



INCIDENT COMMAND SYSTEM

POSITION ROLES

ALL HAZARD



THE INCIDENT COMMAND SYSTEM TOOLKIT

ACKNOWLEDGMENTS

This ICS Toolkit is the result of a lengthy process of research, consultation, and development. The Western Cape Government Disaster Management, Fire and Rescue Services sub directorate collaborated with a number of organisations during this process, including several experienced ICS experts from the United States. Many South African professionals contributed to elaborating on the concepts included in the text and many others reviewed and helped finalise its content.

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FOREWORD

by Colin Deiner

Numerous studies have determined that response problems are often related to communication and management deficiencies rather than lack of resources or failure of tactics. These deficiencies were often as a result of a lack of accountability, poor communication, poor planning processes and lack of knowledge with common terminology during an incident.

The development of the Incident Command System systematically addressed all of these challenges.

ICS was used to manage the response to the first terrorist attack on the World Trade Centre in New York in the 1990s and following 9/11, the Department of Homeland Security mandated all emergency response agencies to use the system when managing emergency operations.

Today the Incident Command System is used in several thousand incidents all over the world daily, ranging from single-victim motor vehicle accidents to large scale disasters.

The Western Cape Incident Command System is the result of excellent work done by a wide range of individuals throughout the province. These pioneers identified the need to not only adopt the system but also to adapt it to the South African emergency response landscape. This hard work was evident in the way the ICS was implemented in February and March 2015 during the major wildfires which raged in numerous parts of the Western Cape. A large number of agencies worked together in unison to ensure that an effective fire suppression operation was conducted in a professional manner.

As we move forward with the system we are looking at including all response agencies to develop a truly "All Hazards" approach. This ICS toolkit represents the cornerstone of the system and I am confident that it will exist in future, as not only a clear guide to incident commanders, but also as a monument to those who believed in the concept and saw it come to fruition.

Colin Deiner

Chief Director, Disaster Management
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INTRODUCTION

by Etienne Du Toit

The Incident Command System, simply referred to as ICS intends to provide a consistent and structured approach to the management of incidents and events of any nature and scale.

The acronym ICS could also be interpreted as "Its Common Sense." The ICS Toolkit was therefore prepared with simplicity in mind. It was developed by emergency responders in the Western Cape as a system to assist with the management of all hazard incidents in the province. It is a living document developed from international best practice but including lessons learned from local experiences.

The ICS toolkit was developed to provide guidance rather than prescribe how incidents should be managed. These guidelines were designed to provide for the various components to seamlessly integrate and work together in one organisation to develop and implement an incident response in accordance with agreed upon objectives. The guidelines were packaged in such a manner that organisations may only use the functional positions relevant to their own specific needs.

Participating organisations must therefore have working knowledge of ICS to ensure their effective operation within the ICS organisation and how to use these guidelines properly.

These guidelines can only remain current and relevant if all participating organisations adopt it as its own and further its development. I therefore strongly encourage all stakeholders to actively participate with the implementation of ICS in their respective spheres of operation.



Etienne Du Toit

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The Incident Command System (ICS)

The Incident Command System (ICS) is used to manage the response to an emergency incident or a non-emergency event. ICS categorises response into functional components to be performed by the agency with responsibility for the response. When more than one entity has response authority, the coordinated response structure is managed using a Unified Command System (UCS). The basic ICS/UCS operating guideline is that the Incident Commander/Unified Command is responsible for all functions until authority for individual functional components is delegated to another person or agency.

The organisation of the ICS/UCS is built around five major management activities. These include the following activities.

#1 Command - sets objectives and priorities; has overall responsibility at the incident or event.

#2 Operations - conducts tactical operations to carry out the plan and develops the tactical objectives, organisation, and directs all resources.

#3 Planning - develops the action plan to accomplish the objectives, collects and evaluates information, and maintains resource status.

#4 Logistics - provides support to meet incident needs, as well as resources and all other services needed to support the incident.

#5 Finance/Administration - monitors costs related to the incident and provides accounting, procurement, time recording, and cost analysis.

The ICS/UCS is designed to work equally well for both small and large situations and can expand or contract (scalable) to meet the needs of the incident. For example, during small incidents, the Incident Commander may directly assign tactical resources and oversee all operations. Large incidents, however, usually require that the Incident Commander/Unified Command delegate responsibility for each major activity to separate sections within the organisation. Further, each of the primary ICS/UCS sections may be sub-divided as required.

When more than one entity has response authority, the Unified Command may include National, Provincial, Local and responsible party representatives.

The purpose of the ICS Toolkit

This ICS Toolkit is designed to assist those concerned with responding to emergencies at the local level and implementing the Incident Command System. It explains what the Incident Command System is and how to achieve it in an effective, appropriate way. It is intended principally for:

- organisations and managers responsible for emergency planning and response (e.g. fire and rescue services, emergency medical services, HAZMAT response agencies, Disaster Management officials etc); and
- national and international officials involved in emergency management.

National disaster management bodies, emergency management organisations, and sectoral departments, such as public health authorities, are responsible for ensuring the safety and security of the nation's people, resources, and environment in the face of hazards. It is at the community level, however, that the full effects of emergencies are felt, and it is there that definitive achievements in emergency preparedness can be made.

It is difficult for national and international emergency organizations to form an effective working relationship with a community that is unaware of its hazards and unprepared for emergencies. The key to emergency preparedness is the involvement and commitment of all relevant individuals and organisations at every level – community, provincial, national, and international.

This multi-sectoral approach means that many organisations accept clearly-defined responsibilities and the need to coordinate their efforts. Without their involvement and commitment, emergency preparedness becomes fragmented, inefficient, and poorly coordinated.

The term "emergency" in this ICS Toolkit is used in the broadest possible sense. One person's emergency may be another's mere incident, and disasters cause problems above and beyond smaller emergencies.

Nevertheless, the processes of the Incident Command System can be used to for coping with every scale of adverse events. Similarly, the same processes can be used for managing and co-ordinating a major event as was seen with the hosting of the FIFA World Cup in 2010.

This ICS Toolkit and accompanying manual explains the processes of the Incident Command System for use in a wide range of emergency management applications.

The ICS Toolkit was developed under the direction from the Western Cape Government, Disaster Management, Fire and Rescue Services sub directorate.

How to use the ICS Toolkit

The ICS Toolkit comprises the following components:

- Colour coded ICS Roles Manual in A4 ring binder

- ICS forms

- USB Flash Drive containing pdf files of all documents and ICS forms

- ICS 215 and 215a dry wipe charts

- Dry wipe incident objectives and map charts as part of Flip Chart training aid.

- A2 safety charts

- Modular colour coded T-card system for easy overview all resources

- Portable weather proof kit bag

Each component is designed to be completely integrated, scalable and adaptable

The ICS Toolkit on the flash drive has been created to allow a simple navigation process to any part of, or to any document within, the Toolkit you may need. This Toolkit is designed, with the stress of incident response or event coordination in mind, to be as user friendly as possible, with a simple interface and consistency across all platforms.

The ICS Forms within the Toolkit can be used as editable Form Based PDFs, allowing for use on all mobile devices, exporting via email or saved to a central folder if working on computers. If needed the ICS Forms can easily be printed and filled in by hand. Each ICS Form in turn is preceded by a guide to assist in the correct completion of the form.

Each page of the ICS Roles Manual is colour coded (ie: Operations positions being Yellow) the relevant position is printed in a legible size along the outside edge of the pages, ensuring that the documentation relevant to that required position may be easily, and quickly, sourced. The ICS Manual is presented in a ring binder File Holder enabling the relevant position specific documentation to be easily removed and added to the colour coded folders for use during an incident. Once no longer needed, the documentation is merely replaced into the relevant section of the Manual. This allows the Manual to be used in a modular way, the same as the roles within ICS, ensuring that only the information necessary is used.

With safety in mind each positions roles and responsibilities are set out in a large font size, with the roles listed first. The priority of the responsibilities listed for each position follow and are placed on clearly labelled pages named as Primary, Secondary and Tertiary.



This T-card system has been created so that there is not just the ability to immediately recognise which resources are being used by quickly referencing the colours, but the card itself has distinct indicators of what information is required and where, ensuring that information is not forgotten during times of stressful incident management. The T-cards also have space for punching holes in the non-coloured area to enable them to be collated into a file for inclusion in an incident report if necessary.

Insight into the creation of the ICS Toolkit

We hope to give you a basic overview of the core elements that make up the ICS Toolkit.

Our entire approach to the actual design of the documents is derived from, enhances and replicates the modular system of ICS. Everything is centred around:

Ease of navigation

Clarity of communication

Usability

Accessibility and comprehension within a pressured environment

Colour has been standardised across the entire document to facilitate every possible scenario, particularly where language issues might arise. Standard Pantone colours were chosen, after research was conducted into the existing use of colour within ICS role identification and communication with Provincial Disaster Management. These Pantone colours can be applied and adapted universally across all media, including print and screen based environments. The choice of these colours also allows for immediate recognition and clarity of the roles within ICS, with the intention that these colours become standardised globally for ease of role recognition, regardless of the language of the area. Hence, a responder to an incident, whether in their home country or in a foreign country may be able to immediately recognise the relevant leadership roles by the colour of the documentation and identifying bib or clothing.

We have chosen the DIN typeface for the entire Toolkit, which is the official font for many international signage systems, including Germany and South Africa. In fact DIN is the standard typeface for all road signage systems in South Africa, and we therefore have what I'd like to call a sub-conscious affinity with the typeface. It's very presence lends itself to the dissemination of information.

The documents will work across all media and devices and are resolution independent, meaning they can be displayed or printed at any size without any loss of image quality. The T-card system has been carefully streamlined and echoes the design style, layout and approach adapted for the entire ICS Toolkit. The T-card system colours chosen follow the standards already in use within ICS and are created using tints of the existing Pantone colours we have chosen to use for the Toolkit, this simplifies the printing process and again ensures the ability for global standardisation.

We also believe that the creation of a central identifier in the form of a logo for anything associated with the Toolkit is also important, this ensures that when deploying it is quick and simple to gather the ICS Toolkit and set it up on scene. All ICS material can be identified by the simple and highly visible logo. The logo was created by the construction of a simple modular shape and conveys the impression of a cog. This grew out of the modular structure of the ICS with the cog representing the ability for well structured elements to work together efficiently.

We believe strongly that, together, we are taking ICS one step further to becoming an irreplaceable tool for Disaster Management internationally.

Patrick Ryan & Stephen Symons
Designers

GLOSSARY

“Agency” means a division of government with a specific function, or a nongovernmental

“Assisting Agency” means an agency or organisation providing personnel, services, or other resources to the agency with direct responsibility for incident management.

“Base” means 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” means the organisational level having functional or geographic responsibility for major parts of the Operations or Logistics functions. The Branch level is organisationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional name (e.g., medical, security, etc.).

“Camp” means a geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

“Chief” means the ICS title for individuals responsible for functional Sections: Operations, Planning, Logistics, and Finance/Administration.

“Command” means the act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority.

“Command Staff” means the Command Staff which consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an Assistant or Assistants, as needed.

“Communications Unit” means an organisational unit in the Logistics Section responsible for providing communication services at an incident.

“Compensation/Claims Unit” means the functional Unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.

“Complex” Two or more individual incidents located in the same general areas that are assigned to a single Incident Commander or to Unified Command.

“Cooperating Agency” means an agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

“Coordination” means the process of systematically analysing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra- or interagency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc.

“Cost Unit” means the functional Unit within the Finance/Administration Section responsible for tracking costs, analysing cost data, making cost estimates, and recommending cost-saving measures.

“Delegation of Authority” means 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.

“Demobilisation Unit” means a functional Unit within the Planning Section responsible for assuring orderly, safe, and efficient demobilisation of incident resources.



“Dispatch” means the implementation of a command decision to move a resource or resources from one place to another.

“Dispatch Centre” means a facility from which resources are ordered, mobilised, and assigned to an incident.

“Disaster” means a progressive or sudden, widespread or localised, natural or human-caused occurrence which

(a) causes or threatens to cause

(i) death, injury or disease;

(ii) damage to property, infrastructure or the environment; or

(iii) disruption of the life of a community; and

(b) is of a magnitude that exceeds the ability of those affected by the disaster to cope with its effects using only their own resources;

“Disaster Management” means a continuous and integrated multi-sectoral, multi-disciplinary process of planning and implementation of measures aimed at-

(a) preventing or reducing the risk of disasters;

(b) mitigating the severity or consequences of disasters;

(c) emergency preparedness;

(d) a rapid and effective response to disasters, and

(e) post-disaster recovery and rehabilitation;

“Disaster Management Head” means the individual within each political subdivision that has coordination responsibility for jurisdictional disaster management.

“District Municipality” means a municipality that has municipal executive and legislative authority in an area that includes more than one municipality, and which is described in section 155(1) of the Constitution as a category C municipality:

“Division” means the system which used to divide an incident into geographical areas of operation. A Division is located within the ICS organisation between the Branch and the Task Force/Strike Team. (See Group.) Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings.

“Documentation Unit” means a functional Unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.

“Facilities Unit” means a functional Unit within the Support Branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

“Finance/Administration Section” means the Section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.

“Food Unit” means a functional Unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel.

“Function” means the five major activities in ICS: 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, may be established, if required, to meet incident management needs.

“General Staff” means a group of incident management personnel organised 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.

“Group” means groups established to divide the incident 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.

“Hazard” means something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

“Incident” means an occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, forest and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, public unrest, weather-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

“Incident Action Plan (IAP)” means 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 Base” means the location at the incident where the primary logistics functions are coordinated and administered. The Incident Command Post may be collocated with the Base. There is only one Base per incident.

“Incident Commander (IC)” means 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)” means the field location at which the primary tactical-level, onscene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

“Incident Command System (ICS)” means a standardised on-scene emergency management construct specifically designed to provide for the adoption of an integrated organisational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organisational 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 organise field-level incident management operations.

“Incident Management Team (IMT)” means the Incident Commander and appropriate Command and General Staff personnel assigned to an incident.

“Incident Objectives” means statements of guidance and direction necessary for the selection of appropriate strategy (ies), 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 for strategic and tactical alternatives.

“Incident Types” means the five levels of complexity to which incidents are classified. Type 5 incidents are the least complex and Type 1 the most complex.

“Initial Action” means the actions taken by resources that are the first to arrive at an incident site.



“Joint Information Centre (JIC)” means a facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

“Joint Information System (JIS)” means the integration of incident information and public affairs into a cohesive organisation designed to provide consistent, coordinated, timely information during crisis or incident operations.

“Joint Operations Centre (JOC)” means the physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. A JOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organisation within a jurisdiction. JOCs may be organised by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., National, Provincial, District or local), or some combination thereof.

“Jurisdiction” means 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 (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

“Jurisdictional Agency” means the agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

“Leader” means the ICS title for an individual responsible for a functional unit.

“Liaison” means a form of communication for establishing and maintaining mutual understanding and cooperation.

“Liaison Officer” means a member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

“Logistics” means providing resources and other services to support incident management.

“Logistics Section” means the section responsible for providing facilities, services, and materials for the incident.

“Local Municipality” means a municipality that shares municipal executive and legislative authority in its area with a district municipality within whose area it falls. and which is described in section 155(1) of the Constitution as a category B municipality.

“Managers” means individuals within ICS organisational Units that are assigned specific managerial responsibilities.

“Medical Unit” means the functional Unit within the Service Branch of the Logistics Section responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.

“Minister” means the Cabinet member designated in terms of section 3 to administer this Act;

“Mobilisation” means the process and procedures used by all organisations for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

“Multiagency Coordination (MAC)” means the coordination of assisting agency resources and support to emergency operations.

“Multiagency Coordination Systems” means the multiagency coordination systems that provide the architecture to support coordination for incident prioritisation, critical resource allocation, communications systems integration, and information coordination.

“National” means of or pertaining to the National Government of the Republic of South Africa.

“National Disaster Management Centre” means the National Disaster Management Centre established by section 8(1) of the Disaster Management Act.

“National Incident Command System (NICS)” means a system mandated by Disaster Management Act that provides a consistent nationwide approach for national, provincial, and municipal governments; the private sector; and nongovernmental organisations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

“Officer” means the ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

“Operational Period” means the period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.

“Operations Section” means the Section responsible for all tactical operations at the incident. Includes Branches, Divisions and/or Groups, Task Forces, Single Resources, and Staging Areas.

“Planning Section” means the section responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of Incident Action Plans.

“Preparedness” means the range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from emergency incidents.

“Procurement Unit” means a functional Unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

“Public Information Officer (PIO)” means a member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

“Resources” means personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained.

“Resource Management” means the system used 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.

“Response” means the activities that address the short-term, direct effects of an incident.

- a) Response includes immediate actions to save lives, protect property, and meet basic human needs.
- b) Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavourable outcomes.
- c) As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; on-going public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine.

“Section” means the organisational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established).

“Single Resource” means an individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

“Situation Unit” means the functional Unit within the Planning Section responsible for the collection, organisation, and analysis of incident status information, and for analysis of the situation as it progresses.

“Strategy” means the general direction selected to accomplish incident objectives set by the incident commander.



“Supply Unit” means the functional Unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

“Tactics” means deploying and directing resources on an incident to accomplish incident strategy and objectives.

“Task Force” means a combination of single resources assembled for a particular tactical need with common communications and a Leader.

“Technical Specialists” mean personnel with special skills that can be used anywhere within the ICS organisation.

“Threat” means an indication of possible violence, harm, or danger.

“Time Unit” means a functional unit within the Finance/Administration Section responsible for recording time for incident personnel and hired equipment.

“Type 5 Incident” means an incident that can be handled with one or two single resources with up to six personnel.

- a) Command and general staff positions (other than the incident commander) are not activated.
- b) No written Incident Action Plan is required.
- c) The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.
- d) Examples include a vehicle fire, an injured person, or a police traffic stop.

“Type 4 Incident” means an incident where several resources are required to mitigate the incident, including a task force or strike team.

- a) Command staff and general staff functions are activated only if needed.
- b) The incident is usually limited to one operational period in the control phase.
- c) The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority is updated.
- d) No written Incident Action Plan is required but a documented operational briefing will be completed for all incoming resources.
- e) The role of the agency administrator includes operational plans including objectives and priorities.

“Type 3 Incident” means an incident of which the needs thereof exceed the capabilities of the responding agencies.

- a) Some or all of the command and general staff positions may be activated, as well as division/group supervisor and/or unit leader level positions.
- b) Type 3 Incident Management Team or incident command organisation manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 Incident Management Team.
- c) The incident may extend into multiple operational periods.
- d) A written Incident Action Plan may be required for each operational period.

“Type 2 Incident” means an incident that extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing.

- a) Most or all of the command and general staff positions are filled.
- b) A written Incident Action Plan is required for each operational period.
- c) Many of the functional units are needed and staffed.
- d) Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500.
- e) The agency administrator is responsible for the incident complexity analysis, agency administration briefings, and the written delegation of authority.

“Type 1 Incident” means a complex incident, requiring national resources for safe and effective management and operation.

- a) All command and general staff positions are filled.
- b) Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.
- c) Branches need to be established.
- d) A written Incident Action Plan (IAP) is required for each operational period.
- e) The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated.
- f) Use of resource advisors at the incident base is recommended.
- g) There is a high impact on the local authority, requiring additional staff for office administrative and support functions

“Unified Command” means an application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions.

- a) Agencies work together through the designated members of the Unified Command, often the senior person from agencies and/or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single Incident Action Plan.

“Unit” means the organisational element having functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

“Unity of Command” means the concept by which each person within an organisation reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.



INTERPRETATION AND ADMINISTRATION COMMAND & CONTROL

ESTABLISHMENT AND TRANSFER OF COMMAND

- (1) The command system must be clearly established from the beginning of an incident.
- (2) The agency with primary jurisdictional authority over the incident designates the individual at the scene responsible for establishing command.
- (3) When command is transferred, the process must include a briefing that captures all essential information for continuing safe and effective operations.

CHAIN OF COMMAND AND UNITY OF COMMAND

- (1) An orderly line of authority within the ranks of the incident command organisation must be established.
- (2) Every individual involved in the incident must have a designated supervisor, to whom he or she reports at the scene of the incident in order to clarify reporting relationships and eliminate the confusion caused by multiple, conflicting directives.
- (3) Incident managers at all levels must be enabled to control the actions of all personnel under their supervision.

UNIFIED COMMAND

- (1) In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement a unified command system must be implemented.
- (2) The unified command system must allow agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

ACCOUNTABILITY

- (1) An effective accountability system must be implemented at all jurisdictional levels and within individual functional areas during incident operations. To that end, the following principles must be adhered to:
 - a) All responders, regardless of agency affiliation, must report to the Incident Command Post to receive an assignment in accordance with the procedures established by the Incident Commander.
 - b) An Incident Action Plan (IAP) must be established and all response operations must be directed and coordinated as outlined in the IAP.
 - c) Each individual involved in incident operations will be assigned to only one supervisor.
 - d) All responders are expected to use good judgment and be accountable for their actions.
 - e) Supervisors must be able to adequately supervise and control their subordinates, as well as communicate with and manage all resources under their supervision.
 - f) Supervisors must record and report resource status changes as they occur.
 - g) Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.
 - h) Resources not requested must refrain from spontaneous deployment to the incident.

INFORMATION AND INTELLIGENCE MANAGEMENT

The incident command organisation must establish a process for gathering, analysing, assessing, sharing, and managing incident-related information and intelligence.

ORGANISATIONAL STRUCTURE

INCIDENT COMMAND

- (1) Incident Command must be responsible for overall management of the incident.
- (2) Overall management must include Command Staff assignments required to support the command function.
- (3) The Command and General Staff may be located at the Incident Command Post (ICP).
- (4) The Incident Command organisational structure should develop in a modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident.
- (5) The command function must be conducted as a single incident command or a unified command structure.

SINGLE INCIDENT COMMANDER (IC)

- (1) When an incident occurs within a single jurisdiction and there is no jurisdictional or functional agency overlap, a single incident commander must be designated with overall incident management responsibility by the appropriate jurisdictional authority. (In some cases where incident management crosses jurisdictional and/or functional agency boundaries, a single IC may be designated if agreed upon.)
- (2) The designated IC will develop the incident objectives on which subsequent incident action planning will be based.
- (3) The IC will approve the IAP and all requests pertaining to ordering and releasing incident resources.

UNIFIED COMMAND

- (1) A unified command (UC): Must be established when an incident occurs within a multi – jurisdictional incident or where there is a jurisdictional or functional agency overlap, a single incident commander must be designated with overall incident management responsibility by the appropriate jurisdictional authority.
- (2) The Unified Command System must enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively.
- (3) The Unified Command System must allow all agencies with jurisdictional authority or functional responsibility for the incident to jointly provide management direction through a common set of incident objectives and strategies and a single IAP.
- (4) Each participating agency must maintain its authority, responsibility, and accountability.
- (5) Unified Command must function as a single integrated management organisation, which will involve:
 - a) Being co-located command at the ICP.
 - b) Have one Operations Section Chief to direct tactical efforts.
 - c) A coordinated process for resource ordering.



- d) Shared planning, logistical, and finance/administration functions, wherever possible.
- e) Coordinated approval of information releases.
- (6) All agencies in the unified command structure must contribute to the process of:
 - a) Selecting objectives.
 - b) Determining overall incident strategies.
 - c) Ensuring that joint planning for tactical activities is accomplished in accordance with approved incident objectives.
 - d) Ensuring the integration of tactical operations.
 - e) Approving, committing, and making optimum use of all assigned resources.
- (7) The designated agency officials participating in the unified command must represent all involved legal authorities and functional areas of responsibility and use a collaborative process to establish, identify, and rank incident priorities and to determine appropriate objectives consistent with the priorities.
- (8) Agencies that are involved in the incident but lack jurisdictional responsibility or authorities may be defined as supporting and/or assisting agencies.
- (9) Jurisdictional responsibilities of multiple incident management officials must be consolidated into a single planning process that includes:
 - a) Responsibilities for incident management.
 - b) Incident objectives.
 - c) Resource availability and capabilities.
 - d) Limitations.
 - e) Areas of agreement and disagreement between agency officials.
- (10) Incidents requiring a unified command structure must be managed under a single collaborative approach that includes:
 - a) Common organisational structure.
 - b) Single Incident Command Post.
 - c) Unified planning process.
 - d) Unified resource management.
- (11) Under the unified command structure, the incident action plan must be assembled by the Planning Section and must be approved by the Unified Command.
 - a) A single individual, the Operations Section Chief, must direct the tactical implementation of the IAP.
 - b) The Operations Section Chief may come from the organisation with the greatest jurisdictional involvement.
 - c) UC participants must agree on the designation of the Operations Section Chief.

(12) All participating members of the unified command structure must co-locate at the incident command post and observe the following practices:

- a) Select an Operations Section Chief for each operational period.
- b) Keep each other informed of specific requirements.
- c) Establish consolidated incident objectives, priorities, and strategies.
- d) Establish a single system for ordering resources.
- e) Develop a consolidated written or oral IAP to be evaluated and updated at regular intervals.
- f) Establish procedures for joint decision making and documentation.

COMMAND AND GENERAL STAFF

- (1) The Incident Command structure must consist of two types of staff: Command Staff and General Staff.
- (2) The Command staff must include a Public Information Officer, a Safety Officer, and a Liaison Officer, who report directly to the IC/UC and may have assistants as necessary depending on the nature, scope, complexity, and location(s) of the incident(s), or according to s Public Information Officer.
 - a) The Public Information Officer is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.
 - b) The Safety Officer is responsible for monitoring incident operations and advising the IC/UC on all matters relating to operational safety, including the health and safety of emergency responder personnel.
 - c) The ultimate responsibility for the safe conduct of incident management operations rests with the IC/UC and supervisors at all levels of incident management.
 - d) The Safety Officer is responsible to the IC/UC for the systems and procedures necessary to ensure on-going assessment of hazardous environments, including the incident Safety Plan, coordination of multiagency safety efforts, and implementation of measures to promote emergency responder safety as well as the general safety of incident operations.
 - e) The Safety Officer has immediate authority to stop and/or prevent unsafe acts during incident operations.
 - f) Agencies, organisations, or jurisdictions that contribute to joint safety management efforts must not lose their individual identities or responsibility for their own programs, policies, and personnel.
 - g) The Liaison Officer is Incident Command's point of contact for representatives of other governmental agencies, NGOs, and the private sector (with no jurisdiction or legal authority) to provide input on their agency's policies, resource availability, and other incident-related matters.
 - h) Under either a single-IC or a UC structure, representatives from assisting or cooperating agencies and organisations must coordinate through the Liaison Officer.
 - i) Agency and organisational representatives assigned to an incident must have the authority to speak for their parent agencies or organisations on all matters, following appropriate consultations with their agency leadership.
 - j) Assistants and personnel from other agencies or organisations, public or private, involved in incident management activities may be assigned to the Liaison Officer to facilitate coordination.



- k) Additional Command Staff positions may also be necessary, depending on the nature and location(s) of the incident or specific requirements established by Incident Command (For example, a legal counsel might be assigned to the Planning Section as a technical specialist or directly to the Command Staff to advise Incident Command on legal matters, such as (disaster declarations, the legality of evacuation and quarantine orders, or legal rights and restrictions pertaining to media access.)

GENERAL STAFF

- (1) The General Staff is responsible for the functional aspects of the incident command structure.
- (2) The General Staff must consist of the Operations, Planning, Logistics, and Finance/Administration Section Chiefs.
- (2) The Section Chiefs may have one or more deputies assigned, with the assignment of deputies from other agencies encouraged in the case of multijurisdictional incidents.

OPERATIONS SECTION

- (1) The Operations Section is responsible for:
 - a) all tactical activities focused on reducing the immediate hazard,
 - b) saving lives and property,
 - c) establishing situational control, and
 - d) restoring normal operations.
- (2) Expansions of this basic structure may vary according to numerous considerations and operational factors.
 - a) In some cases, a strictly functional approach may be used.
 - b) In other cases, the organisational structure will be determined by geographical/ jurisdictional boundaries
 - c) In other cases, a mix of functional and geographical considerations may be appropriate.

OPERATIONS SECTION CHIEF

- (1) The Operations Section Chief:
 - a) is responsible to Incident Command for the direct management of all incident related tactical activities.
 - b) must establish tactics for the assigned operational period.
 - c) must be designated for each operational period, and
 - d) must as part of his/her responsibilities include direct involvement in development of the IAP.

DIVISIONS AND GROUPS

Divisions are established to divide an incident into physical or geographical areas of operation.

- (1) Divisions and/or Groups may be established when the number of resources exceeds the manageable span of control of Incident Command and the Operations Section Chief.
- (2) Groups may be established to divide the incident into functional areas of operation. For certain types of incidents, for example, Incident Command may assign evacuation or mass care responsibilities to a functional Group in the Operations Section. (Additional levels of supervision may also exist below the Division or Group level).
- (3) Branches: Branches may be functional, geographic, or both, depending on the circumstances of the incident.
 - a) In general, Branches are established when the number of Divisions or Groups exceeds the recommended span of control.

RESOURCES

All resources allocated to an incident may be organised and managed in three different ways, depending on the requirements of the incident.

- a) Single Resources: Individual personnel or equipment and any associated operators.
- b) Task Forces: Any combination of resources assembled in support of a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.
- c) Strike Teams: A set number of resources of the same kind and type that have an established minimum number of personnel. All resource elements within a Strike Team must have common communications and a designated leader.

PLANNING SECTION

- (1) The Planning Section must collect, evaluate, and disseminate incident situation information and intelligence to the IC/UC and incident management personnel.
- (2) This Section must then:
 - a) prepare status reports,
 - b) display situation information,
 - c) maintain the status of resources assigned to the incident, and
 - d) prepare and document the IAP, based on Operations Section input and guidance from the IC/UC.
- (3) The Planning Section is comprised of four primary units, as well as a number of technical specialists to assist in evaluating the situation, developing planning options, and forecasting requirements for additional resources.
 - a) Resources Unit: Responsible for recording the status of resources committed to the incident.
 - b) Situation Unit: Responsible for the collection, organisation, and analysis of incident status information, and for analysis of the situation as it progresses.
 - c) Demobilisation Unit: Responsible for ensuring orderly, safe, and efficient demobilisation of incident resources.
 - d) Documentation Unit: Responsible for collecting, recording, and safeguarding all documents relevant to the incident.
 - e) Technical Specialist(s): Personnel with special skills that can be used anywhere within the ICS organisation.



LOGISTICS SECTION

- (1) The Logistics Section is responsible for all service support requirements needed to facilitate effective and efficient incident management, including ordering resources from off incident locations.
- (2) This Section must also provide:
 - a) facilities,
 - b) security (of the incident command facilities and personnel),
 - c) transportation,
 - d) supplies,
 - e) equipment maintenance and fuel,
 - f) food services,
 - g) communications and information technology support, and
 - h) emergency responder medical services, including inoculations, as required.
- (3) Within the Logistics Section, six primary Units fulfil functional requirements:
 - a) Supply Unit: Orders, receives, stores, and processes all incident-related resources, personnel, and supplies.
 - b) Ground Support Unit: Provides all ground transportation during an incident. In conjunction with providing transportation, the Unit is also responsible for maintaining and supplying vehicles, keeping usage records, and developing incident traffic plans.
 - c) Facilities Unit: Sets up, maintains, and demobilises all facilities used in support of incident operations. The Unit also provides facility maintenance and security services required to support incident operations.
 - d) Food Unit: Determines food and water requirements, plans menus, orders food, provides cooking facilities, cooks, serves, maintains food service areas, and manages food security and safety concerns.
 - e) Communications Unit: Major responsibilities include effective communications planning as well as acquiring, setting up, maintaining, and accounting for communications equipment.
 - f) Medical Unit: Responsible for the effective and efficient provision of medical services to incident personnel.

FINANCE / ADMINISTRATION SECTION

- (1) The Finance/Administration Section must be established when the incident management activities require on-scene or incident-specific finance and other administrative support services.
- (2) Some of the functions that fall within the scope of this Section must include
 - a) recording personnel time,
 - b) maintaining vendor contracts,
 - c) administering compensation and claims, and
 - d) conducting an overall cost analysis for the incident.
- (3) The Finance/Administration Section must ensure close coordination with the Planning Section and Logistics Section so that operational records can be reconciled with financial documents.
- (4) In addition to monitoring multiple sources of funds, the Section Chief must track and report to Incident Command the accrued cost as the incident progresses.
- (5) When such a Section is established, the depicted Units may be staffed as required.

(6) Within the Finance/Administration Section, four primary Units may fulfil functional requirements:

- a) Compensation/Claims Unit: Responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.
- b) Cost Unit: Responsible for tracking costs, analysing cost data, making estimates, and recommending cost savings measures.
- c) Procurement Unit: Responsible for financial matters concerning vendor contracts.
- d) Time Unit: Responsible for recording time for incident personnel and hired equipment.

INCIDENT MANAGEMENT TEAM (IMT)

- (1) An Incident Management Team (IMT) is an incident command organisation made up of the Command and General Staff members and other appropriate personnel in an ICS organisation and can be deployed or activated, as needed.
- (2) The level of training and experience of the IMT members, coupled with the IMT's identified formal response requirements and responsibilities, are factors in determining an IMT's type, or level.

MULTI AGENCY COORDINATION

Multi Agency Coordination Establishment

- (1) The responsible disaster management centre at National, Provincial and District level must establish a multi-agency coordination system including all agencies who are legally required to respond to any level 3,2 or 1 incident.
- (2) The multi-agency coordination system must:
 - a) coordinate activities above the field level and prioritise the incident demands for critical or competing resources, and
 - b) assist the coordination of the operations in the field.
- (3) The multi-agency coordinating system may be established by means of a memorandum of agreement.
- (4) The responsible disaster management centre at National, Provincial and District level must provide the following system elements to support the multi-agency coordinating system:
 - a) Facilities (communications/dispatch centre, disaster management centre, virtual location).
 - b) Equipment (communications and information technology equipment).
 - c) Personnel (administrators).
 - d) Procedures (processes, protocols, agreements, and business practices that prescribe the activities, relationships, and functionality of the multi-agency coordinating system).



DISASTER MANAGEMENT CENTRE / JOINT OPERATIONS CENTRE

- (1) The responsible disaster management centre at National, Provincial and District level must activate its disaster management/joint operations centre when necessary in support of any level 3,2 or 1 incident.
- (2) The disaster management/joint operations centre must be a physical location and must be activated to
 - a) support the on-scene response during an escalating incident by relieving the burden of external coordination and securing additional resources,
 - b) staffed with personnel trained for and authorised to represent their agency/discipline,
 - c) equipped with mechanisms for communicating with the incident site and obtaining resources and potential resources,
 - d) managed through protocols,
 - e) applicable at different levels of government,
 - f) consist of personnel and equipment appropriate to the level of incident, and
 - g) provide coordination, direction, and support during emergencies.
- (3) The disaster management/joint operations centre must not replace or take over the on-scene command of the incident.

MULTI-AGENCY COORDINATION GROUPS

- (1) The multi-agency coordination system should be both flexible and scalable to be efficient and effective.
- (2) The multi-agency coordination system may perform common functions during an incident; however, not all of the system's functions will be performed during every incident, and functions may not occur in any particular order.
- (3) The multi-agency coordination group must conduct the following activities as required:
 - a) Situation assessment.
 - b) Incident priority determination, including the following:
 1. Life-threatening situations.
 2. Threat to property.
 3. High damage potential.
 4. Incident complexity.
 5. Environmental impact.
 6. Economic impact.
 7. Other criteria established by the multi-agency coordination group.
 - c) Critical resource acquisition and allocation.
 - d) Support for relevant incident management policies and interagency activities.
 - e) Coordination with elected and appointed officials.
 - f) Coordination of any other relevant information.

PUBLIC INFORMATION

SYSTEM COMPONENTS

- (1) Incident command must implement processes, procedures, and systems to communicate timely, accurate, and accessible information on the incident's cause, size, and current situation to the public, responders, and additional stakeholders (both directly affected and indirectly affected).
- (2) Public information must be coordinated and integrated across jurisdictions, agencies, and organisations; among national, provincial, local governments; and with NGOs and the private sector.
- (3) The public information strategy must ensure that lifesaving measures, evacuation routes, threat and alert systems, and other public safety information is coordinated and communicated to numerous audiences in a timely, consistent manner.

PUBLIC INFORMATION OFFICER

- (1) The Public Information Officer must support the incident command structure as a member of the Command staff.
- (2) The Public Information Officer advises the IC/UC on all public information matters relating to the management of the incident.
- (3) The Public Information Officer must also handle inquiries from the media, the public, and elected officials on;
 - a) emergency public information and warnings;
 - b) rumour monitoring and response;
 - c) media relations;
 - d) other functions required to gather, verify, coordinate, and disseminate accurate, accessible, and timely information related to the incident; and
 - e) Information on public health, safety, and protection is of particular importance.
- (4) Public Information Officers must create coordinated and consistent messages by collaborating to:
 - a) Identify key information that needs to be communicated to the public.
 - b) Craft messages conveying key information that are clear and easily understood by all, including those with special needs.
 - c) Prioritise messages to ensure timely delivery of information.
 - d) Verify accuracy of information through appropriate channels.
 - e) Disseminate messages using the most effective means available.

JOINT INFORMATION

- (1) When a Unified command system is implemented, incident Command must ensure that a joint information system is established.
- (2) The joint information system must provide the mechanism to organise, integrate, and coordinate information to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and/or disciplines with NGOs and the private sector.
- (3) The joint information system must include the plans, protocols, procedures, and structures used to provide public information.



(4) The joint information system must provide support across jurisdictional lines including:

- a) Interagency coordination and integration;
- b) gathering, verifying, coordinating, and disseminating consistent messages; and
- c) support for decision makers.

JOINT INFORMATION CENTRE (JIC)

- (1) When a Unified command system is implemented, Incident Command may establish a joint information centre (JIC).
- (2) The joint information centre is a central location that facilitates operation of the joint information system, where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions.
- (3) Joint Information Centres may be established at various levels of government or at incident sites depending on the requirements of the incident.
- (4) All media releases must be cleared through the IC/UC or National Disaster Management Centre officials in the case of nationally coordinated incidents to ensure consistent messages.
- (5) Agencies may issue their own releases related to their policies, procedures, programmes, and capabilities; however, these should be coordinated with the incident-specific joint information centres.

ORGANISATIONAL INDEPENDENCE

Organisations participating in incident management do not lose their individual identities or responsibility for their own programs or policies.



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THE INCIDENT COMMAND SYSTEM TOOLKIT





COMMAND

(IC / UC)

INCIDENT COMMAND (IC) / UNIFIED COMMAND (UC) ROLE INTRODUCTION

The Incident Commander (IC) is responsible for the command function at all times.

As the identity of the IC changes through transfers of command, this responsibility shifts with the title.

The term “Command” in this section refers jointly to both the person and the function.

The IC may use one or more deputies to perform specific tasks, reduce the IC’s span of control, or work in a relief capacity.



COMMAND ROLE

Overall management of the incident including:

- All of the command staff functions (PIO, SO, LNO), when they are not staffed.
- All of the general staff functions (OSC, PSC, LSC, and FSC), when they are not staffed.
- Staffing and managing the other command and general staff positions, as needed.

Assessment of the incident priorities:

- Name the incident.
- Establish immediate priorities.
- Establish the Incident Command Post (ICP).
- Determine the incident's strategic goals.
- Develop and/or approve and implement the Incident Action Plan.
- Develop an incident command structure appropriate for the incident.

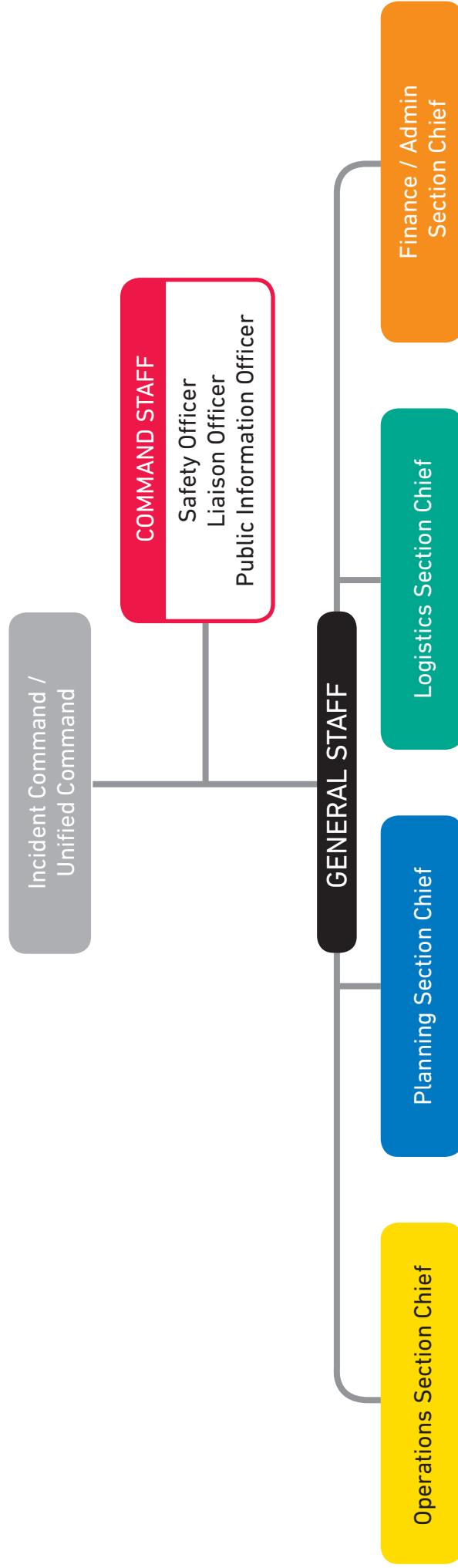
CONT. OVERLEAF

Assess resource needs and orders:

- Coordinate overall emergency activities.
- Ensure adequate safety measures are in place.
- Approve requests for additional resources.
- Approve/ensure incident funding and expenditures.

Coordinate with outside agencies:

- Coordinate incident investigation.
- Authorize information release to the media.
- Order the demobilization of resources, when appropriate.



COMMAND (IC/UC) RESPONSIBILITIES CHECKLIST INTRODUCTION

The checklists in this section can be used by Command and General Staff personnel, on scene to prompt them of what this branch of the organisation should be focusing on.

Note: These checklists are not intended to be a comprehensive checklist for all situations, rather a reminder of the major tasks that should be accomplished.



PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Get a briefing from the previous IC, or assess the situation.
- Brief command and general staff and give the initial assignments,
including specific delegation of authority.
- Establish the Incident Command Post.
- Name the Incident.
 - *Eg: Murray Command*
- Don the IC vest and activate ICP signal.

SECONDARY RESPONSIBILITIES

- Establish the appropriate ICS structure and staff positions, as needed.
- Establish Incident Objectives.
 - *Strategy*
- Ensure adequate safety measures, and message, are in place and communicated to all workers.
- Ensure adherence to the operational planning process.
 - *See Operation Planning Cycle Section*



TERTIARY RESPONSIBILITIES

- Coordinate activity of all command and general staff.
- Direct staff to develop plans and staffing requirements; approve requests for additional resources and funding.
- Prepare and participate in the planning process and meetings.

- See Operation Planning Cycle Section

- Approve and authorise the implementation of an IAP.
- Approve the release of information by the PIO.
- Determine if operational periods are necessary.
- Coordinate with outside entities, as necessary.
- Evaluate and ensure that incident objectives are being accomplished.
- Manage requests or release of resources, as appropriate.
- Ensure investigation, as necessary.
- Ensure after-action process is completed and reports filed.
- Maintain a Unit Log (ICS 214).

COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.



LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

Review all personnel checklists.

- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



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COMMAND STAFF



PUBLIC INFORMATION OFFICER

PUBLIC INFORMATION OFFICER (PIO) ROLE

The Public Information Officer (PIO) is responsible for interfacing with the public and media and/or with other agencies that require incident-related information.

- Develop and release information to the media, incident personnel, and other agencies, as appropriate
- Determine staffing needs and order assistants, as appropriate
- Coordinate and get approval from the IC/UC before the release of all incident-related information
- Monitor the public's reaction to information



PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Organise, assign and brief assistants.
- Determine from the IC / UC limits on information release.
- Obtain IC / UC approval for media releases.

SECONDARY RESPONSIBILITIES

- Manage media and public inquiries.
- Coordinate emergency public information and warnings.
- Establish any restrictions for media access.
- Inform media and conduct briefings.
- Arrange for tours and other interviews.
- Obtain news media information that may be useful for incident planning.
- Maintain current information summaries and / or displays.



TERTIARY RESPONSIBILITIES

- Provide information on status of incident to assistants.
- Brief and advise IC / UC on information issues and concerns.
- Participate in operational planning process.
 - *See operational Planning Cycle Section.*
- Prepare appropriate ICS forms and other information to be included in the IAP.
 - *See operational Planning Cycle Section.*
- Establish and staff a JIC, as necessary.
- Maintain Unit / Activity Log (ICS 214).
- Prepare, organise and provide appropriate information to the Documentation Unit.
- Participate in the after-action process.

COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.



LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

Review all personnel checklists.

- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



52 PUBLIC INFORMATION OFFICER (PIO) RESPONSIBILITIES





SAFETY OFFICER (SO)

SAFETY OFFICER (SO)

SAFETY OFFICER (SO)

ROLE

The SO monitors incident operations and advises the IC/UC on all matters relating to operational safety, including the health and safety of emergency responder personnel. The SO has emergency authority of the IC/UC to stop or prevent unsafe acts during incident operations. Responsibilities include:

- Assess and communicate hazardous and unsafe situations.
- Ensure a site safety and health plan is developed.
- Develop safety measures or communication to assure personnel safety.
- Correct unsafe acts or conditions.
- Maintain awareness of active and developing situations.
- Prepare and include safety messages in the IAP.
- Assign one safety officer for each incident.
- Assign assistants, as necessary.



PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Organise, assign and brief assistants.
- Recon the incident visually.
- Identify appropriate PPE, control zones and safety hazards.

SECONDARY RESPONSIBILITIES

- Participate in operational planning process.
- *See Planning Cycle.*
- Review and approve the Medical Plan (ICS 206).
- Develop the Risk / Hazard analysis (ICS 215a) with the OSC.
- Prepare appropriate ICS forms and other information to be included in the IAP.
- *See Planning Cycle.*
- Ensure personnel accountability is in place and working.
- Exercise emergency authority to prevent or stop unsafe acts.
- Ensure working conditions are monitored and work / rest guidelines are adhered to.



TERTIARY RESPONSIBILITIES

- Brief IC / UC on safety issues and concerns.
- Designate emergency evacuation guidelines.
- Investigate accidents within incident areas.
- Maintain Unit / Activity Log (ICS 214)
- Prepare, organise and provide appropriate information to the Documentation Unit.
- Participate in the after-action process.

COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

Review all personnel checklists.

- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)





LIAISON OFFICER (LNO)

LIAISON OFFICER (LNO)

ROLE

The LNO is the point of contact for representatives of other governmental agencies, nongovernmental organizations, and/or private entities. In either a single or UC structure, representatives from assisting or cooperating agencies and organizations coordinate through the LNO.

- Communicate with the IC/UC the representing agencies concerns and issues.
- Maintain contact of and with all involved agencies.
- Prepare and include necessary information about agencies in the IAP.
- Only one LNO will be assigned for each incident.
- Assistants may be assigned, as necessary.



PRIMARY RESPONSIBILITIES

- Review common responsibilities.
- *See Common Responsibilities.*
- Review leadership responsibilities.
- *See Leadership Responsibilities.*
- Organise, assign and brief assistants.
- Provide a point of contact for assisting and cooperating AREP.
- Identify all AREP from each agency and develop complete contact information.

SECONDARY RESPONSIBILITIES

- Keep agencies supporting incident aware of incident status.
- Monitor incident operations to identify current or potential inter-organisational issues and advise IC / UC as appropriate.
- Brief IC / UC on agency issues and concerns.
- Participate in operational planning process.
 - *See Planning Cycle.*



TERTIARY RESPONSIBILITIES

- Prepare appropriate ICS forms and other information to be included in the IAP.
- *See Planning Cycle.*
- Maintain Unit / Activity Log (ICS 214)
- Prepare, organise and provide appropriate information to the Documentation Unit.
- Participate in the after-action process.

COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

Review all personnel checklists.

- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)





AGENCY REPRESENTATIVE (AREP)



AGENCY REPRESENTATIVE (AREP) ROLE

In multi-jurisdictional incidents, agencies may elect to send a representative to assist in coordinating efforts.

- Interface with the LNO
- Make decisions consistent with delegated authority
- Communicate and coordinate with home agency



PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Gather contact information for Command and
- general Staff.

SECONDARY RESPONSIBILITIES

- Notify agency personnel that they have an AREP.
- Participate in operational planning process, as required.
 - *See Planning Cycle*
- Advise LNO of special needs or requirements of agency.



TERTIARY RESPONSIBILITIES

- Cooperate fully with IC / UC and General Staff on agency involvement.
- Ensure well-being of agency personnel assigned.
- Report, as required, to home agency.
- Participate in the after-action process.
- Maintain Unit / Activity Log (ICS 214)



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.



AREA COMMAND (AC)

AREA COMMAND(AC) RESPONSIBILITIES



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AREA COMMAND(AC) ROLE

Area Command is used to oversee the management of:

- Multiple incidents that are each being handled by an Incident Command System organization; or
- A very large incident that has multiple incident management teams assigned to it.
- Focus primarily on strategic assistance.
- AC supports IC / UC's and provides strategic direction.

AREA COMMAND(AC) RESPONSIBILITIES



PRIMARY RESPONSIBILITIES

- Set overall agency incident-related priorities.
- Allocate resources based on priorities.
- Ensure that incidents are properly managed.
- Ensure that incident(s) objectives are met and do not conflict with each other.



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SECONDARY RESPONSIBILITIES

- Establish priorities.
- Set overall objectives.
- Ensure IMT's are qualified.
- Allocate / reallocate resources.
- Identify and report critical resource needs.

AREA COMMAND(AC) RESPONSIBILITIES



TERTIARY RESPONSIBILITIES

- Coordinate with agency administrator, EOC, other MAC groups and the media.
- Coordinate demobilisation.
- Coordinate recovery operations.
- Ensure effective communications.
- Assign duties to assigned staff, supervise and evaluate.



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IC / UC CONTACTS PAGE

IC / UC

Name & Title

Phone Numbers

Email addresses

DIC

Name & Title

Phone Numbers

Email addresses

PIO

Name & Title

Phone Numbers

Email addresses

SO

Name & Title

Phone Numbers

Email addresses

LNO

Name & Title

Phone Numbers

Email addresses

AREP

Name & Title

Phone Numbers

Email addresses

IC / UC CONTACTS PAGE





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GENERAL STAFF

GENERAL STAFF





OPERATIONS SECTION CHIEF (OSC)

OPERATIONS SECTION CHIEF (OSC)

ROLE INTRODUCTION

The Operations Section Chief activates and supervises elements in accordance with the Incident Action Plan (IAP) by:

- Directing the execution of the IAP.
- Activating and executing the Site Safety and Health Plan.
- Directing the preparation of unit operational plans.
- Requesting or releasing resources.
- Making expedient changes to the IAPs, as necessary.
- Reporting to the IC/UC.
- May assign a deputy OSC to assist in supervising operations activities.

Operations Section
Chief

Staging Area
Manager

Fire Branch
Director

Alpha Division
Supervisor

Bravo Division
Supervisor

Ventilation Group
Supervisor

Rapid Intervention
Crew

Multi-Casualty
Branch Director

Medical Group A
Supervisor

Medical Group B
Supervisor

Transportation
Supervisor

Law Branch
Director

Special Ops Group
Supervisor

Investigation
Group Supervisor

Evacuation Group
Supervisor

Public Works
Branch Director

Transportation
Group Supervisor

Environmental
Group Supervisor

Utilities Group
Supervisor

Air Ops Director

Air Rescue Group
Supervisor

Air Support Group
Supervisor

OPERATIONS (OSC)

RESPONSIBILITIES

CHECKLIST INTRODUCTION

The checklists in this section can be used by Operations Section personnel on scene to prompt them of what this branch of the organization should be focusing on.

Note: These checklists are not intended to be a comprehensive checklist for all situations, rather a reminder of the major tasks that should be accomplished.



PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Evaluate, organise, assign and brief Ops Section staff.
- Recon the Incident briefly if possible.
- Develop and implement operations portion of IAP.
 - *See Plans Cycle*
- Brief and assign operations personnel in accordance with IAP.
- Supervise Ops section personnel.

SECONDARY RESPONSIBILITIES

- Coordinate with SO to carry out operational activities while complying with all safety requirements.
- Monitor and request resources needed to implement Operation's tactics as part of IAP development (ICS 215).
- Implement effective strategies and tactics to meet operational objectives.
- Assist the SO in developing the risk / hazard analysis (ICS 215a).
- Make, or approve, expedient changes to the IAP during the operational period, as necessary.
- Monitor and evaluate the current situation status and make recommendations for use in the next operational period.
- Prepare and participate in the tactics meeting.
 - *See Plans Cycle.*
- Participate in operational planning processes and development of the tactical portions of the IAP (ICS 204 & 220).
 - *See Plans Cycle.*



TERTIARY RESPONSIBILITIES

- Inform RESL of changes in the status of resources assigned to section.
- Approve suggested list of resources to be released from assigned status (not released from the incident).
- Assemble and disassemble teams / task forces assigned to Operations Section.
- Organise the Ops Section effectively to ensure manageable span of control and safe operations of all Ops personnel.
- Report information about changes in the implementation of the IAP, special activities, events and occurrences to IC / UC, as well as to PSC and PIO.
- Identify and use staging areas as necessary / appropriate.
- Develop and make recommendations to Plans for demobilization of Ops resources.
- Receive and implement demob plans.
- Participate in operational briefings to IMT members, media, community and dignitaries.
- Maintain Unit / Activity Log (ICS 214).

COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practices and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

Review all personnel checklists.

- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



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STAGING AREA MANAGER (STAM)

STAGING AREA MANAGER (STAM)

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Organise, assign and brief assistants.
- Plan and organise the staging area for quick and effective deployment of resources.
- Establish expected resource levels from the OSC.
- Advise OSC when resource levels reach minimums.



SECONDARY RESPONSIBILITIES

- Establish and maintain boundaries of staging areas.
- Post signs for identification and traffic control.
- Establish check-in function, as appropriate.
- Determine and request logistical support for personnel and / or equipment as needed.
- Ensure security of staging area.
- Advise OSC of all changing situations / conditions on scene.
- Respond to requests for resource assignments.
- Respond to requests for information as required.
- Keep Resource Unit Leader (RESL) informed of the status of all resources in staging.

TERTIARY RESPONSIBILITIES

- Arrange for maintenance needs for resources in
- Staging Area.
- Establish an accountability system for all resources / equipment checked in and out of Staging Area.
- Demobilise or reposition Staging Areas, as needed.
- Maintain Unit / Activity Log (ICS 214)



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



BRANCH DIRECTOR (OPBD)

BRANCH DIRECTOR (OPBD)

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Identify branch organisation and resources.
- Organise, assign, brief assistants and ensure that all supervisors have a copy of the current IAP.



SECONDARY RESPONSIBILITIES

- Implement the IAP for the branch.
- Develop, with subordinates, alternatives for branch control operations.
- Attend meetings and briefings at the request of the OSC.
- Review Division / Group Assignment Lists (ICS 204) for Division / Groups within the branch; modify lists based on effectiveness of current operations.
- Assign specific work tasks to Division / Group Supervisors.
- Supervise branch operations.
- Resolve logistics problems reported by subordinates.
- Report to OSC when:
 - *AP is to be modified*
 - *Additional resources are needed.*
 - *Surplus resources are available.*
 - *Hazardous situations or significant events occur.*

TERTIARY RESPONSIBILITIES

- Keep RESL (through chain-of-command) informed of status of resources assigned to the branch.
- Approve accident and medical reports (Home Agency forms) originating within the branch.
- Evaluate demobilisation and implement demob plan, when appropriate.
- Debrief with OSC at the end of the operational period.
- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



DIVISION OR GROUP SUPERVISOR (DIVS)

DIVISION OR GROUP SUPERVISOR (DIVS)

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Identify division / group organisation and resources.
- Organise, assign, brief assistants.
- Provide copies of the current IAP to subordinates.
- Implement IAP for division / group.
- Supervise division / group resources, making changes as needed.



SECONDARY RESPONSIBILITIES

- Review division / group assignments and incident activities with subordinates and assign tasks.
- Coordinate activities with other divisions.
- Determine need for assistance on assigned tasks.
- Submit situation and resources status information to Branch Director or OSC.
- Report special occurrences or events such as accidents or sickness to the immediate supervisor.
- Resolve logistics problems within the division / group.

TERTIARY RESPONSIBILITIES

- Keep RESL (through chain-of-command) informed of status of resources assigned to the division / branch.
- Participate in developing branch plans for the next operational period.
- See Operational Planning Cycle Section.
- Evaluate demobilisation and implement demob plan, when appropriate.
- Debrief as directed at the end of the operational period.
- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



STRIKE TEAM / TASK FORCE LEADER (TFL)

STRIKE TEAM / TASK FORCE LEADER (TFL)

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Organise, assign, brief assistants and assign tasks.



SECONDARY RESPONSIBILITIES

- Monitor work progress and make changes when necessary.
- Keep supervisor informed of progress, changes and resources status / needs.
- Coordinate activities with other Strike Teams, Task Forces and Single Resources.
- Submit situation and resource status information to Division / Group Supervisor.

TERTIARY RESPONSIBILITIES

- Retain control of resources while in available or out-of-service status.
- Debrief, as directed, at the end of the operational period.
- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



SINGLE RESOURCE LEADER / BOSS

SINGLE RESOURCE LEADER / BOSS

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Review assignments.
- Obtain necessary equipment / supplies.
- Review weather / environmental conditions for assignment area.
- Brief subordinates on safety measures.



SECONDARY RESPONSIBILITIES

- Monitor work progress.
- Ensure adequate communications with supervisor and subordinates.
- Keep supervisor informed of progress and any changes.
- Inform supervisor of problems with assigned resources.
- Brief relief personnel and advise them of any change in conditions.

TERTIARY RESPONSIBILITIES

- Return equipment and supplies to appropriate unit.
- Complete and turn in all time and use records on personnel and equipment.
- Keep RESL (through chain-of-command) informed of status of resources assigned to the division / branch.
- Evaluate demobilisation and implement demob plan, when appropriate.
- Debrief with OSC at the end of the operational period.
- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



AIR OPERATIONS BRANCH DIRECTOR

AIR OPERATIONS BRANCH DIRECTOR

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Organise preliminary air operations.
- Coordinate airspace where applicable with relevant Air Traffic Control (ATC).
- Request declaration (or cancellation) of Temporary Flight Restriction (TFR) in accordance with SA Civil Aviation Law through the relevant ATC, where one exists, or within any restricted or controlled airspace.
- Post notice of this to airmen as required. (The relevant ATC will advise any aircraft in the area).
- Attend the tactics and planning meetings to obtain information for completing the Air Operations Summary Worksheet (ICS 220), as needed.
 - *See Planning Cycle.*
- Participate in preparation of the IAP through the OSC.
 - *See Planning Cycle.*
- Ensure that the air operations portion of the IAP takes into consideration the Air Traffic Control (ATC) requirements of assigned aircraft.
- Coordinate with the COML to designate air tactical and support frequencies.
- Ensure dependable communication between air operations branch and air units.



SECONDARY RESPONSIBILITIES

- Perform operational planning for air operations.
- *See Planning Cycle.*
- Prepare and provide Air Operations Summary Worksheet (ICS 220), if completed, to the Air Support Group (ASG) and Fixed-Wing Bases.
- Supervise all air operations activities associated with the incident.
- Evaluate helibase and helispot locations.
- Establish procedures for emergency reassignment of aircraft.
- Coordinate approved flights of non-incident aircraft in the Temporary Flight Restriction (TFR) zone, if one is in force, in controlled airspace only.
- Initiate airspace de-confliction.
- Coordinate with appropriate Command Centre(s) through normal channels on incident air operations activities.
- Consider requests for logistical use of incident aircraft.
- Report to the OSC on air operations activities.
- Report any special incidents or accidents.
- Develop an Aviation Site Safety Plan with SO.

TERTIARY RESPONSIBILITIES

- Arrange for an accident investigation team, when warranted in accordance with International Civil Aviation Law, using the prescribed existing SOP's.
- Debrief with the OSC, as directed, at the end of each operational period.
- Ensure that all necessary information on aviation mishaps are documented and reported in accordance with existing laws and SOP's.
- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



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AIR TACTICAL GROUP SUPERVISOR

AIR TACTICAL GROUP SUPERVISOR

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Obtain a copy of the IAP from the Air Operations Branch Director (AOBD), including Air Operations Summary Worksheet (ICS 220), if completed.



SECONDARY RESPONSIBILITIES

- Participate in air operations planning activities.
- *See Planning Cycle.*
- Inform AOBD of group activities.
- Identify resources / supplies dispatched for the Air Tactical Group.
- Request special air tactical items from appropriate sources through the Logistics Section.
- Coordinate activities with the AOBD.
- Obtain assigned ground-to-air frequency for airbase operations from the Communications Unit Leader (COML) or Incident Radio Communications Plan (ICS 205).

TERTIARY RESPONSIBILITIES

- Ensure compliance with each agency's operations checklist for day and night operations.
- Debrief, as directed, at the end of each shift.
- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



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AIR SUPPORT GROUP SUPERVISOR

AIR SUPPORT GROUP SUPERVISOR

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Obtain a copy of the IAP from the Air Operations Branch Director (AOBD), including Air Operations Summary Worksheet (ICS 220), if completed.
- Participate in air operations planning activities.
 - *See Planning Cycle.*
- Inform AOBD of group activities.



SECONDARY RESPONSIBILITIES

- Identify resources / supplies dispatched for the ASG.
- Request special air support items from appropriate sources through Logistics Section.
- Determine the need for assignment of personnel and equipment at each air base.
- Coordinate activities with the AOBD.
- Obtain assigned ground-to-air frequency for airbase operations from the Communications Unit Leader (COML) or Incident Radio Communications Plan (ICS 205).

TERTIARY RESPONSIBILITIES

- Ensure compliance with each agency's operations checklist for day and night operations.
- Ensure dust abatement procedures are implemented at helibases and helispots.
- Provide crash-rescue service for helibases and helispots.
- Debrief, as directed, at the end of each shift.
- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



OPERATIONS CONTACT LIST

OPERATIONS CONTACT LIST

OSC (OPERATIONS SECTION CHIEF)

Name & Title

Phone Numbers

Email addresses

DEPUTY OSC

Name & Title

Phone Numbers

Email addresses

STAM (STAGING AREA MANAGER)

Name & Title

Phone Numbers

Email addresses

OPBD (BRANCH DIRECTOR)

Name & Title

Phone Numbers

Email addresses

AOBD (AIR OPERATIONS BRANCH DIRECTOR)

Name & Title

Phone Numbers

Email addresses

AIR TACTICAL GROUP SUPERVISOR

Name & Title

Phone Numbers

Email addresses



OPERATIONS CONTACT LIST

AIR GROUP SUPERVISOR

Name & Title

Phone Numbers

Email addresses

DIVS (DIVISION / GROUP SUPERVISOR)

Name & Title

Phone Numbers

Email addresses

DIVS (DIVISION / GROUP SUPERVISOR)

Name & Title

Phone Numbers

Email addresses

TFL (STRIKE / TASK FORCE LEADER)

Name & Title

Phone Numbers

Email addresses

SINGLE RESOURCE LEADER / BOSS

Name & Title

Phone Numbers

Email addresses

INTEL / INVESTIGATIONS BRANCH DIRECTOR

Name & Title

Phone Numbers

Email addresses



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PLANNING SECTION CHIEF (PSC)

PLANNING SECTION CHIEF (PSC)

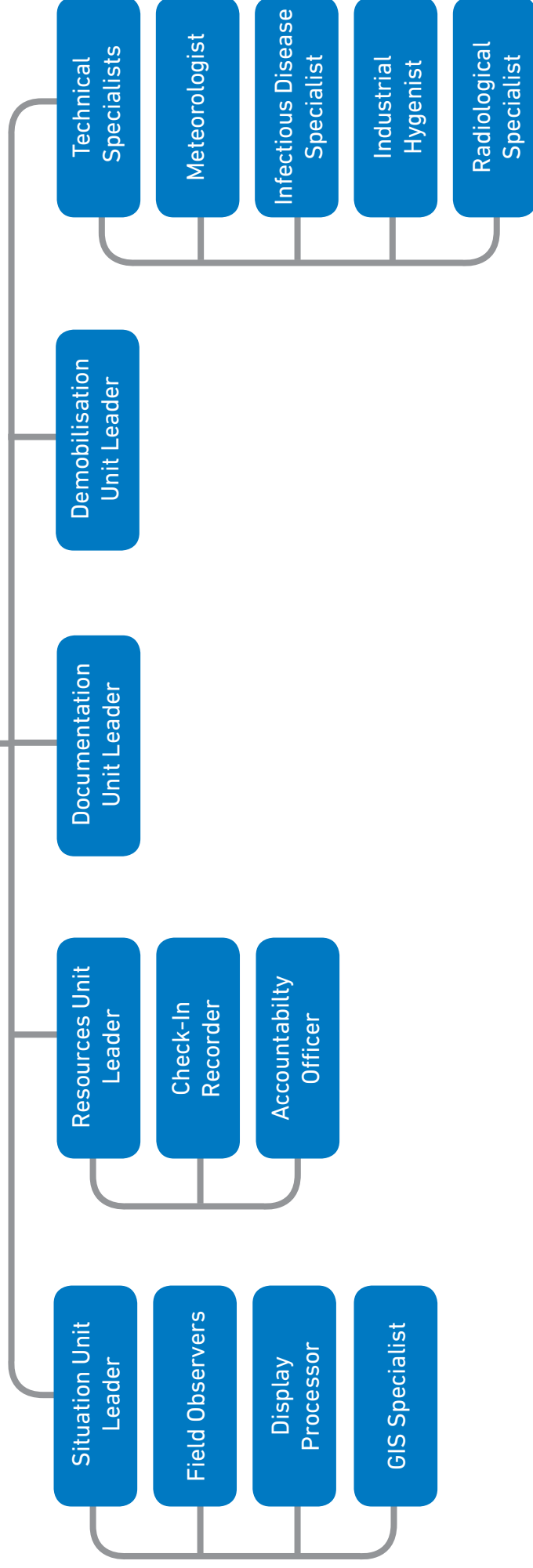
ROLE INTRODUCTION

The Planning Section is responsible for collecting, evaluating, disseminating and using information about the incident and status of resources.

Information is needed to:

- Understand the current situation.
- Predict probable course of incident events.
- Prepare alternative strategies for the incident.
- Submit required incident status reports.
- Reporting to the IC/UC.

Planning Section
Chief



PLANNING SECTION CHIEF

(PSC) ROLE

- Working closely with the OSC and the IC in formulating the best possible picture of the current situation.
- Working closely with the IC and the OSC in determining the incident strategy and tactical objectives.
- Staffing, organizing, and supervising the planning section.
- Planning for relief and replacement of staff, as appropriate.
- Preparing for and participating in the operational planning cycle.
- Completing necessary ICS forms for the IAP.
- Ensuring the IAP is constructed, copied, and disseminated to all incident personnel
- Communicating and implementing the IAP.
- Providing periodic status reports to the IC.
- May assign a deputy PSC to assist in supervising planning activities.



PLANNING (PSC) RESPONSIBILITIES CHECKLIST INTRODUCTION

The checklists in this section can be used by Planning Section personnel on scene to prompt them of what this branch of the organization should be focusing on.

Note: These checklists are not intended to be a comprehensive checklist for all situations, rather a reminder of the major tasks that should be accomplished.

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Activate Planning Section Units.
- Organise, assign and brief assistants (Deputy).
- Recon the incident visually or get a Situation Status (SITSTAT / SITREP) report from the OSC or IC, as appropriate.
- Gather, prepare and display incident information.
 - Situation Status (SITSTAT).
 - Resource Status (RESTAT).
- Brief and assign operations personnel in accordance with IAP.
- Assign available personnel already on site to ICS organisational positions, as appropriate.



SECONDARY RESPONSIBILITIES

- Supervise IAP preparation.
- Provide input to the IC / UC and OSC in preparing the IAP.
- Lead the operational planning process.
 - *See Operational Planning Cycle.*
- Facilitate and lead planning and other meetings, as required.
- Establish information requirements and reporting schedules for all ICS organisational elements for use in preparing the IAP.
- Supervise the accountability of incident resources through the Resource Unit Leader (RESL).
- Determine need for any specialised resources in support of the incident.
- Provide RESL with the planning section's organisational structure, including names and locations of assigned personnel.
- Assign Technical Specialists where needed.
- Organise staff to gather special information needs, such as weather, environment, hazards, etc.
- Contemplate and formulate information on alternative strategies.
 - Best to worst case scenarios.
- Provide periodic predictions on incident potential.
- Compile and display incident status summary information.
- Coordinate with the PIO on the current SITSTAT (SITREP) and RESTAT so that release of incident information is accurate.
- Provide status reports to appropriate requesters.
- Advise General Staff of any significant changes in incident status.
- Incorporate specialised plans (ie: traffic, evacuation, foam, environmental and safety) and other supporting plans in the IAP.
- Instruct Planning Section Units in distribution and routing of incident information.

TERTIARY RESPONSIBILITIES

- Supervise and ensure resource release recommendations (DEMOB Plan) for submission to the IC / UC.
- Maintain Section records.
- Ensure the final incident documentation package is prepared and organised effectively.
- Participate in the after action debriefing process, After Action Review (AAR).
- Maintain Unit / Activity Log (ICS 214)



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



SITUATION UNIT LEADER (SITL)

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Start collecting and analysing incident information, as soon as possible.
- Participate in the operational planning process and meetings, as required by the PSC.
 - *See Operational Planning Cycle.*
- Conduct situation updates at meetings and briefings, as required by the PSC.



SECONDARY RESPONSIBILITIES

- Prepare and maintain Incident Situation Display.
These may be maps, forms, weather reports, victim or damage assessment information, as well as other reports from technical specialists.
- Provide photographic services and maps.
- Collect and maintain current incident data, as required by the Incident Information Centre.
- Prepare periodic predictions, as requested by the PSC.
- Prepare, post and disseminate resource and situation status information, as required, in the Incident Information Centre.
- Prepare the Incident Status Summary (ICS 209).
- Provide status report to the PSC.
- Provide status reports to appropriate requesters.
- Respond to requests for information as required.
- Keep Resource Unit Leader (RESL) informed of the status of all resources in staging.

TERTIARY RESPONSIBILITIES

- Develop and maintain master charts/ maps of the incident.
- Receive briefings and information from field observers.
- Maintain Unit / Activity Log (ICS 214)



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



RESOURCE UNIT LEADER (RESL)

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Participate in the operational planning process and meetings, as required by the PSC.
 - *See Operational Planning Cycle.*
- Conduct resource status updates at meetings and briefings, as required by the PSC.
- Using the Incident Briefing (ICS 201), prepare and maintain the Incident Situation Display.
 - Organisational chart and resource allocation and deployment sections.

SECONDARY RESPONSIBILITIES

- Establish check-in function at incident locations and work to achieve total accountability and tracking of all incident resources (personnel and equipment).
- Establish contacts with incident facilities to track resource status as Assigned, Available or Out Of Service.
- Gather, post and maintain incident resource status; maintain master roster of all resources checked in at the incident.
- Prepare Organisation Assignment List (ICS 203) and Organisation Chart (ICS 207).
- Prepare appropriate sections of Assignment Lists (ICS 204).
- Provide status report to PSC.
- Provide status reports to appropriate requesters.

TERTIARY RESPONSIBILITIES

- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



DOCUMENTATION UNIT LEADER (DOCL)

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Collect and organise incident information files, forms, IAP's, information releases and reports.



SECONDARY RESPONSIBILITIES

- Establish duplication service and respond to requests.
- File copies of all official forms and reports.
- Check on accuracy and completeness of records submitted for files and correct errors or omissions by contacting appropriate ICS units.
- Provide incident documentation to appropriate requesters.
- Provide status report to the PSC.
- Provide status reports to appropriate requesters.

TERTIARY RESPONSIBILITIES

- Organise files for submitting the final incident documentation package.
- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



DEMOBILISATION UNIT LEADER (DMOB)

DEMOBILISATION UNIT LEADER (DMOB)

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Review incident resource records to determine probable size of demobilisation effort.
- Identify surplus resources and probable release time.
- Participate in the operational planning process and meetings, as required by PSC.
 - *See operational planning cycle.*



SECONDARY RESPONSIBILITIES

- Monitor the on-going Operations Section resource needs.
- Evaluate logistics and transportation capabilities required to support demobilisation.
- Establish communications with off-incident facilities.
- Prepare and obtain approval of Demobilisation Plan, including required documentation.
- Distribute Demobilisation Plan to each processing point.
- Ensure that all Sections / Units understand their responsibilities within the Demobilisation Plan.
- Monitor implementation and assist in coordinating the Demobilisation Plan.
- Coordinate demobilisation with AREPs (Agency Representatives).
- Brief PSC on progress of demobilisation.
- Provide status reports to appropriate requesters.

TERTIARY RESPONSIBILITIES

- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



TECHNICAL SPECIALISTS

TECHNICAL SPECIALISTS

TECHNICAL SPECIALISTS

RESPONSIBILITIES

INTRODUCTION

The ICS is designed to function in a wide variety of incident scenarios where the use of technical specialists may be helpful or necessary.

These personnel have special skills and are activated when needed.

- Specialists may serve anywhere within the organisation.
- No minimum qualifications are prescribed as technical specialists normally perform the same duties during an incident as in their everyday jobs.
- Technical Specialists are typically certified in their fields or professions.



Technical Specialists can fall into any of these categories (or more).

- Agricultural specialist
- Attorneys or legal counsel
- Biologists
- Cost specialist
- Environmental specialist
- Explosives specialist
- Fire behavior specialist
- Hazardous materials specialist
- Industrial hygienist
- Infectious disease specialist
- Intelligence specialist
- Historical or cultural resources specialist
- Human resources specialist
- Medical specialist
- Meteorologist
- Pharmaceutical specialist
- Radiological specialist
- Structural engineering specialist
- Training specialist
- Transportation specialist
- Veterinarians
- Waste management specialist
- Any other expert or specialist that can assist with specific challenges of the incident

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Provide technical expertise and advice to Command and General Staff, as needed.
- Attend meetings and briefings, as appropriate, to clarify and help to resolve technical issues within area of expertise.



SECONDARY RESPONSIBILITIES

- Provide technical expertise during the development of the IAP and other support plans.
- Work with the Safety Officer (SO) to mitigate unsafe practises.
- Work closely with Liaison Officer (LNO) to help facilitate understanding among stakeholders and special interest groups.
- Be available to attend press briefings to clarify technical issues.
- Research technical issues and provide findings to decision makers.
- Troubleshoot technical problems and provide advice on resolution.
- Review specialised plans and clarify meaning.

TERTIARY RESPONSIBILITIES

- Maintain Unit / Activity Log (ICS 214).



PLANNING CONTACT LIST

PSC (PLANNING SECTION CHIEF)

Name & Title

Phone Numbers

Email addresses

INTEL / INVESTIGATIONS UNIT LEADER

Name & Title

Phone Numbers

Email addresses

DEPUTY PSC

Name & Title

Phone Numbers

Email addresses

SITL (SITUATION UNIT LEADER)

Name & Title

Phone Numbers

Email addresses

DISPLAY PROCESSOR

Name & Title

Phone Numbers

Email addresses

FIELD OBSERVER

Name & Title

Phone Numbers

Email addresses

CHECK-IN RECORDER

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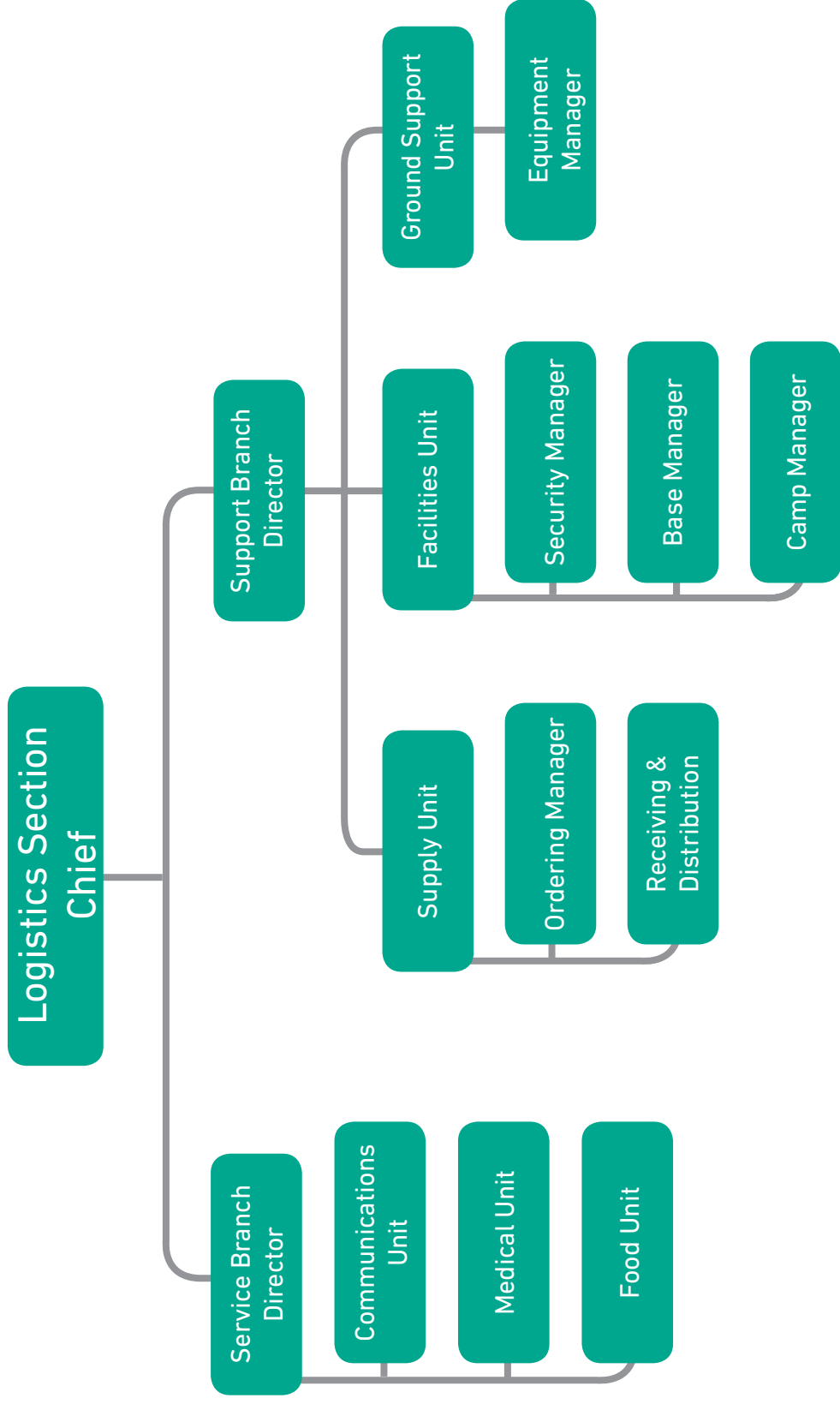
LOGISTICS SECTION CHIEF (LSC)

LOGISTICS SECTION CHIEF (LSC)

ROLE INTRODUCTION

The Logistics Section is responsible for providing facilities, services and materials in support of the incident response.

The LSC participates in developing and implementing the IAP and activates and supervises Branches and Units within the Logistics Section.



LOGISTICS (LSC)

ROLE

The Logistics Section Chief (LSC) is responsible for:

- Working closely with the IC / UC in anticipating and providing all incident support requirements.
- Ordering of all resources through appropriate procurement methods.
- Providing and establishing all incident facilities, transportation, supplies, equipment maintenance and fueling, food service, communications, and medical services for incident personnel.
- Staffing, organizing, and supervising the logistics section.
- Planning for relief and replacement of staff, as appropriate.
- Preparing for and participating in the operational planning process.
- Completing necessary ICS forms for the IAP.
- Providing periodic status reports to the IC / UC.
- May assign a Deputy LSC to assist in supervising Logistics activities.



LOGISTICS (LSC) RESPONSIBILITIES CHECKLIST INTRODUCTION

The checklists in this section can be used by Logistics Section personnel on scene to prompt them of what this branch of the organization should be focusing on.

Note: These checklists are not intended to be a comprehensive checklist for all situations, rather a reminder of the major tasks that should be accomplished.

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Plan the organisation of the Logistics Section.
- Staff and brief Logistics Branch Directors and Unit Leaders.
- Assign work locations and preliminary tasks to assigned personnel.



SECONDARY RESPONSIBILITIES

- Notify Resource Unit Leader (RESL) of Logistics Section units activated, including names and locations of assigned personnel.
- Participate in the operational planning cycle.
 - *See Planning Cycle.*
- Participate in IAP preparation.
- Identify service and support requirements for planned and expected operations.
- Provide input to, and review, Communications Plan, Medical Plan and Transportation Plan.
- Coordinate and process requests for additional resources.
- Review Operational Planning worksheet (ICS 215) and estimate section needs for upcoming operational period.
- Advise IMT members on current service and support capabilities.
- Prepare service and support elements of IAP.
- Estimate future service and support requirements.
- Identify resource needs for incident contingences.
- Track resource effectiveness and make necessary adjustments.

TERTIARY RESPONSIBILITIES

- Provide input to Demobilisation Plan, as required by PSC.
- Request and / or set up expanded ordering processes as appropriate to support incident.
- Recommend release of unit resources in conformance with Demobilisation Plan.
- Ensure general welfare and safety of Logistics Section personnel.
- Participate in after action process.
- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



SERVICE BRANCH DIRECTOR

SERVICE BRANCH DIRECTOR

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Obtain working materials from Logistics Kit.
- Determine level of service required to support operations.
- Confirm dispatch of Branch personnel.
- Participate in the planning process of the Logistics Section.



SECONDARY RESPONSIBILITIES

- Review Incident Action Plan.
- Communicate with, organise and prepare assignments for Service Branch personnel.
- Coordinate activities of Service Branch Units.
- Inform LSC of activities.
- Resolve Service Branch problems.

TERTIARY RESPONSIBILITIES

- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



COMMUNICATIONS UNIT LEADER (COML)

COMMUNICATIONS UNIT LEADER (COML)

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Determine Unit personnel needs.
- Prepare and implement the Incident radio Communications Plan (ICS 205).
- Ensure the Incident Communication Centre and the Message Centre is established.
- Establish appropriate communications distribution / maintenance locations within base / camp(s).
- Ensure an equipment accountability system is established.
- Ensure personnel portable radio communication equipment from cache is distributed, per Incident radio Communication Plan.



SECONDARY RESPONSIBILITIES

- Provide technical information as required on:
 - Adequacy of communications systems currently in operation.
 - Geographic limitation on communications systems.
 - Equipment capabilities / limitations.
 - Amount and types of equipment available.
 - Anticipated problems in the use of communications equipment.
- Supervise Communications Unit activities.

TERTIARY RESPONSIBILITIES

- Maintain records on all communications equipment, as appropriate.
- Ensure equipment is tested and repaired.
- Recover equipment from Units being demobilised.
- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



MEDICAL UNIT LEADER (MEDL)

MEDICAL UNIT LEADER (MEDL)

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Obtain briefing from SVBD (Service Branch Director) or LSC.
- Participate in Logistics Section / Service Branch planning activities.
- Determine level of emergency medical activities performed prior to activation of Medical Unit.

SECONDARY RESPONSIBILITIES

- Activate Medical Unit.
- Prepare the Medical Plan (ICS 206).
- Provide medical input into the planning process for strategy development.
- Coordinate with SO, Ops, Tech. Specialists and others on proper PPE procedures for incident personnel.
- Prepare procedures for major medical emergency.
- Declare major medical and public health emergencies, as appropriate.
- Develop transportation routes and methods for injured incident personnel.
- Respond to requests for medical aid.
- Ensure incident personnel patients are tracked as they move from origin, care facility and disposition.
- Provide continuity of medical care for incident personnel.
- Declare major medical emergency as appropriate.
- Provide or oversee medical and rehab care delivered to incident personnel.
- Monitor health aspects and trends of incident personnel including excessive incident stress.
- Respond to requests for medical aid, medical transportation and medical supplies.
- Coordinate requests for Provincial medical assistance. i.e. Strategic National Stockpile.

TERTIARY RESPONSIBILITIES

- Prepare medical reports and submit, as directed.
- In conjunction with the Finance / Administration Section, prepare and submit necessary authorisations , reports and administrative documentation related to injuries, compensation or death of incident personnel.
- Coordinate personnel and mortuary affairs for incident personnel fatalities.
- Provide oversight and liaison, as necessary, for incident victims amongst emergency medical care, medical examiner and hospital care.
- Provide for security and proper disposition of incident medical records.
- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



FOOD UNIT LEADER (FDUL)

FOOD UNIT LEADER (FDUL)

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Determine location of working assignment, as well as number and location of personnel to be fed.
- Determine method of feeding to best fit each situation.



SECONDARY RESPONSIBILITIES

- Obtain necessary equipment and supplies to operate food service facilities.
- Set up Food Unit equipment.
- Prepare menus to ensure incident personnel receive well-balanced meals.
- Ensure that sufficient food and potable water is available to meet all incident needs.
- Ensure that all appropriate health and safety measures are taken.
- Supervise cooks and other Food Unit personnel.
- Keep inventory of food on hand and receive food orders.
- Provide Supply Unit Leader food supply orders.

TERTIARY RESPONSIBILITIES

- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



SUPPORT BRANCH DIRECTOR (SUBD)

SUPPORT BRANCH DIRECTOR (SUBD)

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Identify Support Branch personnel dispatched to the incident.
- Determine initial support operations in coordination with LSC and Service Branch Director (SVBD).
- Prepare initial organisation and assignments for support operations.
- Determine resource needs of Branch, assemble and brief personnel.



SECONDARY RESPONSIBILITIES

- Maintain supervision of assigned unit work progress and inform LSC of activities.
- Resolve problems associated with requests from Operations Section.

TERTIARY RESPONSIBILITIES

- Maintain Unit / Activity Log (ICS 214).

COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



SUPPLY UNIT LEADER (SPUL)

SUPPLY UNIT LEADER (SPUL)

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Participate in Logistics Section / Support Branch planning activities.
- Provide kits, as developed by your local agency, to Planning, Logistics and Finance Sections.
- Determine the type and amount of supplies en route.
- Arrange for receiving ordered supplies.
- Review IAP for information on operations of the Supply Unit.
- Develop and implement safety and security requirements.

SECONDARY RESPONSIBILITIES

- Order, receive, distribute and store supplies and equipment.
- Coordinate contracts and resource orders with the Finance Section.
- Receive and respond to, requests for personnel, supplies and equipment.

TERTIARY RESPONSIBILITIES

- Maintain inventory of supplies and equipment.
- Coordinate service of reusable equipment.
- Submit reports to the Support Branch Director (SUBD).
- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



FACILITIES UNIT LEADER (FACL)

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Review IAP.
- Participate in Logistics Section / Service Branch planning activities.
- Determine requirements for each facility to be established and secure permission to sue through appropriate means.
- Inspect facilities prior to occupation and document conditions and pre-existing damage.
- Determine requirements for the ICP.



SECONDARY RESPONSIBILITIES

- Prepare layouts of incident facilities.
- Notify unit leaders of facility layout.
- Activate incident facilities.
- Provide Base and Camp Managers.
- Obtain personnel to operate facilities.
- Provide sleeping facilities.
- Provide security services.
- Provide sanitation and shower service as needed.
- Provide facility maintenance services.
 - Sanitation.
 - Lighting.
 - Clean up.

TERTIARY RESPONSIBILITIES

- Demobilise base and camp facilities.
- Restore area to pre-incident condition.
- Maintain Facilities Unit records.
- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



GROUND SUPPORT UNIT LEADER (GSUL)

GROUND SUPPORT UNIT LEADER (GSUL)

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Participate in Support Branch / Logistics Section planning activities.
- Coordinate development of the Transportation Plan with the Planning Section.



SECONDARY RESPONSIBILITIES

- Support out-of-service resources.
- Notify Resource Unit Leader (RESL) of all status changes on support and transportation vehicles.
- Arrange for, and activate, fuelling, maintenance and repair of ground transportation resources.
- Maintain inventory of support and transportation vehicles (ICS 218).
- Coordinate transportation services.
- Maintain usage information on rented equipment.
- Requisition maintenance and repair supplies (eg: fuel, spare parts, etc).
- Coordinate incident road maintenance.

TERTIARY RESPONSIBILITIES

- Submit reports to Support Branch Director.
- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



LOGISITCS CONTACT LIST

LSC

Name & Title

Phone Numbers

Email addresses

DEPUTY LSC

Name & Title

Phone Numbers

Email addresses

SVBD (SERVICE BRANCH DIRECTOR)

Name & Title

Phone Numbers

Email addresses

COML (COMMUNICATIONS UNIT LEADER)

Name & Title

Phone Numbers

Email addresses

MEDL (MEDICAL UNIT LEADER)

Name & Title

Phone Numbers

Email addresses

FDUL (FOOD UNIT LEADER)

Name & Title

Phone Numbers

Email addresses

LOGISITCS CONTACT LIST *CONT.*

SUBD (SUPPORT BRANCH DIRECTOR)

Name & Title

Phone Numbers

Email addresses

SPUL (SUPPLY UNIT LEADER)

Name & Title

Phone Numbers

Email addresses

ORDERING MANAGER

Name & Title

Phone Numbers

Email addresses

RECEIVING AND DISTRIBUTION

Name & Title

Phone Numbers

Email addresses

FACL (FACILITIES UNIT LEADER)

Name & Title

Phone Numbers

Email addresses

SECURITY MANAGER

Name & Title

Phone Numbers

Email addresses



LOGISITCS CONTACT LIST *CONT.*

BASE MANAGER

Name & Title

Phone Numbers

Email addresses

CAMP MANAGER

Name & Title

Phone Numbers

Email addresses

GSUL (GROUND SUPPORT UNIT LEADER)

Name & Title

Phone Numbers

Email addresses

EQUIPMENT MANAGER

Name & Title

Phone Numbers

Email addresses

NOTES:

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FINANCE SECTION CHIEF (FSC)

FINANCE SECTION CHIEF (FSC)

FINANCE SECTION CHIEF (FSC)

ROLE INTRODUCTION

The Finance / Administration Section is responsible for all financial and cost analysis aspects of the incident, and for supervising members of the Finance / Administration Section.

Finance Section
Chief

Time Unit
Leader

Personnel Time
Recorder

Commissary
Manager

Procurement Unit
Leader

Equipment Time
Recorder

Cost Unit Leader

Compensation /
Claims Unit Leader

Comp. Injury
Specialist

Claims Specialist

THE FINANCE SECTION CHIEF (FSC) ROLE

- Working closely with the IC/UC in estimating, tracking, and approving all incident expenses.
- Monitoring and coordinating funding from multiple sources.
- Ensuring that all local, state, and federal rules and laws are complied with, in regard to spending.
- Staffing, organizing, and supervising the Finance Section.
- Planning for relief and replacement of staff, as appropriate.
- Preparing for and participating in operational planning process.
 - *Refer to Planning Cycle.*
- Completing necessary ICS forms for the IAP.
- Providing periodic status reports to the IC/UC.
- May assign a Deputy FSC to assist in supervising Finance activities.



FINANCE (FSC)

RESPONSIBILITIES

CHECKLIST INTRODUCTION

The checklists in this section can be used by Finance / Administration Section personnel on scene to prompt them of what this branch of the organization should be focusing on.

Note: These checklists are not intended to be a comprehensive checklist for all situations, rather a reminder of the major tasks that should be accomplished.

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Attend briefing with responsible company / agency to gather information.
- Participate in operational planning process and meetings to gather information on overall strategy.
 - *See Planning Section.*
- Manage all financial and cost analysis information as requested.
- Provide financial and cost analysis information as requested.
- Review operational plans and provide alternatives, where financially appropriate.
- Determine resource needs of the Finance / Administration section.
- Develop an operating plan for Finance / Administration function on incident.
- Prepare work objectives for subordinates, brief staff, make assignments and evaluate performance.



SECONDARY RESPONSIBILITIES

- Inform members of Command & General Staff when Section is fully operational.
- Meet with Agency Representatives (AREPs), as required.
- Provide input in all planning sessions on financial and cost matters.
- Maintain daily contact with company / agency(s) administrative headquarters on finance matters.
- Ensure that all personnel time records are transmitted to home company / agency according to policy.

TERTIARY RESPONSIBILITIES

- Participate in all demobilisation planning.
- Ensure that all obligation documents initiated at the incident are properly prepared and completed.
- Brief agency administrative personnel on all incident related financial issues needing attention or follow-up, prior to leaving incident.
- Develop recommended list of section resources to be demobilised and initial recommendation for release, when appropriate.
- Release resources in conformance with the Demobilisation Plan.
- Participate in the after-action process.
- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



COMPENSATION / CLAIMS UNIT LEADER (COMP)

COMPENSATION / CLAIMS UNIT LEADER (COMP)

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Establish contact with MEDL (Medical Unit Leader), SO, LNO and AREPs.
- Determine the need for Compensation-for-Injury, Claims Specialists and staff unit, as needed.



SECONDARY RESPONSIBILITIES

- If possible, co-locate Compensation-for-Injury work area with the Medical Unit.
- Obtain a copy of the Incident Medical Plan (ICS 206).
- Coordinate with Procurement Unit on procedures for handling claims.
- Periodically review documents produced by subordinates.

TERTIARY RESPONSIBILITIES

- Obtain Demobilisation Plan and ensure that Compensation-for-Injury and Claims Specialists are adequately briefed on Demobilisation Plan.
- Ensure that all Compensation-for-Injury and Claims documents are up to date and routed to the proper company / agency.
- Keep FSC briefed on Unit status and activity.
- Demobilise Unit in accordance with the demobilisation plan.
- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



COST UNIT LEADER (COST)

COST UNIT LEADER (COST)



PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Coordinate with company / agency headquarters on cost reporting procedures.



SECONDARY RESPONSIBILITIES

- Obtain and record all cost data.
- Prepare incident cost summaries.
- Prepare resource-use cost estimates for Planning.
- Make recommendations for cost savings to FSC.
- Maintain cumulative incident cost records.
- Ensure that all cost documents are accurately prepared.

TERTIARY RESPONSIBILITIES

- Complete all records prior to demobilisation.
- Provide reports to FSC.
- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



PROCUREMENT UNIT LEADER (PROC)

PROCUREMENT UNIT LEADER (PROC)

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Contact appropriate Unit Leaders on incident needs and any special procedures.
- Coordinate with local jurisdictions on plans and supply sources.
- Create / obtain the Incident Procurement Plan.



SECONDARY RESPONSIBILITIES

- Prepare and sign contracts and land use agreements, as needed.
- Draft memorandums of understanding (MOU's).
- Establish contracts with supply vendors, as required.
- Coordinate between the Ordering Manager and all other procurement organisations supporting the incident.
- Ensure that a system is in place that meets agency property management requirements.
- Ensure proper accounting for all new property.
- Interpret contracts / agreements and resolve claims or disputes within delegated authority.
- Coordinate with Compensation / Claims Unit on procedures for handling claims.
- Finalise all agreements and contracts.
- Complete final processing and send documents for payment.

TERTIARY RESPONSIBILITIES

- Coordinate cost data in contracts with COST (Cost Unit Leader).
- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



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TIME UNIT LEADER (TIME)

TIME UNIT LEADER (TIME)

PRIMARY RESPONSIBILITIES

- Review common responsibilities.
 - *See Common Responsibilities.*
- Review leadership responsibilities.
 - *See Leadership Responsibilities.*
- Establish and maintain a file for personnel time reports within the first operational period.
- Determine and obtain Unit staffing.
- Contact appropriate AREPs



SECONDARY RESPONSIBILITIES

- For each operational period, initiate, gather or update a time report from all applicable personnel assigned to the incident.
- Verify that all personnel identification information is correct on the time report.
- Post personnel travel and work hours, transfers, promotions, specific pay provisions and terminations to personnel time documents.
- Ensure that time reports are signed.
- Close out time documents prior to personnel leaving the incident.
- Distribute all time documents according to company / agency policy.
- Maintain a log of overtime hours worked and give to TIME daily.

TERTIARY RESPONSIBILITIES

- Maintain records security.
- Ensure all records are current and complete, prior to demobilisation.
- Brief FSC on current problems and recommendations, outstanding issues and follow-up requirements.
- Maintain Unit / Activity Log (ICS 214).



COMMON RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Receive assignment, reporting, location, reporting time and travel instructions as necessary.
- Get a short description of the type and severity of the incident.
- Special communications instructions.
- Monitor incident status via radio, media or other means, if possible.
- Acquire and organise work materials, including appropriate PPE, for yourself.
- Use travel time to rest, if possible.

SECONDARY RESPONSIBILITIES

- Upon arrival, check in at check-in location (ICP, Base, Staging or Helibases).
- Receive briefing from immediate supervisor.
- Participate in IMT meetings and briefing, as required.
- Maintain effective accountability for assigned personnel and resources.
- Ensure compliance with all safety practises and procedures.
- Supervisors – organise, assign and brief assistants.

TERTIARY RESPONSIBILITIES

- Use clear text and terminology.
- Complete necessary and required documentation and ICS forms, including your own Unit Log (ICS 214).
- Ensure equipment is operational, prior to each work period.
- Brief replacements related to operations when changing at shift changes.
- Demobilise as directed.
- Participate in the after-action process.

LEADERSHIP RESPONSIBILITIES

PRIMARY RESPONSIBILITIES

- Review all personnel checklists.
- After checking in and confirming assignment, receive briefing from your supervisor.
- Participate in meetings and the operational planning process, as required.

- See Planning Section.

SECONDARY RESPONSIBILITIES

- Evaluate the current status of assigned area and resources.
- Assess resource needs.
- Request additional resources, as needed.
- Conduct briefings to ensure understanding of the current plan (IAP).
- Assign duties to assigned staff, supervise and evaluate their efficacy.

TERTIARY RESPONSIBILITIES

- Utilise the accountability procedures employed on the incident.
- Ensure full compliance with all safety practises.
- Facilitate demobilisation of resources within area of responsibility.
- Debrief assigned personnel before demobilisation.
- Maintain unit records including Unit Log (ICS 214).
- Perform personnel performance ratings process (ICS 225)



FINANCE CONTACT LIST

FSC

Name & Title

Phone Numbers

Email addresses

DEPUTY FSC

Name & Title

Phone Numbers

Email addresses

TIME (TIME UNIT LEADER)

Name & Title

Phone Numbers

Email addresses

PERSONNEL TIME RECORDER

Name & Title

Phone Numbers

Email addresses

COMMISSARY MANAGER

Name & Title

Phone Numbers

Email addresses

PROCUREMENT

Name & Title

Phone Numbers

Email addresses

FINANCE CONTACT LIST *CONT.*

EQUIPMENT TIME RECORDER

Name & Title

Phone Numbers

Email addresses

COST (COST UNIT LEADER)

Name & Title

Phone Numbers

Email addresses

COMP (COMPENSATION UNIT LEADER)

Name & Title

Phone Numbers

Email addresses

COMPENSATION INJURY SPECIALIST

Name & Title

Phone Numbers

Email addresses

CLAIMS SPECIALIST

Name & Title

Phone Numbers

Email addresses



285

INTELLIGENCE & INVESTIGATION

INTELLIGENCE & INVESTIGATION

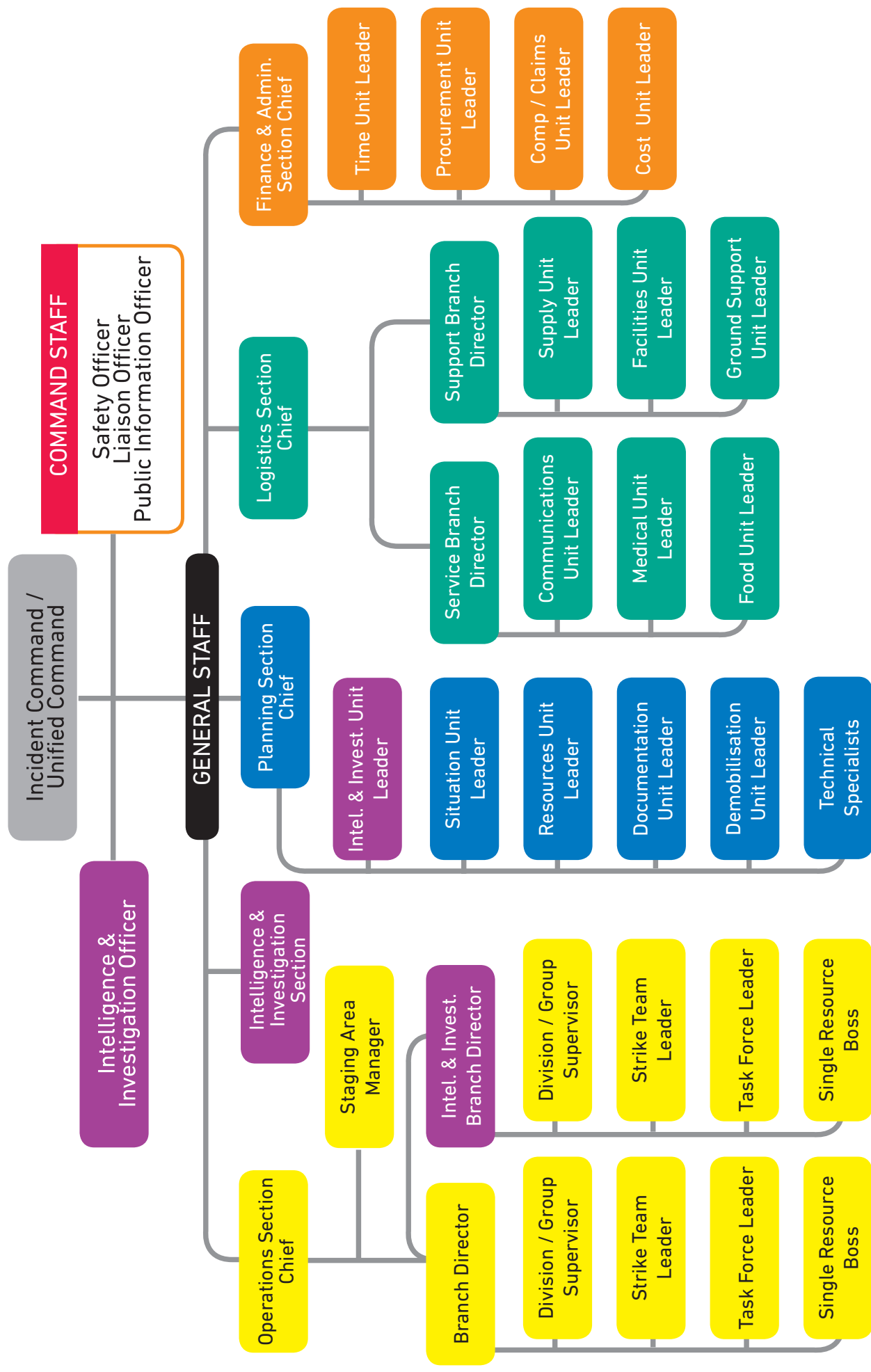
INTELLIGENCE & INVESTIGATION ROLE

Regardless of how it is organized, Intelligence and Investigation function is also responsible for developing, conducting, and managing information related to security plans and operations, as directed by the IC.

These can include:

- Information security and operational security activities.
- The complex task of ensuring that sensitive information of all types (e.g., classified information, sensitive law enforcement information, proprietary and personal information, or export-controlled information) is handled in a way that not only safeguards the information but also ensures that it gets to those who need access to it so that they can effectively and safely conduct their missions.

The Intelligence and Information function also has the responsibility for coordinating information and operations security matters with public awareness activities that fall under the responsibility of the PIO, particularly where such public awareness activities may affect information or operations security.



INTELLIGENCE & INVESTIGATION

The analysis and sharing of information and intelligence are important elements of ICS. In this context, intelligence includes not only national security, or other types of classified information, but also other operational information critical to effective incident mitigation.

Traditionally, Intelligence and Investigation functions are carried out as part of the Planning Section (SITSTAT). However, in exceptional situations, the IC may need to assign the Intelligence and Investigation functions to other parts of the ICS organization.

The Intelligence and Investigation function may be organized in one of the following ways:



WITHIN THE COMMAND STAFF

This option may be most appropriate in incidents in which real-time, incident-related intelligence is needed.

UNIT WITHIN THE PLANNING SECTION

This option may be most appropriate in an incident with a need for tactical intelligence that can be handled by the Planning Section but requires a separate unit from the Situation Unit.

BRANCH WITHIN THE OPERATIONS SECTION

This option may be most appropriate in incidents with a high need for tactical intelligence actions.

SEPARATE GENERAL STAFF SECTION

This option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze large volumes of classified or highly sensitive intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.

INTELLIGENCE TECHNICAL SPECIALIST

This option can be used for any situation because a Technical Specialist can be assigned where most needed in the ICS organization, but may be most appropriate when little intelligence information is required by the incident.



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GENERAL RESPONSIBILITIES & PROCEDURES

COMMON RESPONSIBILITIES

There are common responsibilities and tasks that apply to every person working within the ICS organization. There are leadership responsibilities that apply to all personnel placed in a leadership role.

You can view these Common Responsibilities and Leadership Responsibilities at the end of the checklist pages for each Incident Command supervisory position.

PROCEDURES

ACCOUNTABILITY PROCEDURES

CHECK IN

All deployed personnel must check in upon arrival to the incident site. This is typically with the Planning Section and normally uses an Incident Check-In List (ICS-211).

INCIDENT ACTION PLAN (IAP)

The IAP drives incident operations and tasks. Changes must be communicated and coordinated with the OSC who communicates and gets approval of the IC/UC.

UNITY OF COMMAND

All members of the ICS organization will have only one direct supervisor. This will prevent accountability breakdowns.

SPAN OF CONTROL

Adequate supervision by supervisors is a must. Within ICS, a manageable span of control varies between 3–7 personnel or functions per supervisor. A 1 to 5 ratio is preferred.

RESOURCE TRACKING

Any changes in resource status (available, assigned, or out-of-service) should be recorded by the supervisor and reported to the RESL. Effective accountability is reliant on everyone committing to a common resource tracking method.

OPERATIONAL PLANNING CYCLE

Effective planning provides the foundation for successful mitigation of incidents.

The entire Command and General staff participates in the planning process and in developing the Incident Action Plan (IAP).

The planning process must:

- Provide a clear and accurate picture of the current situation and resource status.

- Effectively predict probable courses of the event (best and worst case).

- Involve alternative strategies (plan A, B, C, and D).

- Create a foundation for a realistic IAP for the next operational period.

There are five primary phases of the planning process that are generally the same, regardless of the type and complexity of the incident. The IC on simple incidents must develop and communicate a simple plan through oral briefings. More complex incidents require a more complete, time-consuming planning process and written IAP prepared by an entire IMT.



UNDERSTAND THE SITUATION

This first phase involves gathering, recording, analyzing, and displaying a clear and accurate picture of the incident evolving at the moment.

ESTABLISH INCIDENT OBJECTIVES & STRATEGY

The second phase involves determining an effective strategy and formulating and prioritizing the incident objectives. The strategy and objectives must consider alternative strategies.

DEVELOP THE PLAN

The third phase involves determining the tactical direction and the specific resources needed for implementing the strategy for one operational period.

Prior to formal planning meetings, each member of the command and general staff is responsible for gathering the necessary information so that they can successfully and collectively develop the plan.

PREPARE & DISSEMINATE THE PLAN

The fourth phase involves preparing the plan in a format that is appropriate for the size and complexity of the incident. For initial response, this will likely be notes for an oral briefing and oral assignments or orders.

For incidents with multiple operational periods, more formal written IAPs are necessary.

EXECUTE, EVALUATE & REVISE THE PLAN

The fifth phase of this cyclical process is to execute and evaluate the plan in order to ensure success.

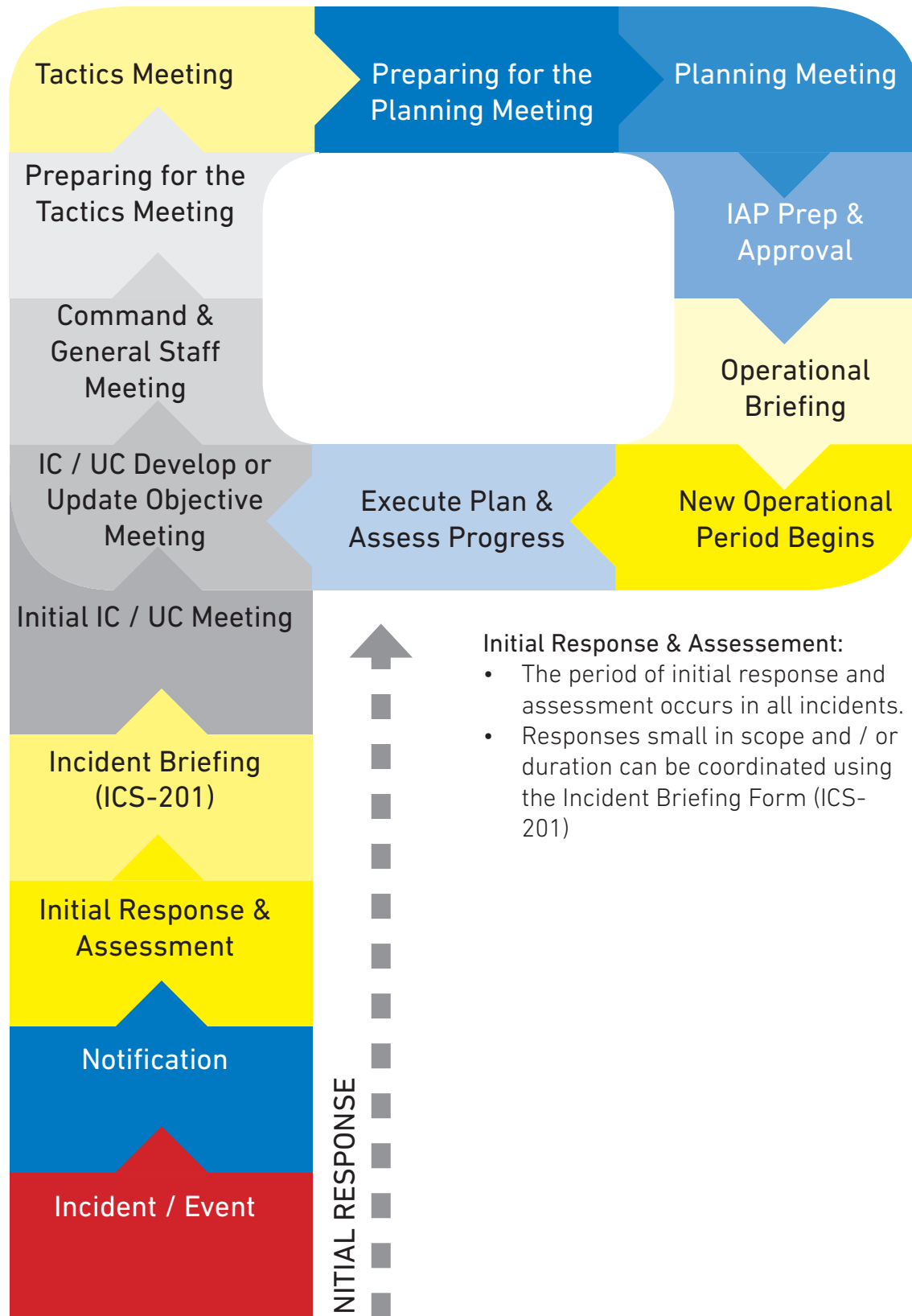
The command team must regularly compare planned progress with actual progress. Adjustments in the plan can then be made as new information emerges or conditions change or adjustments can be implemented in the IAP for the next operational period.

PLANNING RESPONSIBILITIES & ACTIVITIES

The “Planning P” organogram is a visual representation of the Operational Planning Cycle.

The Operational Planning Cycle is repeated each Operational Period of an incident and results in the IAP for that Operational Period. Each step is described in detail on the following pages.

THE "PLANNING P"



Initial Response & Assessment:

- The period of initial response and assessment occurs in all incidents.
- Responses small in scope and / or duration can be coordinated using the Incident Briefing Form (ICS-201)

INCIDENT BRIEFING

INCIDENT BRIEFING

When: Transition from the IC to the IMT.

Facilitator: Current IC/UC or PSC.

Attendees: Incoming IC/UC and C&GS.

INCIDENT COMMANDER (IC / UC)

- Receives incident brief from the IC/UC or PSC using ICS 201.
- Assesses operational requirements.
- Determines current/future organizational and
- response requirements and objectives.

INCIDENT BRIEFING USING ICS-201 MUST INCLUDE

- Current situation (note territory, exposures, safety concerns, etc.; use maps/charts).
- Priorities, issues, and objectives.
- Current and planned actions.
- Current incident management organization.
- Resource assignments.
- Resources en route and/or ordered.
- Facilities established.
- Incident potential.

MEETINGS

INITIAL IC / UC MEETING

When: The IC/UC is formed prior to the first meeting.

Facilitator: IC/UC member or PSC.

Attendees: Only ICs that will comprise the UC.

INCIDENT COMMANDER

- Negotiates UC participation.
- Clarifies UC roles and responsibilities.
- Negotiates and agrees on key decisions, including:
 - Jurisdictional boundaries.
 - Name of the incident.
 - Overall incident management organization.
 - Location of ICP, facilities, and support.
 - Operational Period length and start time.
 - Deputy IC assignments.
 - Key Command & General staff & technical support, as needed.

OPERATIONS

- Briefs UC members on current operations.

PLANNING

- If available, facilitates and documents meeting.

LOGISTICS & FINANCE / ADMINISTRATION

- May not be activated at this time

IC / UC OBJECTIVES MEETING

(Sometimes called “Strategy” Meeting)

When: Prior to C&GS Meeting.

Facilitator: IC/UC member or PSC.

Attendees: IC/UC members & selected staff.

COMMAND

- Identifies incident priorities.
- Identifies priorities, limitations, and constraints.
- Develops incident objectives.
- Identifies key procedures.
- Develops tasks for Command and General Staff.
- Agrees on division of UC workload.
- IC of the IMT receives and signs the Delegation of Authority.

OPERATIONS

- May be present, if required.

PLANNING

- Facilitates and documents meeting.
- Proposes draft objectives to Command.

COMMAND & GENERAL STAFF MEETING

When: Prior to Tactics meeting.

Facilitator: PSC.

Attendees: IC/UC members, SITL & DOCL.

COMMAND

- Reviews key decisions, priorities, constraints, limitations, objectives, and procedures.
- Presents/reviews functional work assignments (tasks) to the Command and General Staff members.
- Reviews status of open actions, work assignments (tasks) from previous meetings.

OPERATIONS

- Provides update on current operations.

PLANNING

- Facilitates and documents meeting.
- Sets up meeting room.

SITUATION UNIT LEADER

- Provides update on current situation and projections, if available.

DOCUMENTATION UNIT LEADER

- Documents meeting and distributes meeting materials.

PREPARING FOR THE TACTICS MEETING

When: Prior to Tactics Meeting.

Facilitator: PSC.

Attendees: OSC & SO; this is a work session, not a meeting.

OPERATIONS

- Develops draft strategies and tactics for each operationally oriented incident objective.
- Develops alternative and/or contingency strategies and tactics.
- Outlines work assignments (tactics) and required resources using ICS 215.
- Develops/outlines Operations Section organization for next operational period.

PLANNING

- Facilitates process.
- Reviews incident objectives and agrees on those that are the responsibility of the Operations Section to complete.
- Ensures Technical Specialists are included and prepared to contribute, as appropriate.
- Presents situation information and provides projections.

SAFETY OFFICER

- Begins to develop the Hazard Risk Analysis ICS 215a.

TACTICS MEETING

When: Prior to Planning Meeting.

Facilitator: PSC.

Attendees: PSC, OSC, LSC, SITL, RESL, DOCL, COML & Technical Specialist, as needed.

OPERATIONS

- Briefs current operations.
- Presents strategies, tactics, & resource needs using ICS 215.
- Identifies alternative strategies.
- Presents the Operations Section Organization.

PLANNING

- Sets up meeting room.
- Facilitates meeting.
- Presents current situation and provides projections.
- Presents resources status.
- Documents meeting.

TACTICS MEETING CONT.

SAFETY

- Identifies potential hazards & recommends mitigation measures.
- Presents the Hazard Risk Analysis ICS 215a.

LOGISTICS

- Contributes logistics information, as necessary.
- Determines support requirements based on the ICS 215 (i.e., facilities and other logistical infrastructure).
- Prepares to order needed resources.
- Presents situation information and provides projections.



PREPARING FOR THE PLANNING MEETING

When: Prior to Planning Meeting.

Facilitator: PSC.

Attendees: This is not a meeting but a period of time.

COMMAND

Prepares further guidance/clarification.

As needed, meets informally with appropriate staff members.

OPERATIONS

Prepares on-going operations update.

Prepares final draft ICS 215.

Coordinates with other staff, as needed.

PLANNING

Sets up meeting room.

Develops resource, support, and overhead requests, and submits to Logistics after the planning meeting.

Publishes/distributes meeting schedule and ensures attendees are prepared (Posted Agenda).

Makes duplicate documents for Command that are needed to support presentations.

Evaluate the current situation and decide whether the current planning is adequate for the remainder of the operational period (i.e., until next plan takes effect).

Advise the IC and the OSC of any suggested revisions to the current plan, as necessary.

PREPARING FOR THE PLANNING MEETING CONT.

Establish a planning cycle for the IC.

Determine Planning Meeting attendees in consultation with the IC.

Establish the location and time for the Planning Meeting.

Ensure that planning boards and forms are available.

Notify necessary support staff about the meeting and their assignments.

Ensure that a current situation and resource briefing will be available for the meeting.

Obtain an estimate of regional resource availability from agency dispatch for use in planning for the next operational period.

Obtain necessary agency policy, legal, or fiscal constraints for use in the Planning Meeting.

LOGISTICS

Prepares resources orders to support IAP (submitted after the planning meeting).

Prepares for Planning Meeting.

Verifies support requirements Finance/Admin.

Verifies financial and administrative requirements.

PLANNING PROCESS CHECKLIST

PLANNING STEP		RESPONSIBILITY
1	Briefing on situation & resource status	PSC
2	Set / review incident objectives	IC / UC
3	Plot control lines / points, establish branch & division boundaries, identify group assignments	OSC
4	Specify tactics for each division / group	OSC
5	Specify safety mitigation measures for identified hazards in divisions / groups	SO
6	Specify resources needed by divisions & groups	OSC, PSC
7	Specify operations facilities & reporting locations, plot on map	OSC, PSC, LSC
8	Develop resource & personnel order	LSC
9	Consider communications, medical & traffic plan requirements	LSC, PSC
10	Finalise, approve & implement Incident Action Plan	PSC, IC, OSC

PLANNING MEETING

When: After the Tactics Meeting.

Facilitator: PSC.

Attendees: IC / UC, Command & General Staff, SITL, DOCL
& Technical Specialists, as needed.

COMMAND

Ensures all of Command's direction, priorities, and objectives have been met.

Provides further direction and resolves differences, as needed.

Gives tacit approval of proposed plan.

OPERATIONS

Provides overview of current Operations.

Presents a plan of action that includes strategies, tactics, contingencies, resources, organization structure, and overall management considerations (i.e., divisions/ groups, etc.)

PLANNING

Facilitates meeting.

Briefs current situation.

Provides projections.

Documents meeting.

PLANNING MEETING CONT.

LOGISTICS

Briefs logistical support/services and resource ordering status.

Discusses operational facility issues.

Reviews Logistics Section products for completeness (ICS 205, ICS 206, etc.).

Provides logistics information for IAP.

Verifies resources ordered/status.

FINANCE / ADMINISTRATION

Briefs administrative and financial status / projections, etc.

Verifies financial and administrative requirements for IAP.

COMMAND STAFF

Discusses and resolves any Safety, Liaison, and Media considerations and issues.

PLANNING MEETING AGENDA

The Planning Meeting is generally facilitated by the PSC.

NOTE: Remind attendees to turn off pagers, cell phones and radios so that the meeting can progress quickly and without interruption.

PLANNING MEETING AGENDA CHECKLIST

- INCIDENT STATUS.
 - Carried by Situation Unit Leader / Operations Section Chief.
- REVIEW OBJECTIVES / STRATEGY
 - Carried out by Operations Section Chief / Planning Section Chief.
- PRIORITISE & SET CONTROL OBJECTIVES
 - Carried out by IC / UC / Operations Section Chief.
- REVIEW & ESTABLISH SAFETY PLAN
 - Carried out by Safety Officer.
- ESTABLISH BRANCH & DIVISION AREAS
 - Carried out by Operations Section Chief.
- SPECIFY RESOURCE NEEDS
 - Carried out by Operations Section Chief / Resource Unit Leader.



PLANNING MEETING AGENDA CONT.

- IDENTIFY LOGISTICAL ISSUES & CONCERNS
 - Carried out by Logistics Section Chief.
- REVIEW COMMUNICATION, MEDICAL & TRANSPORTATION PLANS
 - Carried out by Logistics Section Chief / Planning Section Chief.
- CONSIDER POTENTIAL PROBLEMS / OPPORTUNITIES
 - Carried out by IC / UC / Planning Section Chief.
- DISCUSS PUBLIC INFORMATION ISSUES
 - Carried out by Public Information Officer.
- REVIEW FINANCIAL IMPLICATIONS
 - Carried out by Finance Section Chief.
- FINALISE & APPROVE THE IAP
 - Carried out by IC / UC / PSC / OSC / LSC / FSC.
- REVIEW OBJECTIVES & STRATEGY
 - Carried out by Operations Section Chief / Planning Section Chief.

NOTE: Remind attendees of the IAP document deadline & location for turning them in.

IAP PREPARATION & APPROVAL

When: Immediately following the Planning Meeting, the PSC assigns the deadline for products.

Facilitator: PSC.

Attendees: This is not a meeting but a period of time.

COMMAND

Reviews, approves, and signs IAP.

OPERATIONS

Provides required information for inclusion into IAP (ICS 220).

Works with Planning to ensure that the chart and ICS 204 forms are complete.

PLANNING

Facilitates gathering of required documents and assembles IAP.

Reviews IAP for completeness.

Provides completed IAP to IC/UC for review/approval.

Makes sufficient copies of the IAP.

Distributes IAP to appropriate team members and files original.



IAP CONTENTS & TYPICAL ATTACHMENTS

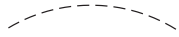
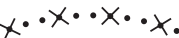
COMPONENTS	PREPARED BY
COMMON COMPONENTS	
Incident Objectives - ICS 202	IC / UC
Organisational List or Chart - ICS 203	RESL
Assignment List - ICS 204	RESL
Communications Plan - ICS 205	COML
Logistics Plan	LSC
Responder Medical Plan - ICS 206	MEDL
Incident Map	LSC
Health & Safety Plan	SO

COMPONENTS	PREPARED BY
OTHER POTENTIAL COMPONENTS	
Air Operations Summary	Air Ops BD
Traffic Plan	Ground Support
Decontamination Plan	Tech. Specialist
Waste Management Plan	Tech. Specialist
Environmental Protection Plan	Tech. Specialist
Demobilisation Plan	DEMOB
Operational Medical Plan	Specialist
Evacuation Plan	Tech Specialist
Site Security Plan	Intelligence Investigation
Investigation Plan	Intelligence Investigation
Evidence Recovery Plan	Intelligence Investigation
Other Plans	As required

ICS MAP SYMBOLOGY

	Staging Area - Identified by name
	Incident Base
	Camp
	Repeater / Mobile Relay
	Water Source
	Telephone
	Fire Station
	Incident Command Post
	Mobile Weather Post
	IR Ground Link
	First Aid Station
	Helibase
	Helispot - Location and Number
	Division Boundary
	Fire Origin



10 AUG 1700 	Hot Spot
10 AUG 1700 	Spot Fire
	Uncontrolled Fire Edge
[I] [II]	Branches - Initially numbered clockwise from Fire Origin
(A) (B)	Branches - Initially numbered clockwise from Fire Origin
W/10 1600 	Wind speed & direction
	Planned Fire Line
	Planned Secondary Line
	Proposed Dozer Line
	Fire Break - Planned or Incomplete
	Completed Dozer Line
	Completed Line
	Line Break Completed
	Man made features

BRIEFINGS & MEETINGS CONT.

OPERATIONAL BRIEFING

When: Approximately one hour prior to shift change.

Facilitator: PSC.

Attendees: IC/UC, Command & General Staff, Branch Directors, DIVS, TFL, Unit Leaders and others, as appropriate.

COMMAND

Provides guidance/clarification.

Provides leadership presence and motivational remarks.

OPERATIONS

Provides Operations Briefing for next operational period.

Ensures ICS 204 tasking is clear.

PLANNING

Sets up briefing area.

Facilitates Command and General Staff and attendees briefing responsibilities.

Resolves questions.

Explains support plans, as needed.



OPERATIONAL BRIEFING CONT.

LOGISTICS

Briefs transportation, communication, and supply issues.

FINANCE / ADMINISTRATION

Briefs administrative issues and provides financial report.

STAFF BRIEFINGS

Operations, Logistics, Safety, Public Information, and Interagency and Intelligence issues

EXECUTE PLAN & ASSESS PROGRESS

INCIDENT COMMANDER (IC / UC)

Monitors ongoing incident management activities.

Considers Best Response practices and evaluates prior decisions, direction, priorities, and task assignments.

OPERATIONS

Monitors ongoing operations and makes strategic and tactical changes, as necessary.

Measures/ensures progress against assigned objectives.
Briefs Command on a scheduled basis.

PLANNING

Ensures ongoing operational information is being collected and documented.

Develops new/revised incident objectives and provides them to IC/UC.

LOGISTICS

Evaluates logistical support effectiveness and makes organizational and procedural adjustments, as needed.

FINANCE / ADMINISTRATION

Monitors ongoing operations to ensure accurate and timely administrative and financial reporting.

SPECIAL PURPOSE MEETINGS

Special Purpose meetings are most applicable to larger incidents requiring an Operational Period Planning Cycle, but may also be useful during the Initial Response Phase.

BUSINESS MANAGEMENT MEETING

The purpose of this meeting is to develop and update the Business Management Plan for finance and logistical support. The agenda could include: documentation issues, cost sharing, cost analysis, finance requirements, resource procurement, and financial summary data. Attendees normally include the Finance/Administration Section Chief (FSC), Cost Unit Leader, Procurement Unit Leader, Logistics Section Chief (LSC), Situation Unit Leader, and Documentation Unit Leader.

AGENCY REPRESENTATIVE (AREP) MEETING

This meeting is held to update AREPs and ensure that they can support the IAP. It is conducted by the Liaison Officer (LNO), and attended by AREPs. It is most appropriately held shortly after the Planning Meeting in order to present the plan (IAP) for the next operational period. It allows for minor changes, should the plan not meet the expectations of the AREPs.

MEDIA BRIEFING

This meeting is conducted at the Joint Information Center (JIC), or at a location near the incident. (It is not necessary to establish a JIC for all incidents.)

Its purpose is to brief the media and the public on the most current and accurate facts.

It is set up by the Public Information Officer (PIO), moderated by an IC/UC spokesperson, and features selected spokespersons. Spokespersons should be prepared by the PIO to address anticipated issues. The briefing should be well planned, organized, and scheduled to meet the media's needs.

TECHNICAL SPECIALIST MEETINGS

Meetings to gather Technical Specialist input for the IAP.



DEMOBILISATION PLANNING MEETING

This meeting is held to gather functional requirements from Command, Command Staff, and General Staff that would be included in the incident Demobilization Plan.

Functional requirements would include: safety, logistics, fiscal considerations and release priorities that would be addressed in the plan.

Attendees normally include: Command, OSC, PSC, LSC, FSC, LNO, SO, Intelligence Officer, PIO, and Demobilization Unit Leader.

The Demobilization Unit Leader then prepares a draft Demobilization Plan to include the functional requirements and distributes to Command, Command Staff, and General Staff for review and comment.

PUBLIC MEETINGS

These meetings are held to communicate with the public the progress being made and other important information to keep them informed and understanding the operations and management of the incident.

FINAL DOCUMENTATION PACKAGE

CONTENTS

The final incident documentation package should include all documentation that helps document the methods used to manage and mitigate the incident.

Liability necessitates an accurate, organized, and comprehensive documentation package. The following is a list of things that may be part of the final documentation package, but is not intended to represent everything that could be in the package.

FINAL DOCUMENTATION CHECKLIST

IAPs for every Operational Period.

All incident maps.

Facility maps.

Transportation maps.

Any incident displays that have been produced.

All press releases or public information records.

Documentation from public meetings.

Complete financial records and accounting of incident expenses.

Unit logs (ICS-214).

After-action reports.

ICS FORM	FORM TITLE	PREPARED BY
ICS 201	Incident Briefing	Initial IC
ICS 202	Incident Objectives	PSC
ICS 203	Organisation Assignment List	RESL
ICS 204	Assignment List	RESL or OSC
ICS 205	Incident Radio Communications Plan	COML
ICS 206	Medical Plan	MEDL
ICS 207	Organisation Chart	RESL
ICS 208	Safety Plan	S0
ICS 209	Incident Status Summary	SITL
ICS 210	Status Change Card	COML
ICS 211	Check-In List	RESL or Check In Recorder
ICS 213	General Message	Any message originator
ICS 214	Unit Log	All Sections & Units
ICS 215	Operational Planning Worksheet	OSC
ICS 215a	Hazard Risk Analysis Worksheet	OSC & S0
ICS 216	Radio Requirements Worksheet	Communications Unit
ICS 217	Radio Frequency Assignment Worksheet	Communications Unit
ICS 218	Support Vehicle Inventory	Ground Support Unit
ICS 219	Resource Status Card	Resource Unit
ICS 220	Air Operations Summary Worksheet	OSC or Air Ops. BD
ICS 221	Demobilisation Check Out	
ICS 224	Crew Performance Rating Form	
ICS 225	Incident Personnel Performance Rating Form	
ICS 226	Individual Performance Rating Form	