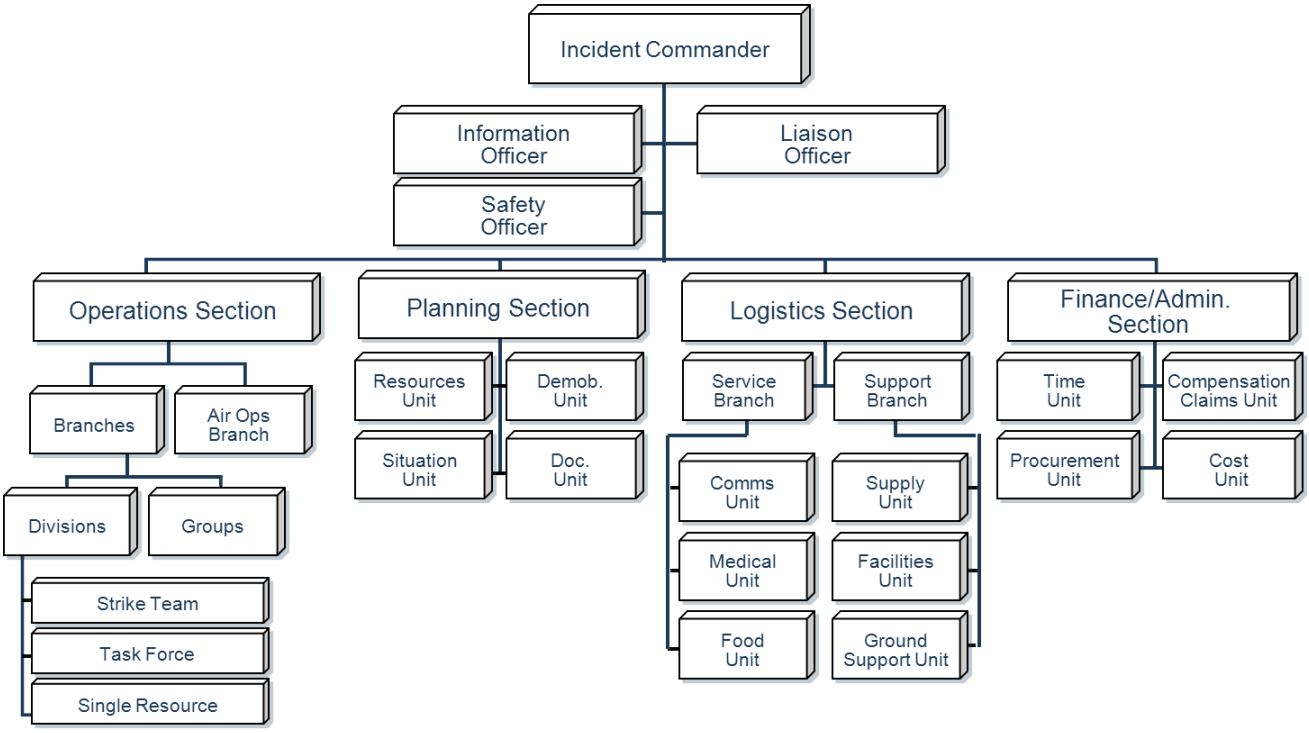
The initial response to most domestic incidents is typically handled by local "911" dispatch centres, emergency responders within a single jurisdiction, and direct supporters of emergency responders. Most responses need go no further.

Approximately 95% of all incidents are small responses that include:

- **Command:** Incident Commander and other Command Staff.
- **Single Resources:** An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

Expanded Incident

In some three to five percent of incidents, the organization will grow exponentially. It is for this reason that position titles be standardized. Each position below has a very specific title that must be used to avoid confusion when many agencies are working together.



Supervisory Titles

At each level within the ICS organization, individuals with primary responsibility positions have distinct titles. Using specific ICS position titles serves these important purposes:

- Provides a common standard.
- Ensures qualified individuals fill positions.
- Ensures that requested personnel are qualified.
- Standardizes communication.
- Describes the responsibilities of the position.

Titles for all ICS supervisory levels are shown in the table below:

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team/Task Force	Leader	N/A

Incident Commander

The Incident Commander:

- Has overall incident management responsibility delegated by the appropriate jurisdictional authority.
- Develops the incident objectives to guide the incident planning process.
- Approves the Incident Action Plan and all requests pertaining to the ordering and releasing of incident resources.

Upon arriving at an incident the higher ranking person will either assume command, maintain command as is, or reassign command to a third party. In some situations or agencies, a lower ranking but more qualified person may be designated as the Incident Commander.

The Incident Commander performs **all** major ICS Command and General Staff responsibilities unless these functions are activated. Specifically, the IC:

- Will perform the major ICS organizational functions of operations, logistics, planning, and finance/administration until determining that the authority for one or more of these functions should be delegated.

- Will also perform the Command Staff functions of Safety, Liaison, and Public Information until determining that one or more of these functions should be delegated.

The Incident Commander has a wide variety of responsibilities:

- Assess the situation and/or obtain a briefing from the prior Incident Commander.
- Determine incident objectives and strategy.
- Establish the immediate priorities.
- Establish an Incident Command Post.
- Establish an appropriate organization.
- Ensure planning meetings are scheduled as required. Approve and authorize the implementation of an Incident Action Plan.
- Ensure that adequate safety measures are in place.
- Coordinate activity for all Command and General Staff.

- Coordinate with key people and officials.
- Approve requests for additional resources or for the release of resources.
- Keep agency administrator informed of incident status.
- Approve the use of students, volunteers, and auxiliary personnel.
- Authorize release of information to the news media.
- Order the demobilization of the incident when appropriate.

Deputy Incident Commander

The Incident Commander may have a deputy, who may be from the same agency, or from an assisting agency. Deputies may also be used at section and branch levels of the ICS organization. Deputies must have the same qualifications as the person for whom they work as they must be ready to take over that position at any time.The three primary reasons to designate a Deputy Incident Commander are to:

1. Perform specific tasks as requested by the Incident Commander.
2. Perform the incident command function in a relief capacity (e.g., to take over for the next operational period). In this case, the Deputy will assume the primary role.
3. Represent an Assisting Agency that may share jurisdiction or have jurisdiction in the future.

Unified Command

Unified Command allows all responsible agencies to manage an incident together by establishing a common set of incident objectives and strategies. As a team effort, Unified Command overcomes much of the inefficiency and duplication of effort that can occur when agencies from different functional and geographic jurisdictions, or agencies at different levels of government, operate without a common system or organizational framework. The advantages of using Unified Command include:

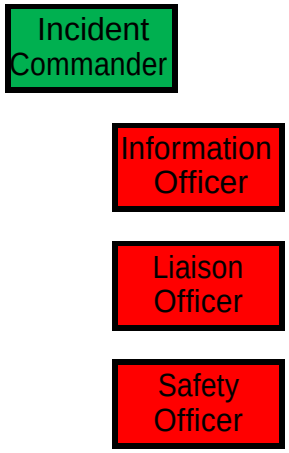
- A single set of objectives is developed for the entire incident.
- A collective approach is used to develop strategies to achieve incident objectives.
- Information flow and coordination is improved between all jurisdictions and agencies involved in the incident.
- All agencies with responsibility for the incident have an understanding of joint priorities and restrictions.
- No agency's legal authorities will be compromised or neglected.
- The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.
- All Incident Commanders work together in a single Incident Command Post.

Unity of command is maintained through the singular direction achieved by the Incident Commanders within the Unified Command. Under Unified Command, each person still only has a single supervisor.

Command Staff

There are three important staff functions which are the responsibility of the Incident Commander unless Command Staff positions are established:

1. Public information and media relations.
2. Maintaining liaison with assisting and cooperating agencies.
3. Ensuring safety.



On some incidents, any one of these functions can consume much of the Incident Commander's time. Therefore, it is important to recognize their importance and quickly fill the positions if necessary. Note that the Command Staff differs from the General Staff positions for the line organization of Operations, Planning, Logistics, and Finance/Administration.

Information Officer

The Information Officer is responsible for developing and releasing information about the incident to the news media, to the public, to incident personnel, and to other appropriate agencies and organizations.

Only one Information Officer will be assigned for each incident, including incidents operating under Unified Command and multijurisdictional incidents. The Information Officer may have assistants as necessary, and the assistants may represent assisting agencies or jurisdictions.

Reasons for the IC to designate an Information Officer:

- An obvious high visibility or sensitive incident.
- Media demands for information may obstruct IC effectiveness.
- Media capabilities to acquire their own information are increasing.
- Reduces the risk of multiple sources releasing information.
- Need to alert, warn or instruct the public.

The Information Officer should consider the following when determining a location to work from at the incident:

- Be separate from the Command Post, but close enough to have access to information.
- An area for media relations and press/media briefings must be established.
- Information displays and press handouts may be required.
- Tours and photo opportunities may have to be arranged.

Safety Officer

The Safety Officer's function on the Command Staff is to develop and recommend measures for assuring personnel safety, and to assess and/or anticipate hazardous and unsafe situations. The Safety Officer, Operations Section Chief, and Planning Section Chief must coordinate closely regarding operational safety and emergency responder health and safety issues.

All public safety agencies stress the importance of safety as an individual responsibility. Many provincial WCB Regulations require the assignment of a Safety Officer at high hazard incidents. Supervisors are instructed to watch for potential unsafe conditions.

Only one Safety Officer will be assigned for each incident. The Safety Officer may have assistants as necessary, and the assistants may also represent assisting agencies or jurisdictions. Safety assistants may have specific responsibilities such as air operations, hazardous materials, etc.

The Safety Officer will correct unsafe situations by working through the chain of command. However, the Safety Officer may exercise emergency authority to directly stop unsafe acts if personnel are in imminent life-threatening danger.

The Safety Officer must also ensure the coordination of safety management functions and issues across jurisdictions, across functional agencies, and with private-sector and no ngovernmental organizations.

Liaison Officer

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

The Liaison Officer is the contact for Agency Representatives assigned to the incident by assisting or cooperating agencies. These are personnel other than those on direct tactical assignments or those involved in a Unified Command.

Representatives from assisting or cooperating agencies and organizations coordinate through the Liaison Officer. Agency and/or organizational representatives assigned to an incident must have the authority to speak for their parent agencies and/or organizations on all matters, following appropriate consultations with their agency leadership.

Assistants and personnel from other agencies or organizations (public or private) involved in incident management activities may be assigned to the Liaison Officer to facilitate coordination.

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

- When several agencies send, or plan to send, Agency Representatives to an Incident in support of their resources.
- When the IC can no longer provide the time for individual coordination with each Agency Representative.
- When it appears that two or more jurisdictions may become involved in the incident and the incident will require on-site liaison.

Agency Representative

In many multijurisdictional incidents, an agency or jurisdiction will send a representative to assist in coordination efforts.

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency who has been delegated full authority to make decisions on all matters affecting that agency's participation at the incident.

It is important to note that in ICS, the Liaison Officer is part of the receiving organization and an Agency Representative is representing an agency joining the organization. Agency Representatives report to the Liaison Officer or to the Incident Commander in the absence of a Liaison Officer.

Agency Representatives may also become Deputy Incident Commanders or a Unified Incident Commander if so qualified and if the incident warrants it.

Assisting Agency

An assisting agency is defined as one that is assisting on an incident by directly contributing tactical resources to the agency or jurisdiction that is responsible for the incident. Thus, fire, police, or public works equipment sent to another jurisdiction's incident would be considered assisting agency resources.

Cooperating Agency

An agency which supports the incident or supplies assistance other than tactical resources would be considered a cooperating agency. Examples include the Canadian Red Cross, Salvation Army, utility companies, etc. On some law enforcement incidents a fire agency may not send fire equipment but may supply an Agency Representative for coordination purposes. In this case, the fire agency would be considered a cooperating agency.

Don't get confused between an assisting agency and a cooperating agency! An assisting agency has direct responsibility for incident response, whereas a cooperating agency is simply offering assistance.

Assistants

In a large or complex incident, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency.

Assistant Information Officers are often used to ensure other participating agencies get their message to the media.Assistant Safety Officers are often used on large, widespread incidents where one S/O cannot cover the physical operating area efficiently.

As the title indicates, assistants should have a level of technical capability, qualifications, and responsibility subordinate to the primary positions.

Assistants may also be assigned to Unit Leaders (e.g., at camps to supervise unit activities).

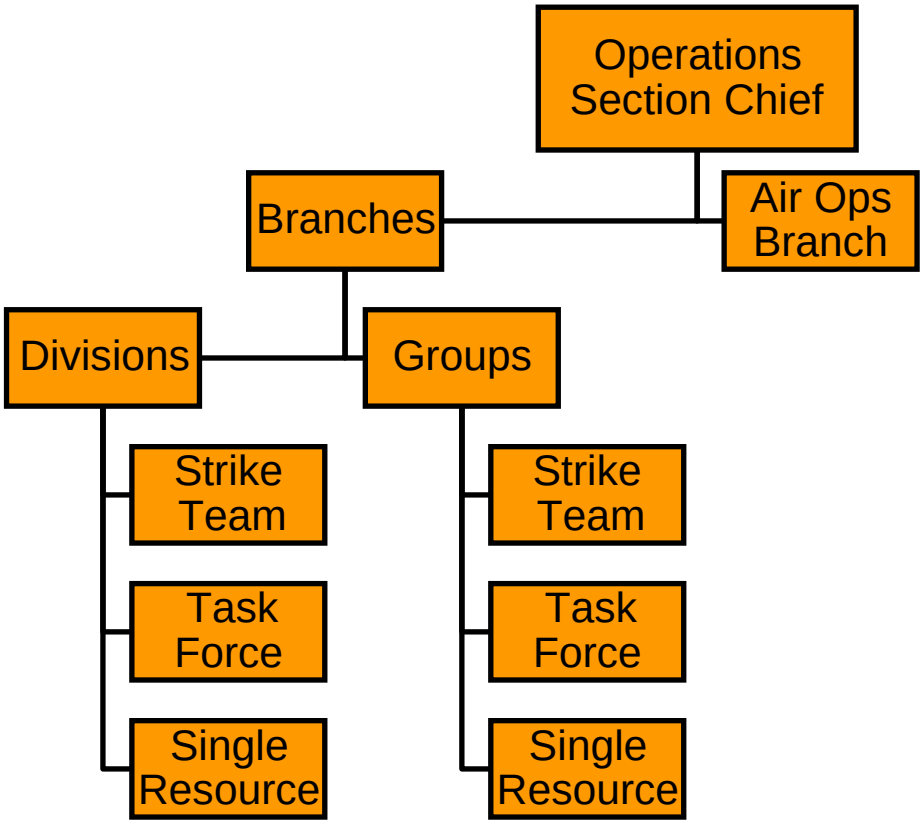
Expanding Incidents

An incident may start small and then expand. As the incident grows in scope and the number of resources needed increases, there may be a need to activate Teams, Divisions, Groups, Branches, or Sections to maintain an appropriate span of control.

In an expanding incident, the Incident Commander can activate positions and delegate authority to Section Chiefs, Branch Directors, Division or Group Supervisors, or Team or Unit Leaders to accomplish tasks and oversee tactical operations.

The ability to delegate the supervision of resources not only frees up the Incident Commander to perform critical decision making and evaluation duties, but also clearly defines the lines of communication to everyone involved in the incident.

Operations Section



The Operations Section is responsible for managing all tactical operations at an incident. The build-up of the Operations Section is generally dictated by the number of tactical resources involved and span of control considerations.

There is no precise guideline for when the Operations Section will be established on an incident. In some cases, depending upon the complexity of the incident and the desires of the Incident Commander, it may be the first section to be established. In other situations, the IC may elect to maintain control of Operations, and establish Logistics, Planning, and, if necessary, Finance/Administration functions as separate sections before designating an Operations Section.

The Operations Section Chief may have one or more deputies assigned, with the assignment of deputies from other agencies encouraged in the case of multi-jurisdictional incidents.

Note that an Operations Section Chief should be designated for each operational period and should have direct involvement in the preparation of the Incident Action Plan for the corresponding period of responsibility.

The Operations Section consists of the following components:

- Ground or surface-based tactical resources
- Aviation (Air) resources - helicopters and fixed-wing aircraft
- Staging Areas

Incidents will use any or all of these components, depending on the need.

Ground or Surface Tactical Resources

There are three ways of organizing tactical resources on an incident. The determination of how resources will be used will be determined based on the application area and the tactical requirement. Resources can be used as:

- Single Resources
- Task Forces
- Strike Teams

Depending on the need, tactical resources can be placed into an Operations organization made up of:

- Resources reporting to the Incident Commander or Operations Section Chief
- Divisions or Groups
- Branches

Aviation Resources

Many incidents require the use of tactical or logistical aircraft to support the incident. In ICS, all aviation resources assigned for exclusive use of the incident are assigned to the Operations Section. These include aircraft providing logistical support.

The Operations Section Chief may establish a separate Air Operations Branch when:

- The complexity (or expected complexity) of air operations and/or the number of aircraft assigned to the incident requires additional management support.

- The incident requires both tactical and logistical use of air support.

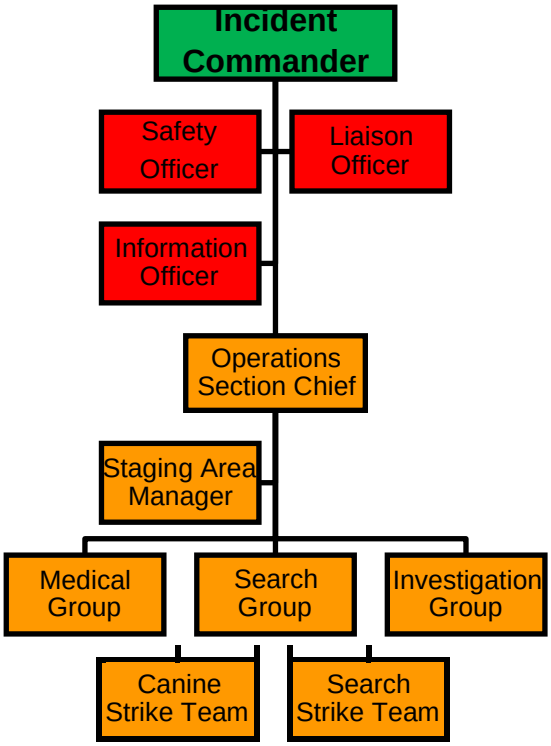
When the Air Operations organization is formally established on an incident, it will be set up as an Air Operations Branch within the Operations Section

Staging Areas

Staging Areas are set up at the incident where resources can wait for a tactical assignment.

All resources in the Staging Area are assigned and ready for deployment. Out-of-service resources are NOT located at the Staging Area, they are located at the Incident Base.

After a Staging Area has been designated and named, a Staging Area Manager will be assigned. The Staging Area Manager will report to the Operations Section Chief or to the Incident Commander if the Operations Section Chief has not been designated. In some applications, branches may have separate staging areas. For example, a medical branch may have an ambulance staging area assigned to the branch.



Once a Staging Area has been designated and named, a Staging Area Manager will be assigned. The Staging Area Manager will report to the Operations Section Chief or to the Incident Commander if the Operations Section Chief has not been designated.

Requests for resources must be made through the chain of command. For example, if an individual search team required more searchers, they would place the request through the Search Group Supervisor and not directly to the Staging Area Manager. An incident may have more than one Staging Area. Staging Areas can be set up to meet specific functional needs. For example: for ambulances, fire equipment, police cars, etc.

In locations where major incidents are known to occur frequently, it is advisable to designate possible Staging Area locations, and to plan their layouts in advance. A Staging Area may be in the same general area or adjacent to other incident facilities; however, it should have its own separate location and name.

Some incidents may use the Staging Area(s) for only certain kinds of resources. For example, all police vehicles or all ambulances may be located in one Staging Area. A Staging Area could be established in a harbor location for boats used in a water incident

Task Forces vs. Strike Teams

A **Task Force** is any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leaderTask forces may be a mix of all different kinds of resources, be of the same kind but different types, or be several resources of one kind mixed with other resources.

Police Drug Interdiction Task Force

Other examples:

- Debris removal T/F: 2 dump trucks & 2 loaders
- Fire Suppression T/F: 2 Type 1 engines, 1 Type 1 Water Tender.

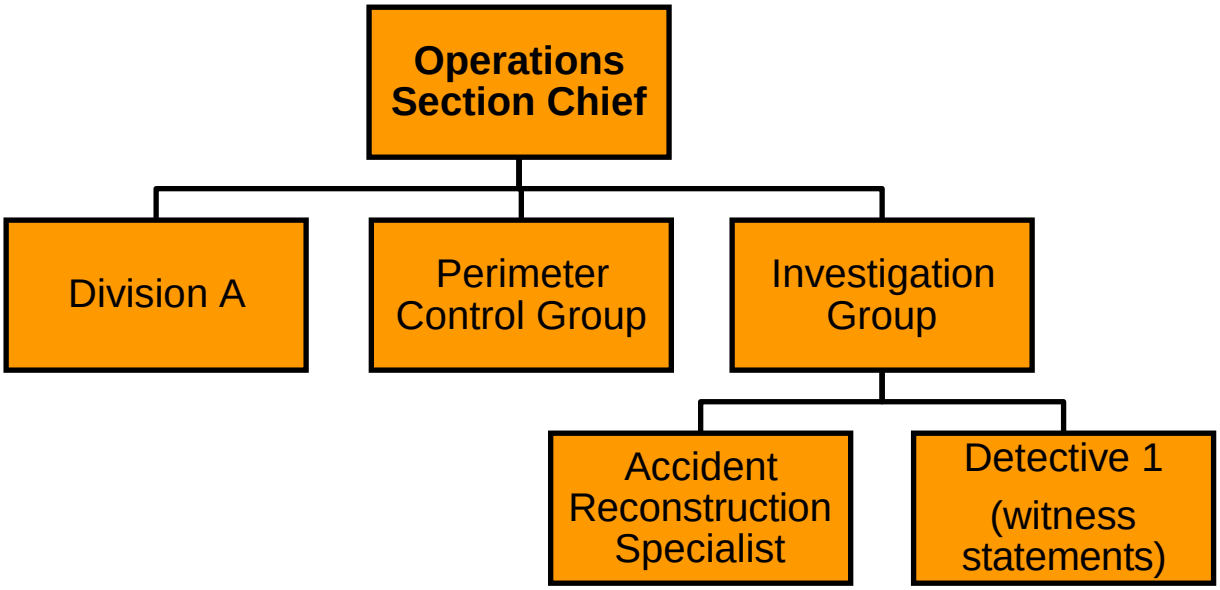
A **Strike Team** is a set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.
Strike Teams have proven to be very valuable for use in large wildland fire incidents. In those kinds of incidents Strike Teams are regularly used for managing engines, crews, and bulldozers. The use of Strike Teams in other application areas is more limited.

Fire Suppression Strike Team, 3 Type 3 Engines

Other examples:

- Snow Removal S/T: 3 Highway snow plows working in echelon.
- Ground SAR S/T: 3 - 10 person teams in a line searching underbrush.

Divisions and Groups



Divisions and Groups are established when the number of resources exceeds the manageable span of control of the Incident Commander and the Operations Section Chief.

Divisions are established to divide an incident into physical or geographical areas of operation. Initially, establishing Divisions may be done for purposes of "defining the incident."

For example, if there was a fire or chemical release on two floors of a building, then Division 1 might be the first floor and Division 2 the second floor. The Incident Commander or Operations Section Chief might designate these as Divisions.

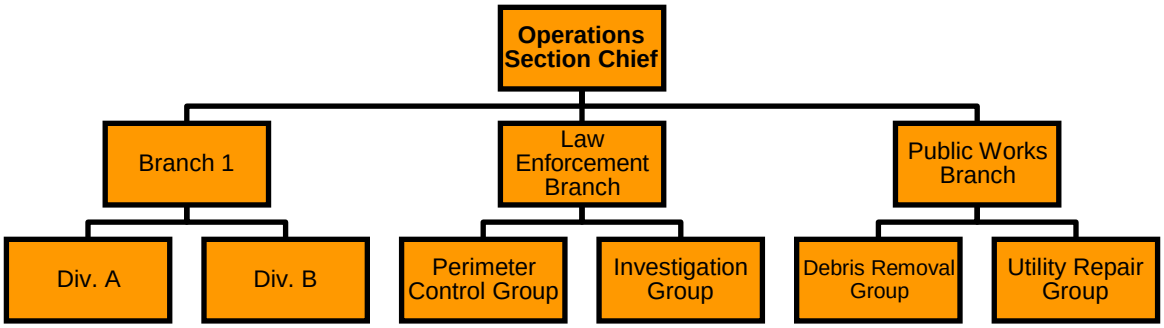
Groups are established to divide the incident into functional areas of operation. Examples of Groups include medical groups, search and rescue groups, perimeter security groups, maritime salvage groups, etc. Like Divisions, Groups are managed by Supervisors.

Groups may be assigned across geographical areas when a functional activity crosses divisional lines.

For example, a specialized Canine Search Group would be used wherever required and moved as needed in an earthquake incident.

In any organization in which combined Divisions and Groups are used, it is important that the Supervisors establish and maintain close communications and coordination. Each will have equal authority; neither Supervisor will be subordinate to the other.

Branches



Branches may be used to serve several purposes, and may be functional or geographic in nature.

In general, Branches are established when the number of Divisions or Groups exceeds the recommended span of control of one supervisor to three to seven subordinates for the Operations Section Chief.

Branches are identified by Roman numerals or functional name.

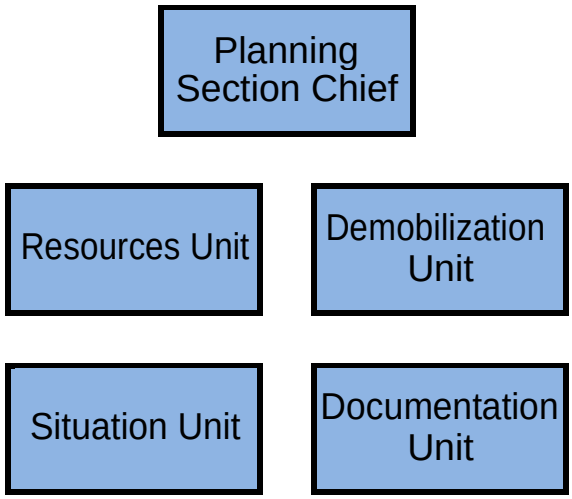
Branches will be managed by a Branch Director. Branch Directors may have deputy positions as required. In multi-agency incidents, the use of Deputy Branch Directors from assisting agencies can be of great benefit to ensure and enhance interagency coordination as well as continue the spirit of Unified Command.77788

Some incidents may require the use of aviation resources to provide tactical or logistical support. On smaller incidents, aviation resources will be limited in number and will report directly to the Incident Commander or to the Operations Section Chief.

On larger incidents, it may be desirable to activate a separate Air Operations organization to coordinate the use of aviation resources. The Air Operations organization will then be established at the Branch level, reporting directly to the Operations Section Chief.

The Air Operations Branch Director can establish two functional groups. The Air Tactical Group coordinates all airborne activity. The Air Support Group provides all incident ground based support to aviation resources.

Planning Section



The Planning Section has responsibility for:

- Maintaining resource status.
- Maintaining and displaying situation status.
- Preparing the Incident Action Plan (IAP).
- Developing alternative strategies
- Providing documentation services.
- Preparing the Demobilization Plan.
- Providing a primary location for technical specialists assigned to an incident.

The Planning Section is typically responsible for gathering and disseminating information and intelligence critical to the incident, unless the Incident Commander places this function elsewhere.

One of the most important functions of the Planning Section is to look beyond the current and next operational period and anticipate potential problems or events.

The Planning Section, if established, will have a Planning Section Chief. The Planning Section Chief may have a deputy.

Technical specialists are advisors with special skills required at the incident. Technical specialists will initially report to the Planning Section, work within that Section, or be reassigned to another part of the organization. Technical specialists can be in any discipline required (e.g., aviation, environment, hazardous materials, training, human resources, etc.) Specific Unit responsibilities include:

Resources Unit: This unit is responsible for maintaining the status of all assigned resources (primary and support) at an incident. It achieves this through:

- Overseeing the check-in of all resources.
- Maintaining a status-keeping system indicating current location and status of all resources.
- Maintenance of a master list of all resources, e.g., key supervisory personnel, primary and support resources, etc.

Situation Unit: The collection, processing, and organizing of all incident information takes place within the Situation Unit. The Situation Unit may prepare future projections of incident growth, maps, and intelligence information.

Three positions report directly to the Situation Unit Leader:

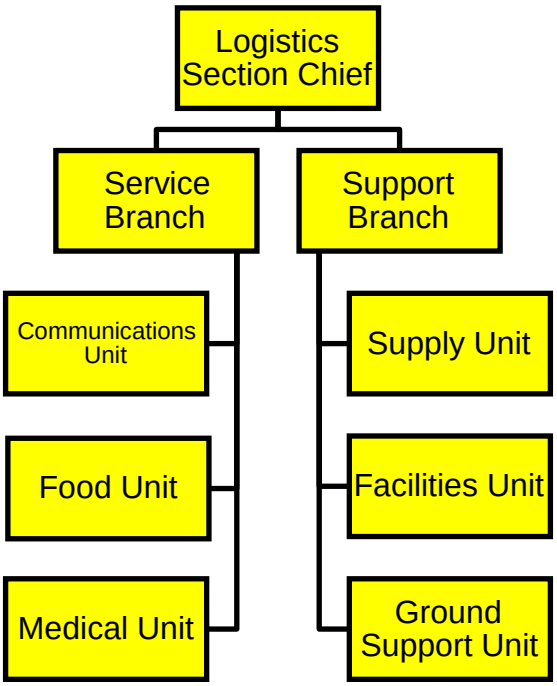
- Display Processor -- Maintains incident status information obtained from Field Observers, resource status reports, etc. Information is posted on maps and status boards as appropriate.
- Field Observer -- Collects and reports on situation information from the field.
- Weather Observer -- Collects current weather information from the weather service or an assigned meteorologist.

Documentation Unit: The Documentation Unit physically prepares the Incident Action Plan and is responsible for the maintenance of accurate, up-to-date incident files. Duplication services will also be provided by the Documentation Unit. Incident files will be stored for legal, analytical, and historical purposes.

Demobilization Unit: On large, complex incidents, assists in ensuring that an orderly, safe, and cost-effective movement of personnel is made when they are no longer required at the incident. The Demobilization Unit is responsible for developing the Incident Demobilization Plan. On large incidents, demobilization can be quite complex, requiring a separate planning activity. Note that not all agencies require specific demobilization instructions.

Planning for demobilization should begin at the early stages of an incident, particularly in the development of rosters of personnel and resources, thus ensuring the efficient and safe demobilization of all resources. After generating an approved plan, the Demobilization Unit is responsible for distributing the plan at the incident and off-incident, as necessary.

Logistics Section



Early recognition of the need for a separate Logistics function and section can reduce time and money spent on an incident.

The Logistics Section is responsible for the following:

- Facilities
- Transportation
- Communications
- Supplies
- Equipment maintenance and fueling
- Food services
- Medical services
- Ordering resources

All incident support needs are provided by the Logistics Section, with the exception of aviation support. Aviation support is handled by the Air Support Group in the Air Operations Branch.

The Logistics Section is managed by the Logistics Section Chief, who may assign a Deputy. A Deputy is most often assigned when all designated units within the Logistics Section are activated.

On very large incidents, or on incidents requiring a great deal of equipment or facilities, the Logistics Section may be divided into two Branches -- Service Branch and Support Branch. Each Branch is led by a Branch Director, who reports to the Logistics Section Chief. This is most often done for span of control reasons, resulting in a more manageable organization.

It is important to remember that Logistics unit functions, except for the Supply Unit, are geared to supporting personnel and resources directly assigned to the incident.
For example, the Logistics Section Food Unit does not provide feeding for people who have been sent to reception centres during a flood. Under ICS, feeding of reception centres would be handled by the jurisdiction's EOC and its components.

Service Branch

The **Communications Unit** is responsible for developing plans for the effective use of incident communications equipment and facilities; installing and testing of communications equipment; supervision of the Incident Communications Center; distribution of communications equipment to incident personnel; and maintenance and repair of communications equipment.

The **Medical Unit** is responsible for the development of the Medical Plan, obtaining medical aid and transportation for injured and ill incident personnel, and preparation of reports and records. NOTE: **The Medical Unit is for responders assigned to the incident only. Medical support for victims falls within the Operations Section.**

The **Food Unit** is responsible for supplying the food needs for the entire incident, including all remote locations (e.g., Camps, Staging Areas), as well as providing food for personnel unable to leave tactical field assignments.

Support Branch

The **Supply Unit** is responsible for ordering, receiving, processing, and storing all incident-related resources.

All off-incident resources will be ordered through the Supply Unit, including:

- Tactical and support resources (including personnel).
- All expendable and non-expendable support supplies.

As needed, the Supply Unit will manage tool operations, including the storage, disbursement, and service of all tools and portable non-expendable equipment.

Two Managers report directly to the Supply Unit Leader:

- Ordering Manager -- Places all orders for incident supplies and equipment.
- Receiving and Distribution Manager -- Receives and distributes all supplies and equipment (other than primary tactical resources), and is responsible for the service and repair of tools and equipment.

For some applications, a Tool and Equipment Specialist may be assigned to service and repair all hand tools. The specialist reports to the Receiving and Distribution Manager.

The **Facilities Unit** This unit is responsible for set-up, maintenance, and demobilization of all incident support facilities except Staging Areas. These facilities are:

- Incident Command Post
- Incident Base
- Camps
- Other facilities within the incident area to be used for feeding, sleeping, and sanitation services.

Note that existing structures in the vicinity of the incident may be used as incident facilities as appropriate.

Additional support items (e.g., portable toilets, shower facilities, food handling units, etc.) will be ordered through the Supply Unit.

The Facilities Unit will also provide security services to the incident as needed.

Three managers report directly to the Facilities Unit Leader. When established at an incident, they have important responsibilities:

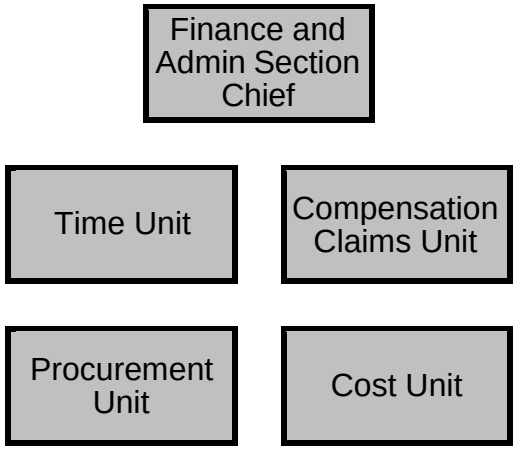
- Security Manager -- Provides safeguards necessary for protection of personnel and property from loss or damage.
- Base Manager -- Ensures that appropriate sanitation, security, and facility management services are in place at the Base.
- Camp Manager -- On large incidents, one or more camps may be established. Camps may be in place several days or they may be moved to various locations. Activities at

the camps may include many of those regularly performed at the Base (e.g., Supply, Food, Medical, Resources, etc.). Camp Managers are responsible for providing non-technical coordination for all Units operating within the camp.

The **Ground Support Unit** is responsible for supporting out-of-service resources; transporting personnel, supplies, food, and equipment; fueling, service, maintenance, and repair of vehicles and other ground support equipment; and implementing the Traffic Plan for the incident.

Finance/Administration Section

The Finance/Administration Section is responsible for managing all financial aspects of an incident.



Not all incidents will require a Finance/ Administration Section. Only when the involved agencies have a specific need for Finance/ Administration services will the Section be activated.

On some incidents only one Finance/ Administration function may be required (e.g., cost analysis). Often, it is more efficient to fill that function through a Technical Specialist assigned to the Planning Section.

There are four units which may be established within the Finance/Administration Section:

- Time Unit
- Procurement Unit
- Compensation/Claims Unit
- Cost Unit

The Finance/Administration Section Chief will determine the need to activate or deactivate a unit. In certain functional areas, e.g., Compensation, a unit may not be established if only one person would be assigned. Instead, in this example, a single Claims Specialist may be assigned.

Due to the specialized nature of the Finance/ Administration function, the Finance/ Administration Section Chief is usually a member of the jurisdictional agency requiring financial services. The Section Chief may designate a deputy.

The **Time Unit** is responsible for ensuring the accurate recording of daily personnel time, compliance with specific agency time recording policies, and managing commissary operations if established at the incident.

As applicable, personnel time records will be collected and processed for each operational period. (The Time Unit Leader may find it helpful to select assistants familiar with the various agency time recording policies.)

Two positions may report to the Time Unit Leader:

- Personnel Time Recorder -- Oversees the recording of time for all personnel assigned to an incident. Also records all personnel-related items, e.g., transfers, promotions, etc.
- Commissary Manager -- Establish, maintain, and demobilize commissary. Also responsible for commissary security.

All financial matters pertaining to vendor contracts, leases, and fiscal agreements are managed by the **Procurement Unit**. The unit is also responsible for maintaining equipment time records.

The Procurement Unit establishes local sources for equipment and supplies; manages all equipment rental agreements; and processes all rental and supply fiscal document billing invoices. The unit works closely with local fiscal authorities to ensure efficiency.
In some agencies, certain procurement activities will be filled by the Supply Unit in the Logistics Section. Therefore, it is necessary that these two units closely coordinate their activity.

The Equipment Time Recorder -- Oversees the recording of time for all equipment assigned to an incident. Also posts all charges or credits for fuel, parts, service, etc., used by equipment.

In ICS, the Compensation-for-Injury and Claims functions are contained within one Unit, the **Compensation/Claims Unit**. Separate personnel may perform each function, however, given their differing activities. These functions are becoming increasingly important on many kinds of incidents.

Compensation-for-Injury oversees the completion of all forms required by workers' compensation and local agencies. A file of injuries and illnesses associated with the incident will also be maintained, and all witness statements will be obtained in writing. Close coordination with the Medical Unit is essential. Claims is responsible for investigating all claims involving property associated with or involved in the incident. This can be an extremely important function on some incidents.

Two Specialists report to the Compensation/Claims Unit Leader:

- Compensation-for-Injury Specialist -- Administers financial matters arising from serious injuries and deaths on an incident. Work is done in close cooperation with the Medical Unit.
- Claims Specialist -- Manages all claims-related activities (other than injury) for an incident.

The **Cost Unit** provides all incident cost analysis. It ensures the proper identification of all equipment and personnel requiring payment; records all cost data; analyzes and prepares estimates of incident costs; and maintains accurate records of incident costs.

The Cost Unit function is becoming increasingly important, with frequent requests by the Planning Section for cost estimates related to strategies for achieving Incident Objectives. Accurate information on the actual costs of all assigned resources is essential.

Unit 6 Briefings

The Briefings unit introduces you to different types of briefings and meetings.

At the end of this unit, you should be able to:

- Describe components of field, staff, and section briefings/meetings.

Types of Briefings/Meetings

Briefings are an essential element to good supervision and incident management. These short, concise meetings are intended to pass along vital information that will be used specifically by the recipient in the completion of his or her job. Typically, these briefings do not include long discussions or complex decision making. Rather, they allow for the individual manager or supervisor to pass along specific information and expectations for the upcoming work period and to field questions from subordinates related to that information and the supervisor's expectations.

In the ICS, these briefings occur at various levels in the organization, with topics that tend to be unique to that level. The ICS uses various levels of organizational briefings/meetings.

Examples of the types of briefings include:

- **Transfer of Command Briefings:** Between incoming and outgoing Incident Commanders. Note that Unit 7 deals completely with this type of briefing.

- **Field-Level Briefings:** Delivered to individual resources or crews assigned to operational tasks and/or work at or near the incident site.

- **Staff-Level Briefings:** Delivered to resources assigned to nonoperational and support tasks at the Incident Command Post or Base.

- **Section-Level Briefings:** Delivered to an entire Section (for example, the operational period briefing).

Briefing Type	Description
Transfer of Command Briefings	Transfer of incident command may take place when a senior person arrives at the scene and elects or has been designated by higher authority to assume the position of Incident Commander. This is often associated with a growing incident. Transfer of incident command can also take place in reverse, i.e., transferring command to a less senior or less qualified person in an incident which is under control or moving toward demobilization.The briefing is usually conducted at the ICP.
Field-Level Briefings	This level typically involves resources assigned to operational tasks and/or work at or near the incident site. These briefings will be delivered to individual subordinates, full crews, or multiple crews such as Strike Teams or Task Forces and will occur at the beginning of an operational shift. The location will usually be near the work site or just prior to mobilization to the field. The supervisor attempts to focus the subordinates on their specific tasks and helps define work area, reporting relationships, and expectations.
Staff-Level Briefings	This level typically involves resources assigned to non operational and support tasks that are commonly performed at the Incident Base or Command Post. These briefings will be delivered to individual staff members or full units within a Section. These briefings occur at the beginning of the assignment to the incident and as necessary during the assignment. The supervisor attempts to clarify tasks and scope of the work as well as define reporting schedule, subordinate responsibilities and delegated authority, and the supervisor's expectations. The supervisor will also introduce coworkers and define actual workspace, sources of work supplies, and work schedule.
Section-Level Briefings	This level typically involves the briefing of an entire Section (Operations, Planning, Logistics, or Finance/Administration) and is done by the specific Section Chief. These briefings occur at the beginning of the assignment to the incident and after the arrival of Section supervisory staff. The Section Chief may schedule periodic briefings at specific times (once per day) or when necessary. A unique briefing in this category is the **operational period briefing** (also called a shift briefing). Here, the Operations Section Chief presents the plan for all operational elements for the specific operational period. This specific briefing is done at the beginning of each operation shift and prior to the operational resources being deployed to the area of work. Often, a field-level briefing will take place subsequent to the completion of the operational period briefing. During any Section-level briefing, the supervisor attempts to share incident wide direction from the Incident Commander, how the direction impacts the Section staff, and specific ways the Section will support the Incident Commander's direction. The supervisor will establish Section staffing requirements, Section work tasks, Section-wide scheduling rules, and Overall timelines for meetings and completion of work products.

Briefing Topics

Following is a list of topics that you may want to include in a briefing.

- Current Situation and Objectives
- Safety Issues and Emergency Procedures
- Work Tasks
- Facilities and Work Areas
- Communications Protocols
- Supervisory/Performance Expectations
- Process for Acquiring Resources, Supplies, and Equipment
- Work Schedules
- Questions or Concerns

Briefing Tools

Various tools are used to manage briefings:

- ICS forms.
- Position description and responsibilities.
- Emergency Operations Plan.
- Agency policies and procedures manual.
- Maps.

ICS Forms

When receiving ICS forms, some questions you should ask yourself about each form are:

- Purpose — What function does the form perform?
- Preparation — Who is responsible for preparing the form?
- Distribution — Who needs to receive this information?

The Incident Briefing ICS 201 is an eight-part form that provides an Incident Command/Unified Command with basic information that can be used to brief incoming resources, an incoming Incident Commander or team, or an immediate supervisor.

The basic information includes the:

- Incident situation (map and significant events).
- Incident objectives.
- Summary of current actions.
- Status of resources assigned to or ordered for the incident or event.

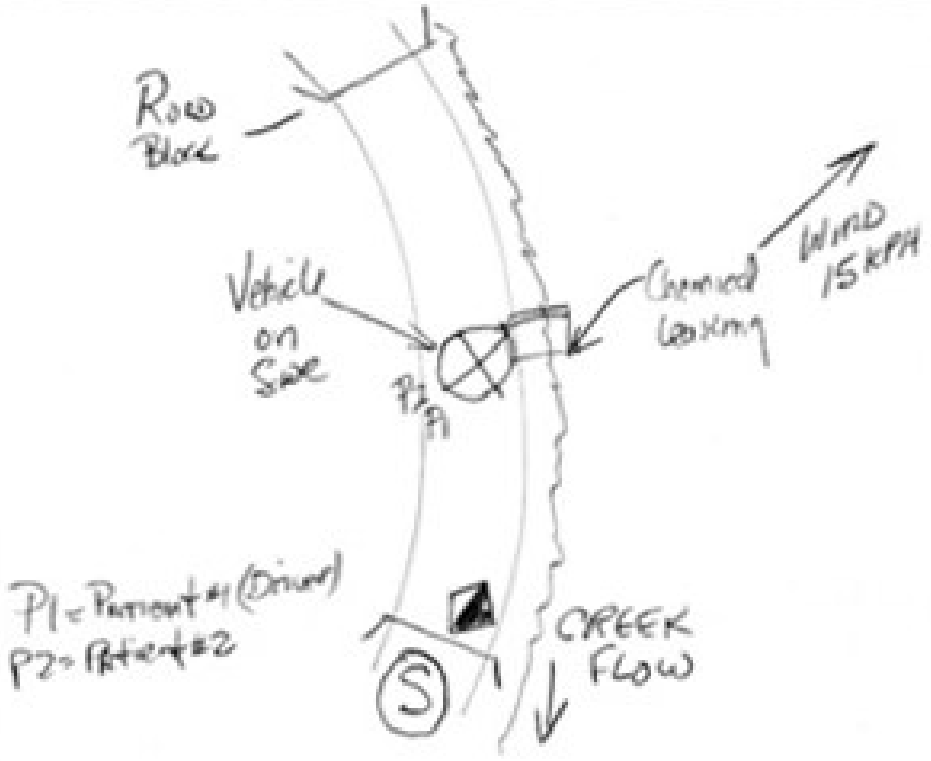
Occasionally, the ICS Form 201 serves as the initial Incident Action Plan (IAP) for the first shift change and will remain in force and continue to develop until the response ends, or until a Planning Section has been established and generates, at the direction of the Incident Commander, an IAP. The ICS Form 201 is also suitable for briefing assigned and newly arriving Command and General Staff members.

ICS

ICS Form 201

INCIDENT BRIEFING	1. INCIDENT NAME: Brandee's Turn	2. DATE PREPARED: July 6 2016	3. TIME PREPARED: 1850

4. MAP SKETCH



5. SITUATION SUMMARY AND SAFETY BRIEFING

MVA Blocking Rt 123 Leaking paint and chemicals into Creek
2 victims (Driver and passenger)
Road Blocked at Both ends - Request HAZMAT and advise material that could be toxic to Atmosphere. Require SCBA for Rescue.

ICS 201 Page 1 of 4	6. PREPARED BY (Name and Position): J. McKinnon - I.C.

Sample Form 201

ICS

ICS

ICS Form 201

7. CURRENT AND PLANNED OBJECTIVES

1) Establish Perimeter and control access – 200m Radius
2) Rescue Downed Victims when FD/HAZMAT Arrives
3) Control Spill AND Stby for possible ignition
4) Establish Spill Containment down Stream

8. CURRENT AND PLANNED ACTIONS, STRATEGIES AND TACTICS

Time:	Actions:
1828	Establish ICP and Command
	Deploy 2 Amb, FD, HAZMAT
	3828 on North Barricade, Fire at South.

ICS 201
Page 2 of 4

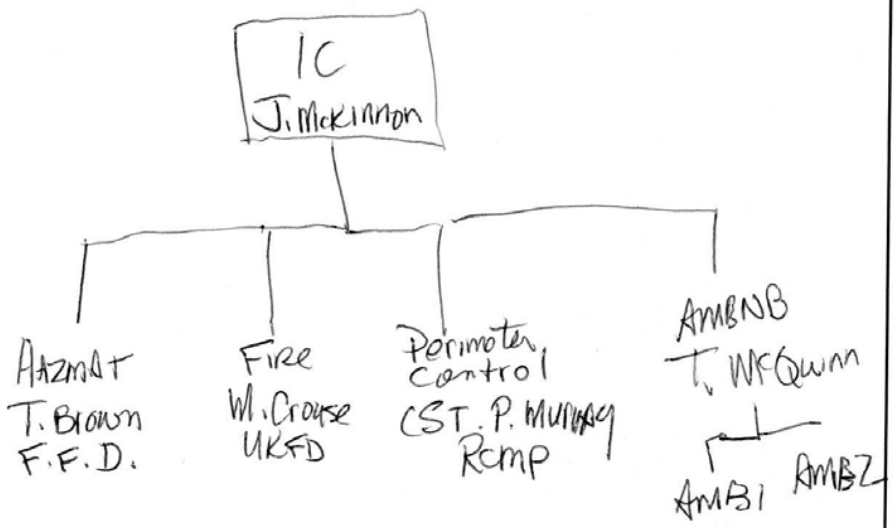
9. PREPARED BY (Name and Position)
[illegible] Division IC

ICS

ICS

ICS Form 201

10. CURRENT ORGANIZATION



ICS 201 Page 3 of 4	11. PREPARED BY (Name and Position) J. McKinnon IC

ICS

ICS

ICS Form 201

12. RESOURCES SUMMARY

Resources Ordered	Resource Identification	ETA	On Scene	Location/Assignment
RCMP	3R28 - RCMP		1817	N. Roadblock
HAZMAT TOWN	HT 621	1843		Rescue/Spill
UKFRS	E33		1823	Fire Supp/Spill
UKFRS	E37		1823	Fire Supp/Spill
UKFRS	M-2		1823	Support.
AMB	722	1824		Staging
AMB	724	1824		Staging
AMB Supervisor	T. McQuin		1824	ICP

ICS 201 Page 4 of 4	13. PREPARED BY (Name and Position) J McKinnon - IC

Operational Period Briefing

The Operational Period Briefing:

- Is conducted at the beginning of each operational period.
- Presents the Incident Action Plan for the upcoming period to supervisory personnel within the Operations Section.
- Should be concise (~ 30 min.).

In addition to the Operations Section Chief, the other members of the Command and General Staffs as well as specific support elements (i.e., Communications Unit, Medical Unit) can provide important information needed for safe and effective performance during the shift.

The Operational Period Briefing is facilitated by the Planning Section Chief and follows a set agenda. A typical briefing includes the following:

- The Planning Section Chief reviews the agenda and facilitates the briefing.
- The Incident Commander presents incident objectives or confirms existing objectives. Note: Objectives may be presented by the Planning Section Chief.
- The current Operations Section Chief provides current assessment and accomplishments.
- The on-coming Operations Section Chief covers the work assignments and staffing of Divisions and Groups for the upcoming operational period.
- Technical Specialists present updates on conditions affecting the response (weather, fire behavior, environmental factors).
- The Safety Officer reviews specific risks to operational resources and the identified safety/mitigation measures.
- The Air Operations Branch Director briefs on areas such as Air Operations (if activated).
- Specific Section Chiefs/Unit Leaders present information related to ensuring safe and efficient operations.
- The Incident Commander reiterates his or her operational concerns and directs resources to deploy.
- The Planning Section Chief announces the next planning meeting and Operational Period Briefing, and then adjourns the meeting.

Unit 7: Transfer of Command

One of the main features of ICS is the ability to transfer command with minimum disruption.

The purpose of this unit is to review the process used when transferring command.

By the end of this unit you will be able to:

- Describe the process of transfer of command.
- List the essential elements of information involved in transfer of command:
  - Situation status.
  - Incident objectives and priorities based on the IAP.
  - Current organization.
  - Resource assignments.
  - Resources ordered and en route.
  - Incident facilities.
  - Incident communications plan.
  - Incident prognosis, concerns, and other issues.
  - Introduction of Command and General Staff members.

- Conduct a transfer of command briefing.

Transfer of Command

The process of moving the responsibility for incident command from one Incident Commander to another is called "**transfer of command**."

Transfer of Command must be done caref ully so that no vital information is lost. Many times the initial IC is retained for a short while for continuity. Alternatively, re-assigned into another position, often the Operations Section Chief function.

Transfer of incident command may take place when a senior person arrives at the scene and elects or has been designated by higher authority to assume the position of Incident Commander. This is often associated with a growing incident.

Transfer of incident command can also take place in reverse, i.e., transferring command to a less senior or less qualified person in an incident which is under control or moving toward demobilization.

Transfers may also be needed for personnel assigned to assume command for new operational periods.

Transfer of incident command could also take place in certain situations when a lower ranking but more qualified person would be the best selection because of the unique circumstances associated with the incident.

Higher Ranking Individuals

Higher ranking individuals have several choices when arriving on scene:

- Assume Command – if qualified
- Maintain Command – good option to build junior officer skills and experience
- Reassign Command to a third party – For example, the Fire Dept. may have been first on scene and during the investigation it is very evident that the fire is an arson scene, command would be reassigned to the Police.

More Qualified Individuals

The arrival of a more qualified person does **NOT** necessarily mean a change in incident command.

Upon arrival, a more qualified individual may:

- Assume command according to agency guidelines.
- Maintain command as it is and monitor command activity and effectiveness.
- Request a more qualified Incident Commander from the agency with a higher level of jurisdictional responsibility.

Transfer of Command Procedure

One of the main features of ICS is a procedure to transfer command with minimal disruption to the incident. This procedure may be used any time personnel in supervisory positions change.

Whenever possible, transfer of command should:

- Take place face-to-face.
- Include a complete briefing.

The effective time and date of the transfer should be communicated to personnel.

Transfer of Command Briefing

A transfer of command briefing should always take place. The briefing should include:

- Situation status.
- Incident objectives and priorities.
- Current organization.
- Resource assignments.
- Resources ordered and en route.
- Incident facilities.
- Incident communications plan.
- Incident prognosis, concerns, and other issues.
- Introduction of Command and General Staff members.

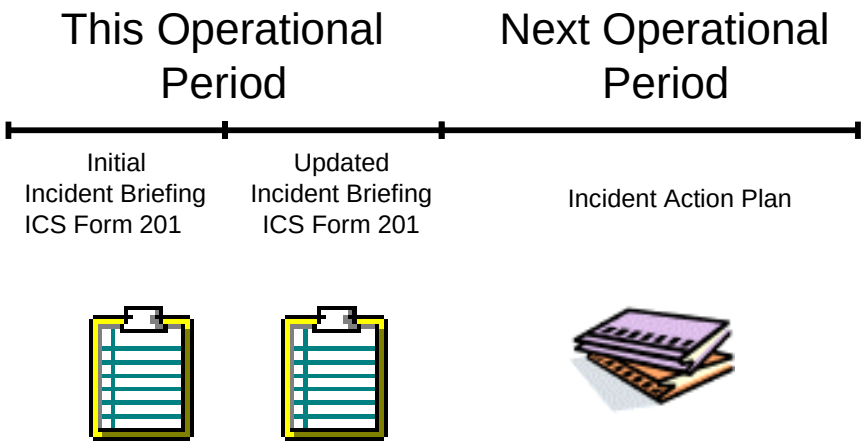
Incident Briefing Form (ICS Form 201)

Agency policies and incident-specific issues may alter the transfer of command process. In all cases, the information shared must be documented and saved for easy retrieval during and after the incident.

One useful tool for document change of command is ICS Form 201, the Incident Briefing. The primary intent is for this document to be used by the initial Incident Commander to document actions and situational information quickly while staff is limited and the incident is dynamic. The form can be used to document items for the transfer of command briefing.

For more complex transfer of command situations, every aspect of the incident must be documented and included in the transfer of command briefing. It is vital that important information does not get lost.

The Form 201 is considered the initial IAP and may be updated once prior to the transition to a more formal IAP. The 201 should be transferred to the incoming IC.



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Transfer of Command	
Challenges	**Strategies**
1. Maintain safety for responders 2. What effect has this on the public 3. Ensure new IC is fully prepared and up to date on situation 4. Ready to deploy incoming resources 5. Is reasonable and effective span of control being maintained 6. How long will the incident expansion last or will it be before the incident is stabilized 7. Are the objectives still reasonable and meeting the incident needs 8. Will there be a media frenzy 9. How severe will the logistical demands be in the immediate future 10. Are there portions of the Plans Section needed that IC cannot adequately handle 11. Will or at what point may the Finance Section or some units be needed 12. Will the incident last beyond one operational period 13. Will this expand beyond ICs qualifications 14. What other agencies can aid be requested from or aid is required from 15. What is the possibility of cascading events	1. Closely monitor and add SO position when too much for IC with other responsibilities 2. Carefully and closely monitor possibilities 3. Have previous IC remain on site and close until in a better position of knowledge 4. Have previous IC stay as Ops Section Chief or Liaison Officer 5. Closely monitor resource build up and add ICS elements as required 6. Gather all possible situation information, and estimate stabilization complete 7. Monitor and review situation for any and all changes for the better or worse 8. If media is expected, fill the IO position as soon as possible 9. Closely monitor and put in place the needed portions of Logistics to adequately handle 10. Closely monitor and put in place the needed portions of Plans to adequately handle 11. Closely monitor situation especially for the possible need of the Time Unit 12. Prepare for the need of a Deputy IC to take portions of the operational periods or alternate operational periods 13. Monitor and be prepared for a transfer of command 14. Review situation with resources available at present and suitability to stabilize and handle the incident 15. Be prepared for the unseen and unknowns

Unit 8: Course Summary

As part of the course summary, you should ask yourself if the course met your learning objectives.

Are you now able to describe the Incident Command System (ICS) organization?

- Take a few moments to review your Student Manuals and identify any questions.
- Make sure that you get all of your questions answered prior to beginning the final exam.
- When taking the test, read each item carefully.

You may refer to your Student Manuals when completing this test.

Completing the course evaluation form is important. Participants' comments will be used to evaluate the effectiveness of this course and make changes for future versions.

Further ICS training is available. Contact your agency's Training Coordinator for further information.

ICS 300 - Intermediate ICS Expanding Incidents: The target audience for this course is for individuals who may assume a supervisory role in expanding incidents or type 3 Staff positions may be activated, as well as Division /Group Supervisor and/or Unit Leader level positions. These incidents may extend into multiple operational periods.

ICS 400 - Advanced ICS for Command and General Staff Complex Incidents
This course is designed for persons who will serve as command or general staff in an ICS organization, select department heads with multi-agency coordination system responsibilities, area commanders, emergency managers, and multi-agency coordination system/emergency operations centre managers.

Glossary

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, tho ugh in certain circumstances private sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction, having full authority for making decisions, and providing direction to the management organization for an incident.

Agency Dispatch: The agency or jurisdictional facility from which resources are sent to incidents.

Agency Representative: A person assigned by a primary, assisting, or cooperating government agency or private organization that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

Area Command: An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged. An agency administrator/executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision making.

Assigned Resources: Resources checked in and assigned work tasks on an incident.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See Supporting Agency.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Base.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Cache: A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Camp: A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Certifying Personnel: Process that entails authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: Process in which all responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Chief: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: Consists of Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Terminology: Normally used words and phrases-avoids the use of different words/phrases for same concepts, consistency.

Communications: Process of transmission of information through verbal, written, or symbolic means.

Communications/Dispatch Centre: Agency or interagency dispatcher centres, 911 call centres, emergency control or command dispatch centres, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel.

Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Critical Infrastructure: Essential underlying systems and facilities upon which our standard of life relies.

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents. Same as the Letter of Expectation.

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A Division is located within the Incident Command System organization between the Branch and resources in the Operations Section.

Emergency: A present or imminent event that requires prompt coordination of actions concerning persons or property to protect the health, safety or welfare of people, or to limit damage to property or the environment.

Emergency management: The management of emergencies concerning all-hazards, including all activities and risk management measures related to prevention and mitigation, preparedness, response and recovery.

Emergency Management/Response Personnel: Includes Federal, Provincial, Territorial, and local governments, First Nations, private-sector organizations, critical infrastructure owners and

operators, nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. Also known as emergency responders.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction or some combination thereof.

Emergency Operations Plan: The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: See Planned Event.

Finance/Administration Section: The Section responsible for all administrative and financial considerations surrounding an incident.

Function: Refers to the five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved (e.g., the planning function). A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section.

Incident: An occurrence or event, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command: Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

Hazard: A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management system specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional bo undaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types.

Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Information: Processes, procedures, and systems for communicating timely, accurate, accessible information on the incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Information Management: The collection, organization, and control over the structure,

processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Information Officer (IO): A member of the Command Staff responsible for interfacing with internal clients, the public and media and/or with other agencies with incident-related information requirements.

Initial Actions: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence/Investigations: Different from operational and situational intelligence gathered and reported by the Planning Section. Intelligence/Investigations gathered within the Intelligence/ Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

Interoperability: The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability is also defined as the emergency communications system that should be the same or linked to the same system that the jurisdiction uses for nonemergency procedures, and should effectively interface with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of government during planning and deployment.

Job Aid: Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

Joint Information Centre (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Kind: An Incident Command System resource classification that refers to similar resources. All fire engines for example are grouped as the same “Kind” of resource, their capability however is defined by “Type”.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Logistics: Providing resources and other services to support incident management.

Logistics Section: The Section responsible for providing facilities, services, and material support for the incident.

Management by Objectives: A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incidents objectives; developing strategies based on overarching incidents objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident management, functional activities, and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

Managers: Individuals within Incident Command System organizational Units that are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Metrics: Measurable standards that are usef ul in describing a resource's capability.

Mitigation: Sustained actions taken to eliminate or reduce risks and impacts posed by hazards well before an emergency or disaster occurs; mitigation activities may be included as part of prevention.

Mobilization: The process and procedures used by all organizations-Federal, Provincial/Territorial, regional, and local-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

Multiagency Coordination (MAC) Group: Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the system. It can provide coordinated decision making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination System(s) (MACS): Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures, and communications.
Two of the most commonly used elements are emergency operations centres (EOC) and MAC Groups. These systems assist agencies and organizations responding to an incident.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid and Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain

emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

Non-Governmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the Canadian Red Cross.

Objective: The overarching purposes or aims of an incident response is expressed as an objective. Objectives are priority based, specific, measurable to a standard and a timeframe and are both reasonable and attainable.

Officer: The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 ho urs.

Operations Section: The Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In the Incident Command System, it normally includes subordinate Branches, Divisions, and/or Groups.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private-sector organizations, and no ngovernmental organizations.

Personal Responsibility: All responders are expected to use good judgment and be accountable for their actions.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established incident management guidelines.

Plain Language: Communication that can be understood by the intended audience and meets the purpose of the communicator. Plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

Planned Event: A planned, non-emergency activity (e.g., sporting event, concert, parade, etc.).

Planning Meeting: A meeting held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

Planning Section: The Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the

Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Pre-Positioned Resources: Resources moved to an area near the expected incident site in response to anticipated resource needs.

Preparedness: Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.

Prevention: Actions taken to avoid the occurrence of negative consequences associated with a given threat; prevention activities may be included as part of mitigation.

Private Sector: Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protocols: Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed to restore the affected area or community.

Reimbursement: Mechanism used to recoup funds expended for incident-specific activities.

Resource Management: Efficient emergency management and incident response requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency operations center.

Response: Immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery.

Risk: The combination of the likelihood and the consequence of a specified hazard being realized; refers to the vulnerability, proximity or exposure to hazards, which affects the likelihood of adverse impact.

Risk-based: The concept that sound emergency management decision-making will be based on an understanding and evaluation of hazards, risks and vulnerabilities.

Risk management: The use of policies, practices and resources to analyze, assess and control risks to health, safety, environment and the economy.

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

Section: The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.

Sector: On large incidents such as wildland fires**,** a Division can be further geographically subdivided into sectors. Sectors can be managed by a Task Force Leader or Strike Team Leader depending on the resources assigned.

Single Resource: Individual personnel, supplies, and equipment items, and the operators associated with them.

Situation Report: Document that often contains confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (An appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

Staging Area: Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment..

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

Status Report: Relays information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general overall plan or direction selected to accomplish specific incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

Supporting Agency: An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

System: An integrated combination of people, property, environment, and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

Tactics: The set of specific, measurable actions or tasks for various incident management functional activities that support the defined strategies.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Specialist: Individual with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Tracking and Reporting Resources: A standardized, integrated process conducted throughout the duration of an incident. This process provides incident managers with a clear picture of where resources are located; helps staff prepare to receive resources; protects the safety of personnel and security of supplies and equipment; and enables the coordination of movement of personnel, equipment, and supplies.

Type: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications.

Typing Resources: Resources are organized by kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and non-governmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Unified Approach: A major objective of preparedness efforts is to ensure mission integration and interoperability when responding to emerging crises that cross functional and jurisdictional lines, as well as between public and private organizations.

Unified Area Command: Command system established when incidents under an Area Command are multijurisdictional. See Area Command.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Unit: The organizational element with functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (e.g. Base or Camp Manager), but many others will be assigned as Technical Specialists.

Unity of Command: Principle of management stating that each individual involved in incident operations will be assigned to only one supervisor.