Unit 2:
ICS Fundamentals Review

Unit Terminal Objective

Given a simulated scenario, identify roles and reporting relationships under a Unified Command that involves agencies within the same jurisdiction and under multijurisdictional conditions.

Unit Enabling Objectives

- **Explain how ICS fits into the Command and Coordination component of NIMS.**

- **Explain reporting relationships and information flow within the organization.**

- **Identify ICS supervisory positions and titles.**

Unit Enabling Objectives (Cont.)

- **Explain considerations for developing an organizational structure that supports the incident and delegating authority to the lowest practical level.**

- **Identify the primary features of Unified Command.**

- **Explain how Unified Command functions on a multijurisdictional or multiagency incident.**
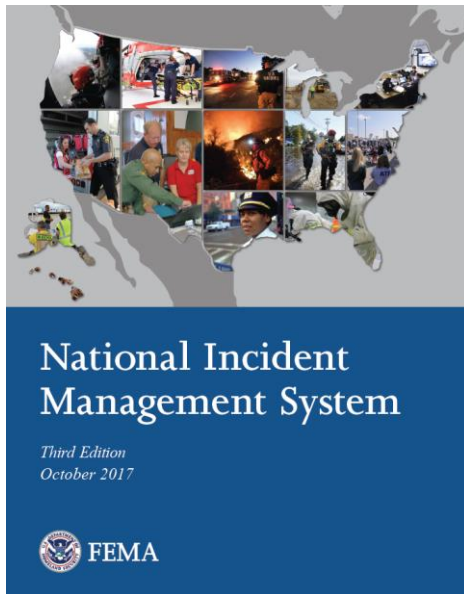
Incident Action Planning Process
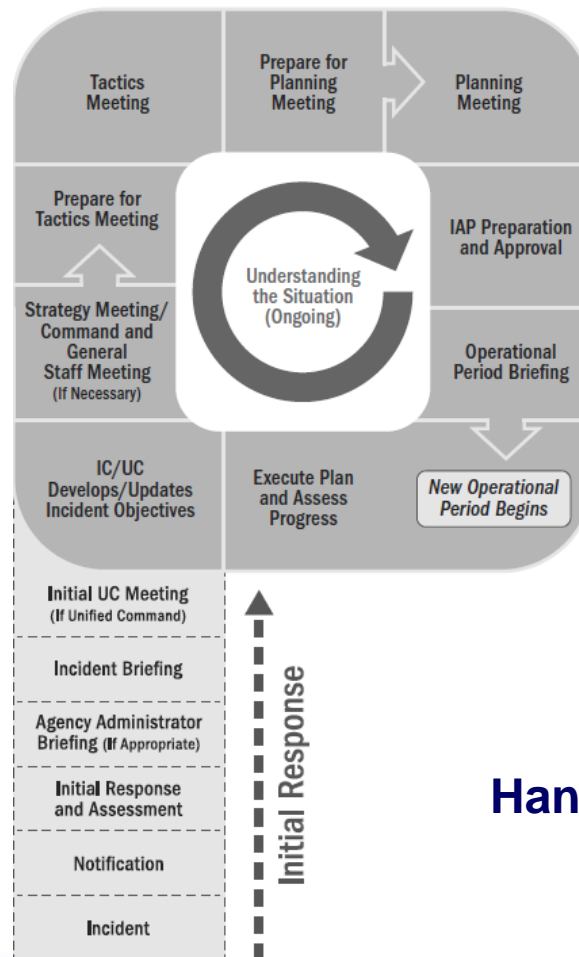
Handout 2-1: Operational Period Planning Cycle (Planning P)

NIMS Components & ICS

National Incident Management System
Third Edition
October 2017
FEMA

Resource Management

Command and Coordination

Communications and Information Management

Incident Command System

Emergency Operations Center

Multiagency Coordination Group

Joint Information Systems

NIMS Management Characteristics

14 foundational characteristics of incident command and coordination under NIMS:

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

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

Unity of Command

Under unity of command, personnel:

- **Report to only <u>one</u> supervisor.**

- **Receive work assignments and take directions only from that one person.**

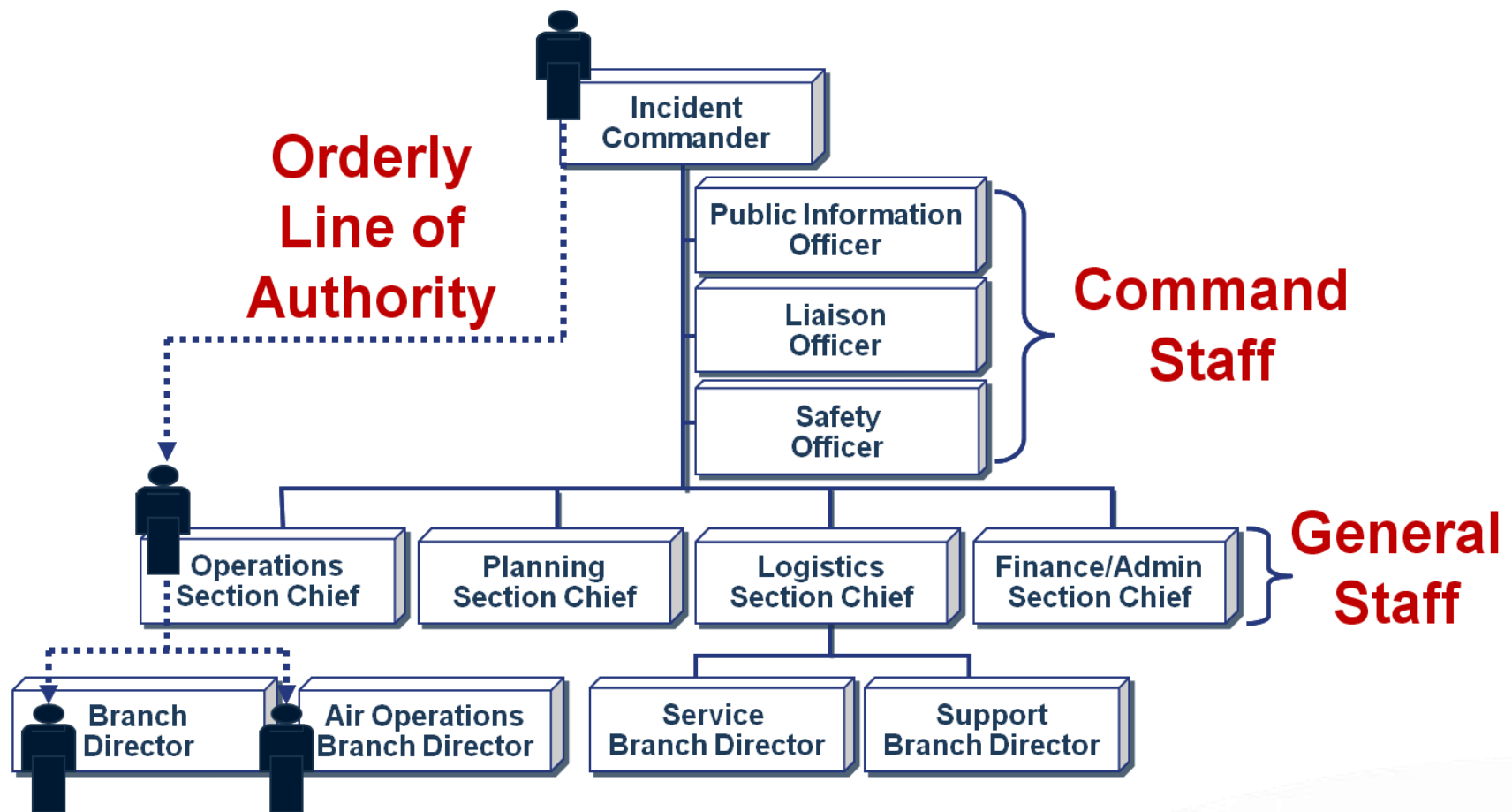Don't confuse **unity** of command with **Unified** Command!

"Unity" vs. "Unified"

What's the difference between **unity** of command and **Unified** Command?
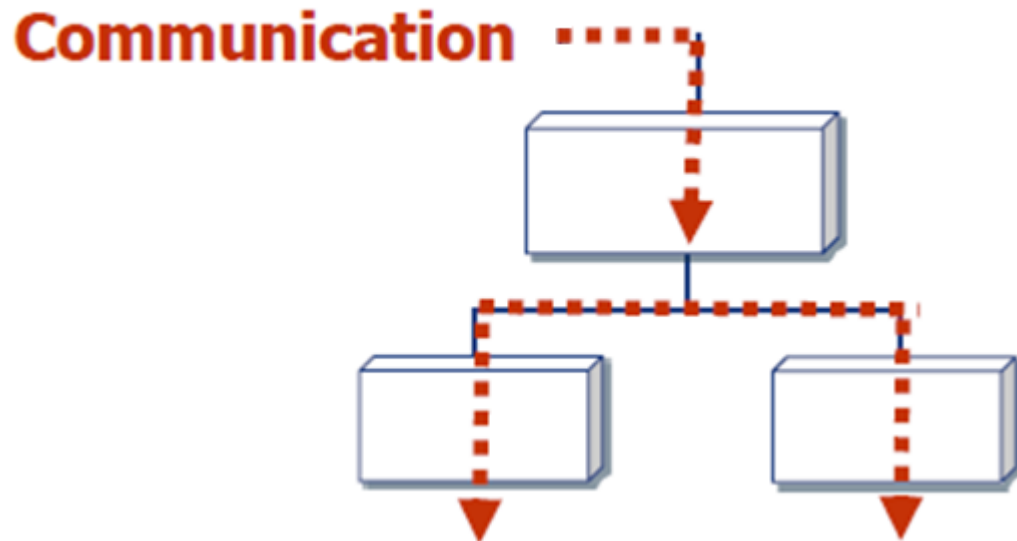
Chain of Command

Orderly Line of Authority

Incident Commander

Public Information Officer

Liaison Officer

Safety Officer

Command Staff

Operations Section Chief

Planning Section Chief

Logistics Section Chief

Finance/Admin Section Chief

General Staff

Branch Director

Air Operations Branch Director

Service Branch Director

Support Branch Director

Formal Communication

Formal Communication follows the chain of command.

Formal Communication (Cont.)

Use formal communication when:

- Receiving and giving work assignments.

- Requesting support or additional resources.

- Reporting progress of assigned tasks.

Informal Communication

- **Used to only exchange incident or event information.**

- **NOT used for:**
  - **Formal requests for additional resources.**
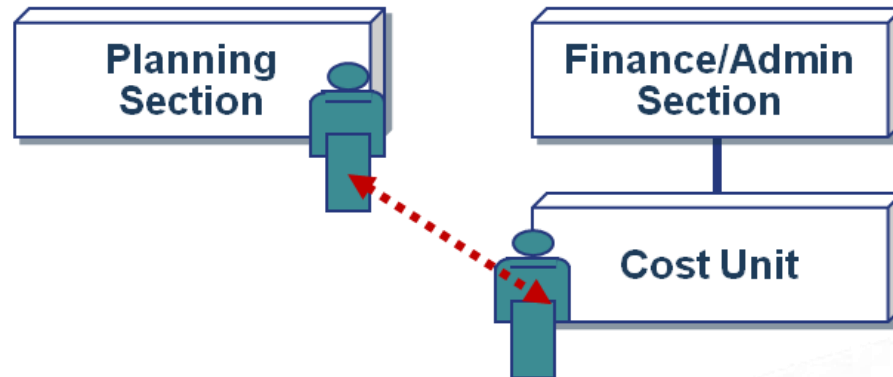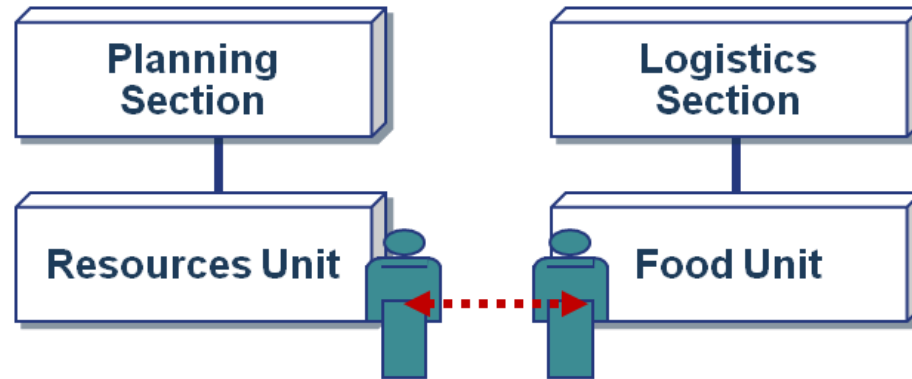 - **Tasking work assignments.**

Within the ICS organization, critical information must flow freely!

Informal Communication: Examples

Common Terminology

Using common terminology helps to define:

- Organizational functions.

- Incident facilities.

- Resource descriptions.

- Position titles.

Incident Management Roles

| Incident Commander	EOC Director and Staff
• **Manage the incident at the scene** • **Keep the EOC/ MAC Group informed on all important matters pertaining to the incident**	**Support the Incident Commander and the MAC Group:** • **Provide Resources** • **Plan for Resource Requirements** • **Facilitate Situational Awareness**
Joint Information System	**Senior Officials/ MAC Group**
• **Enable communication between incident personnel** • **Provide Critical Information to the Public**	**Provide the Incident Commander and the EOC staff:** • **Authority** • **Mission & Strategic direction** • **Policy**

Modular Organization

Incident command organizational structure is based on:

- **Size, type, and complexity of the incident.**

- **Specifics of the hazard environment created by the incident.**

- **Incident planning process and incident objectives.**
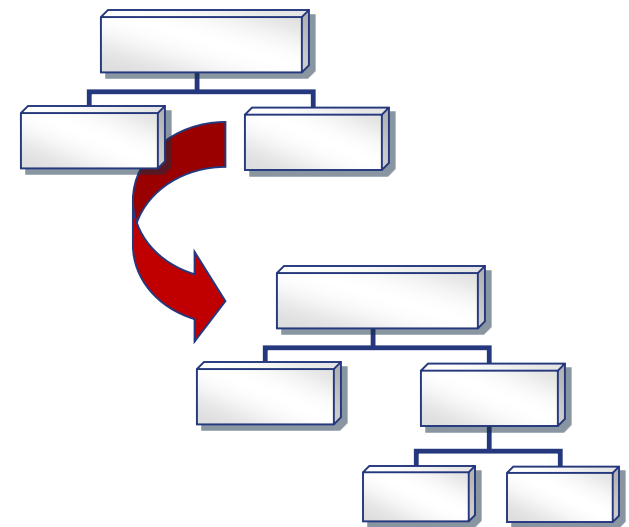
Handout 2-2: Incident Complexity

Modular Expansion

- **Develop organizational structure to support function or task to be performed**
- **Staff only the organizational elements needed to perform those functions or tasks**
- **Ensure manageable span of control**
- **Next higher supervisor performs any function for which a subordinate has not been activated**
- **Demobilize organizational elements that are no longer needed**

Delegating ICS Supervisors

Designating subordinate Command and General Staff supervisors allows the Incident Commander to:

- **Delegate the IC's leadership responsibilities to subordinates.**

- **Maintain a manageable span of control.**

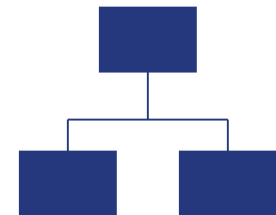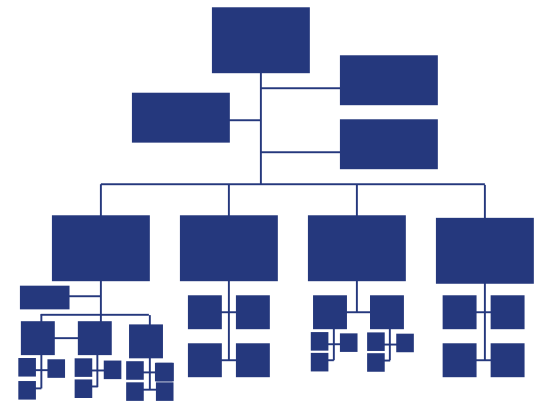# Incident Complexity and Resource Needs

Incident Complexity   **Resource Needs**   **ICS Structure**
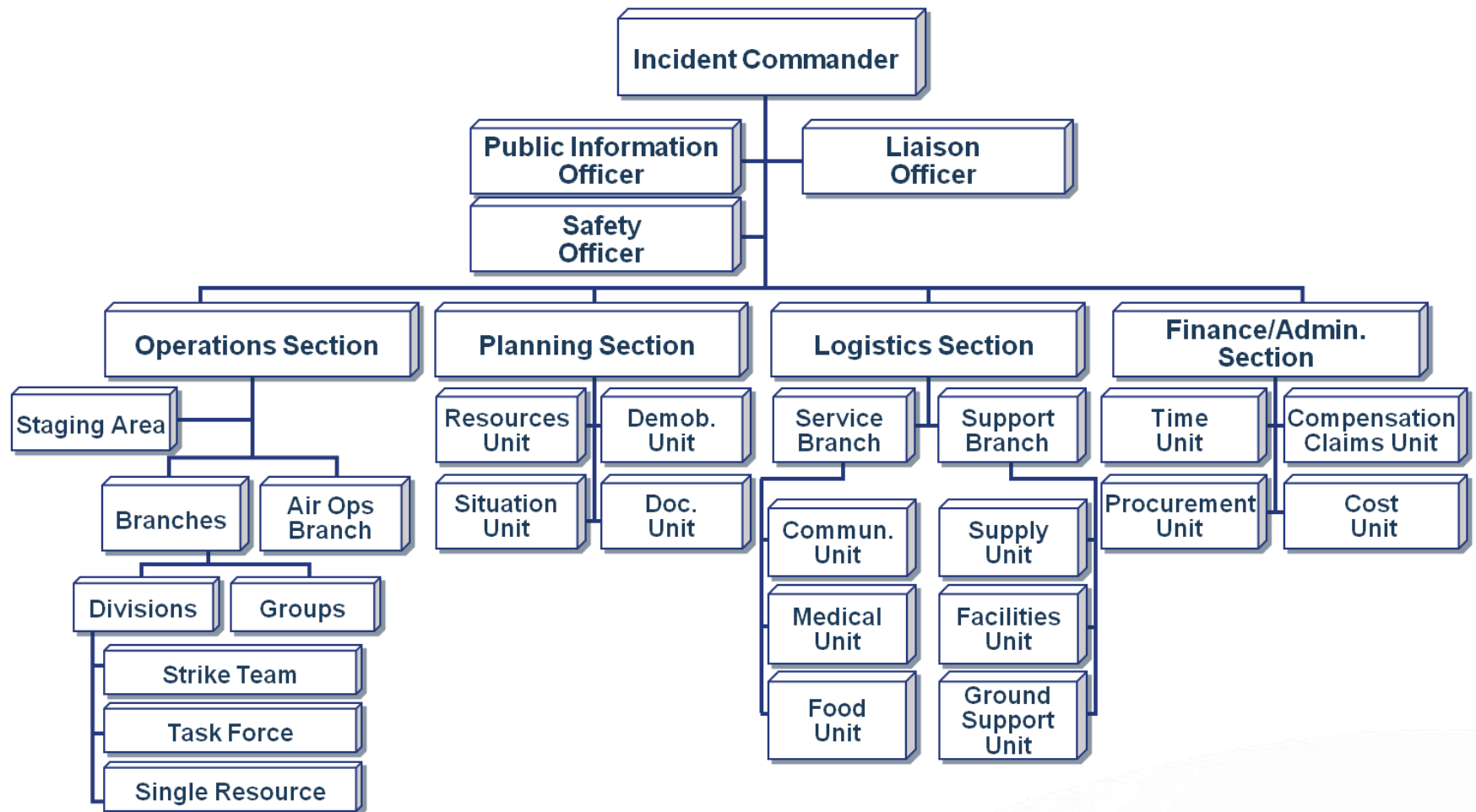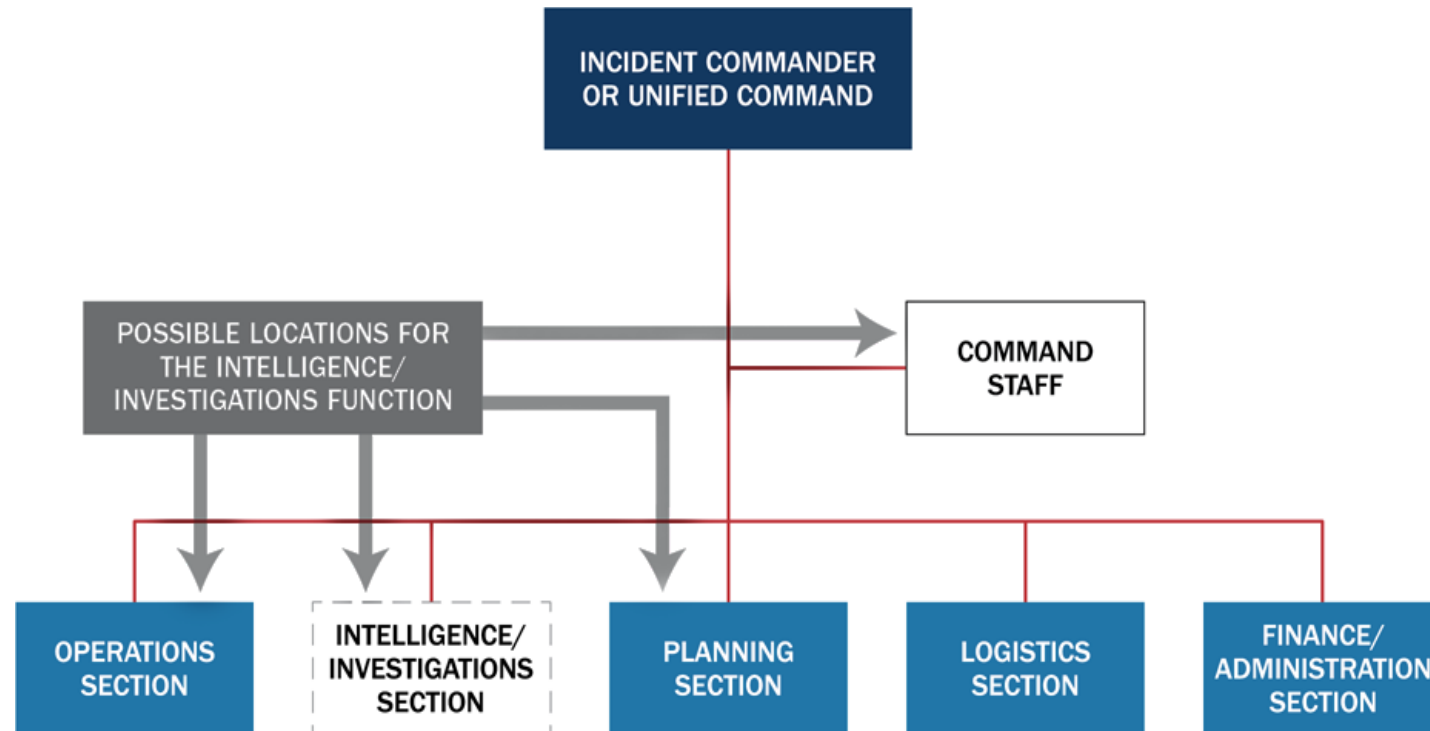

Complexity

ICS Organizational Components

Intelligence/Investigations Function

Based on incident needs, the Intelligence and Investigations Function may be activated as a fifth Section, as an element within the Operations or Planning Sections, or as part of Command Staff.

ICS Supervisory Position Titles

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Sections)	Chief	Deputy
Branch	Director	Deputy
Division /Group	Supervisor	n/a
Unit	Leader	Manager
Strike Team/Resource Team/Task Force	Leader	Single Resource Boss

Facilitated Activity: Matching Position Titles
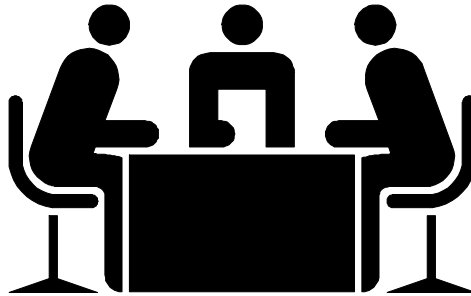
Unified Command Definition

Provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively.

Unified Command Advantages

- **Enables all agencies with responsibility to manage an incident together by establishing a common set of incident objectives and strategies.**

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

- **Maintains unity of command. All tactical resources report to one Operations Section Chief.**

Unified Command

Agency 1   Agency 2   Agency 3

Resources

Unified Command Features

- **A single integrated incident organization.**
- **Collocated (shared) facilities**
- **One set of incident objectives, single planning process, and IAP.**
- **Integrated General Staff.**
- **Coordinated process for resource ordering.**

Unified Command Principles

- **Policies: Established by participating jurisdiction and/or agency authorities.**

- **Objectives: Set by members of Unified Command.**

- **Organization: Participating jurisdictional or agency on-scene senior representatives operate in a Unified Command structure.**

- **Resources: Supplied by the jurisdictions and agencies that have functional or jurisdictional, legal, and financial responsibility.**

- **Operations: Directed by the Unified Command's Operations Section Chief, who controls tactical resources.**

Planning "P" and Unified Command
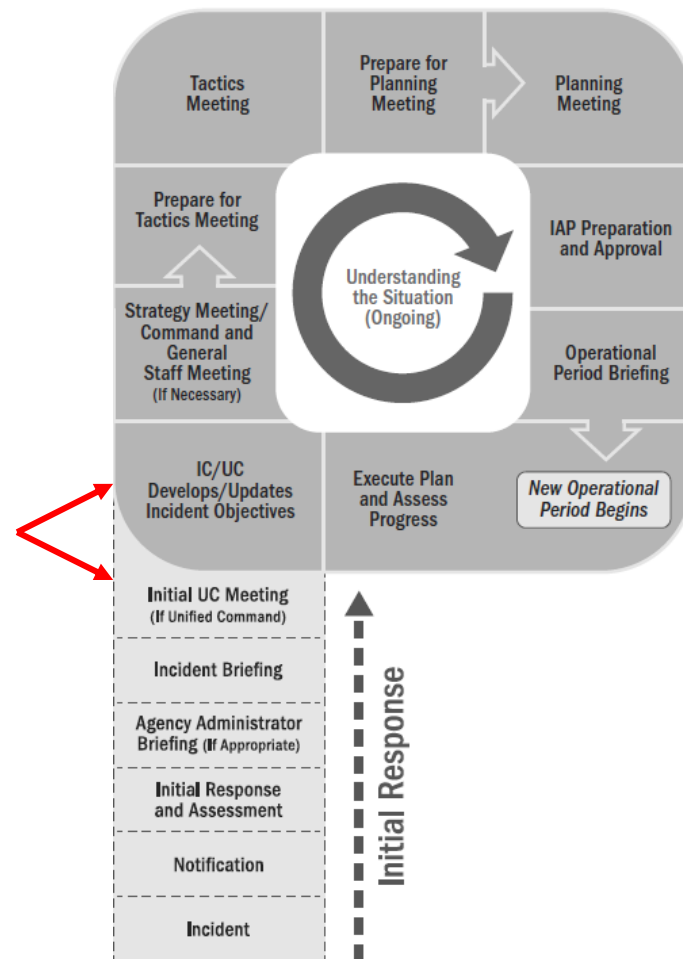
The members of the Unified Command meet

- During Initial Response to:

  - Assess the situation

  - Set objectives and priorities

  - Discuss authorities

  - Establish the ICS organization

- Again at the beginning of each Operational Period planning cycle to develop or update objectives

Advantages of Unified Command

What are the advantages of using Unified Command?

FEMA

Advantages of Using Unified Command: Overview

- **Single set of objectives developed for entire incident.**

- **Collective approach develops strategies to achieve objectives.**

- **Improved information flow and coordination between jurisdictions and agencies.**

- **All agencies understand joint priorities and restrictions.**

- **Agency's legal authorities not compromised or neglected.**

- **Single Incident Action Plan combines efforts and optimizes assignment performances.**

Unified Command: Multiple Jurisdictions

Incidents that impact more than one political jurisdiction

Example: A wildland fire starts in one jurisdiction and burns into another jurisdiction. Responding agencies from each jurisdiction have the same mission (fire suppression), and it is the political and/or geographical boundaries that mandate multiagency cooperation and involvement.

Multijurisdictional Incident

Sample Organization Chart

Unified Command

Jurisdiction A — Member
Jurisdiction B — Member
Jurisdiction C — Member

Unified Incident Objectives

Command Staff

Operations Section | Planning Section | Logistics Section | Finance/Administration Section
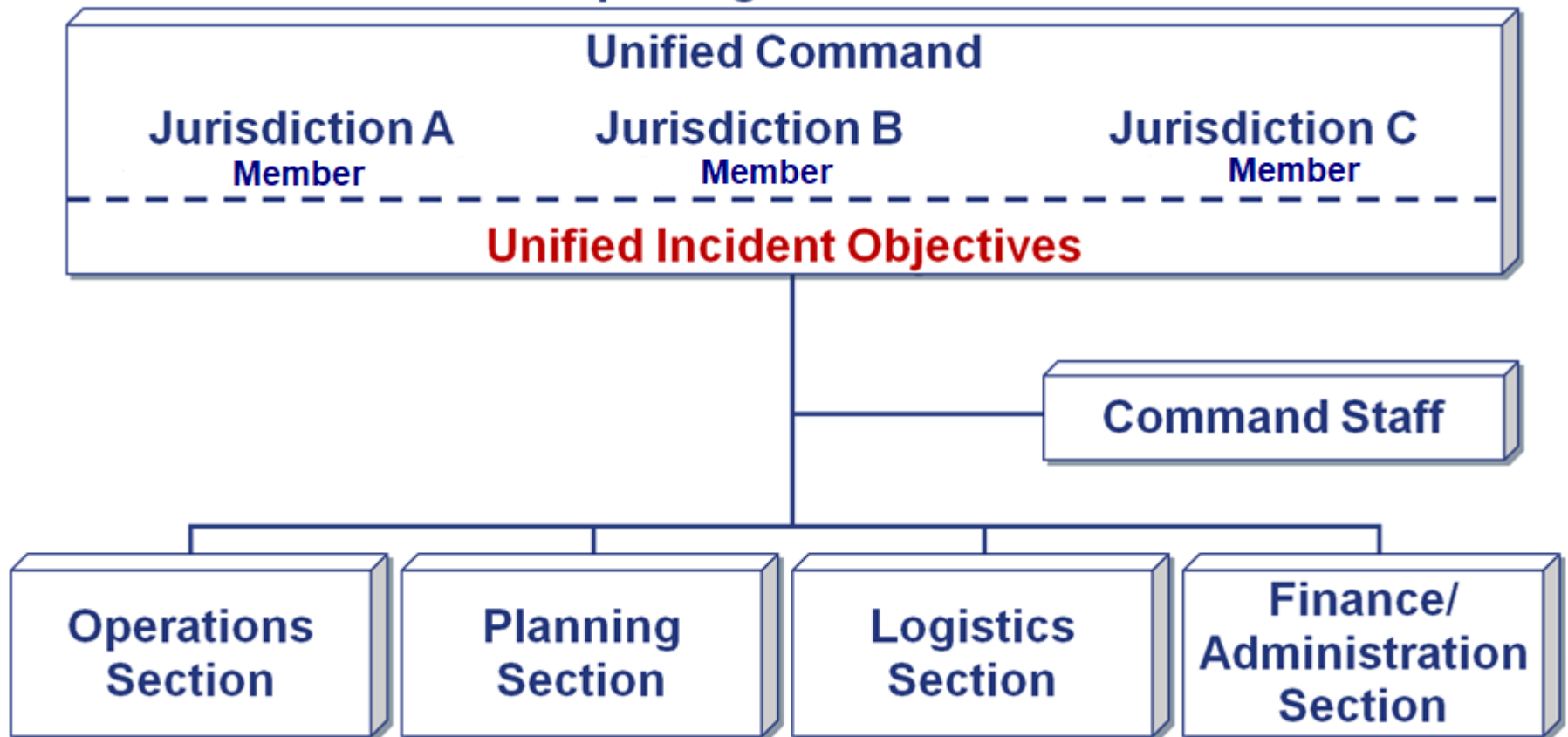
Unified Command: Multiple Agencies/Single Jurisdiction

Incidents involving multiple agencies/departments within the same political jurisdiction
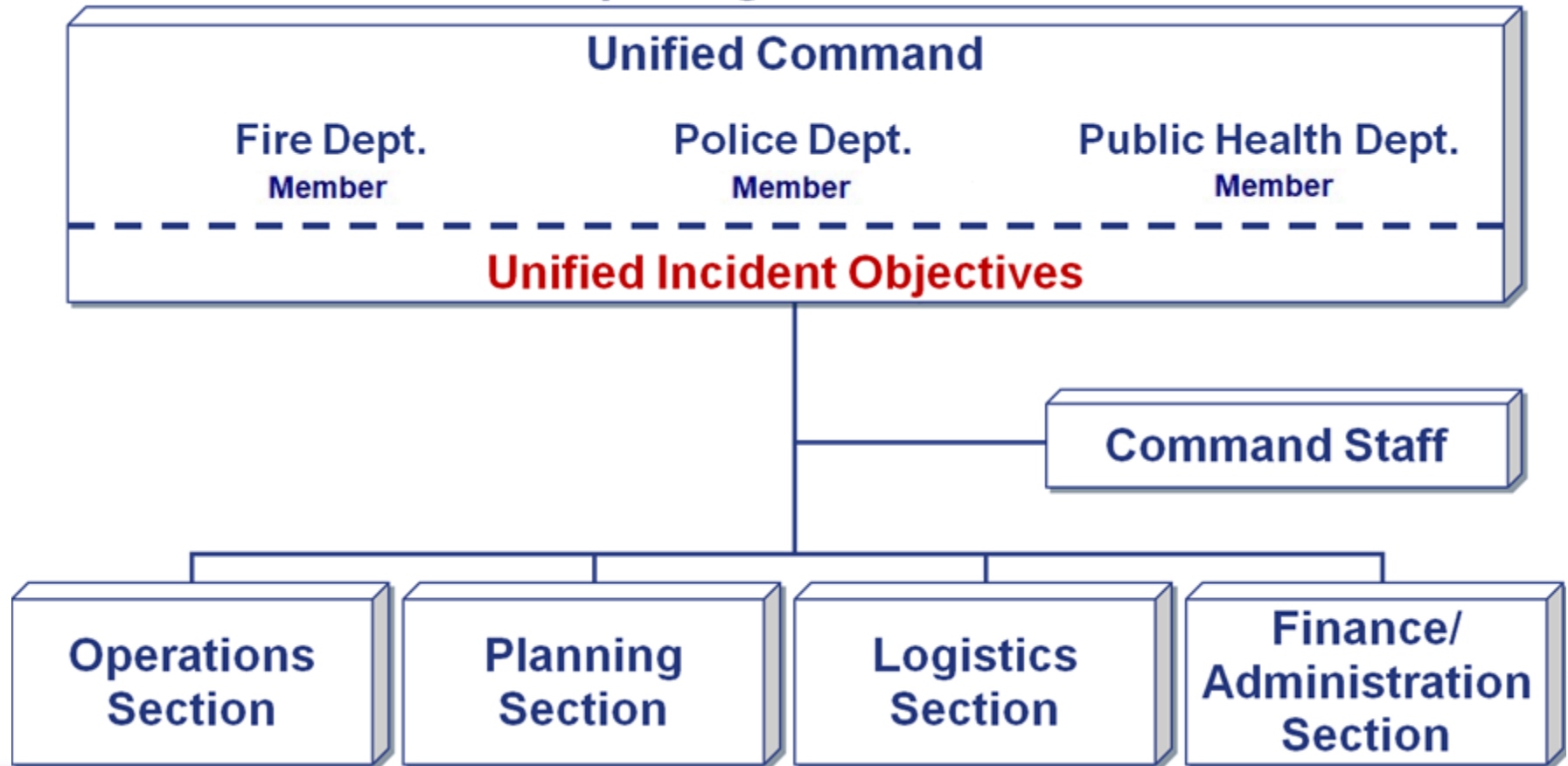
<u>Example</u>: During a hazardous materials incident, the fire department has responsibility for fire suppression and rescue, the police department has responsibility for evacuation and area security, and public health agencies and others have responsibility for site cleanup.

Multiagency/Single Jurisdiction Incident

Sample Organization Chart

Unified Command

Fire Dept.	Police Dept.	Public Health Dept.
Member	Member	Member

Unified Incident Objectives

Command Staff

Operations Section	Planning Section	Logistics Section	Finance/ Administration Section

Unified Command: Multiagency/Multijurisdictional

Incidents that impact on (or involve) several political and functional agencies

Example: Severe weather, earthquakes, wildland fires, some special events, and terrorist threats involve large numbers of local, State, and Federal agencies. These incidents cross political boundaries and involve multiple functional authorities.
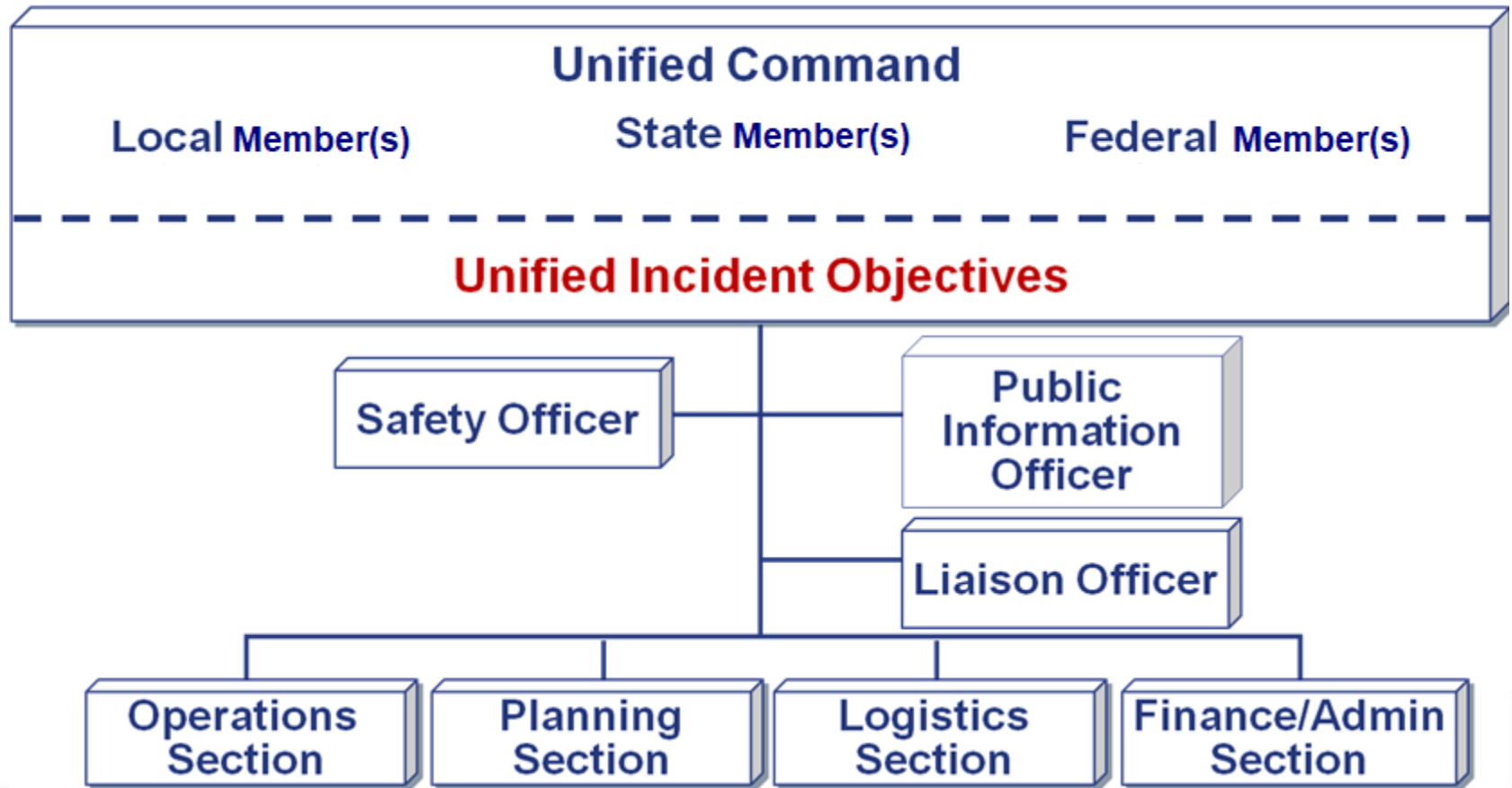
Multiagency/Multijurisdictional Incident

Sample Organization Chart

Unified Command

Local Member(s)   State Member(s)   Federal Member(s)

- -

Unified Incident Objectives

Safety Officer

Public Information Officer

Liaison Officer

Operations Section   Planning Section   Logistics Section   Finance/Admin Section

Activity 2.1:
Unified Command Roles and Relationships

Allotted Time: 1 hour 30 minutes

Objectives Review

1. How does ICS fit into the Command and Coordination component of NIMS?

2. What are the reporting relationships and information flow within the organization?

3. Can you match ICS supervisory positions with titles?

4. What are considerations for developing an organizational structure and delegating authority to the lowest practical level that enable management of an incident?

5. What are the primary features of UC?

6. How does UC function on a multiagency incident?