

Training Module

INCIDENT RESPONSE SYSTEM

Incident Commander





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Incident Commander



National Institute of Disaster Management

(Ministry of Home Affairs, Govt. of India)

5-B, I.P. Estate, M.G. Road
New Delhi – 110 002

Training Module INCIDENT RESPONSE SYSTEM INCIDENT COMMANDER COURSE

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Preface



India is a disaster prone country with high percentage of risk exposure vulnerable to natural disasters. The Disaster Management Act 2005 mandates the National Institute of Disaster Management (NIDM) as a nodal national institute for training, research, documentation and development of national level information base relating to disasters. NIDM is entrusted with the nodal responsibility for planning and coordination of **'Incident Response System'** training. The

Incident Response System (IRS) provides a systematic, proactive approach guiding the concerned departments and agencies at all levels of government, the private sectors and Non-Governmental Organizations to work flawlessly in disaster situation.

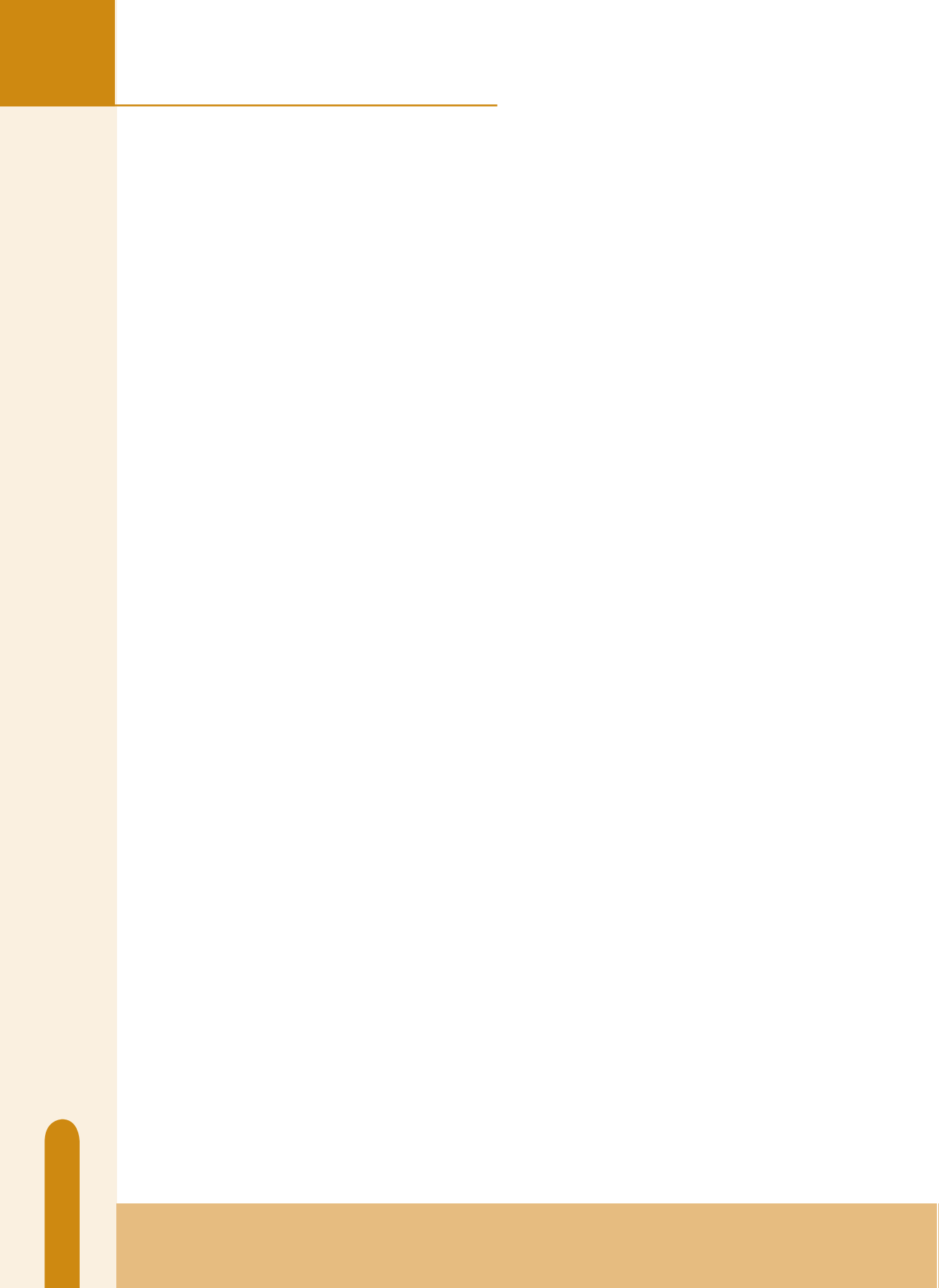
The basic aim of the present training modules is to promote the Incident Response System among disaster responders i.e. disaster management teams and administrators. These modules are designed to provide management skills to those who have been working in disaster management and incident response planning. The modules also provide detailed quick planning on how to handle the disaster effectively, including training of trainers.

These modules have been customized by core trainers and experts who have been trained in Incident Command System and have vast experience in handling operations/administrations. I sincerely acknowledge the contribution of Shri Govind Singh, IPS and express my gratitude for customizing the training module "Incident Commander". We are pleased to publish the modules which may be widely used by various stakeholders engaged in disaster management. I hope these modules will be very effective to all organizations, departments and planners.

Prof. Santosh Kumar
Executive Director, NIDM

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Incident Response System Incident Commander Course

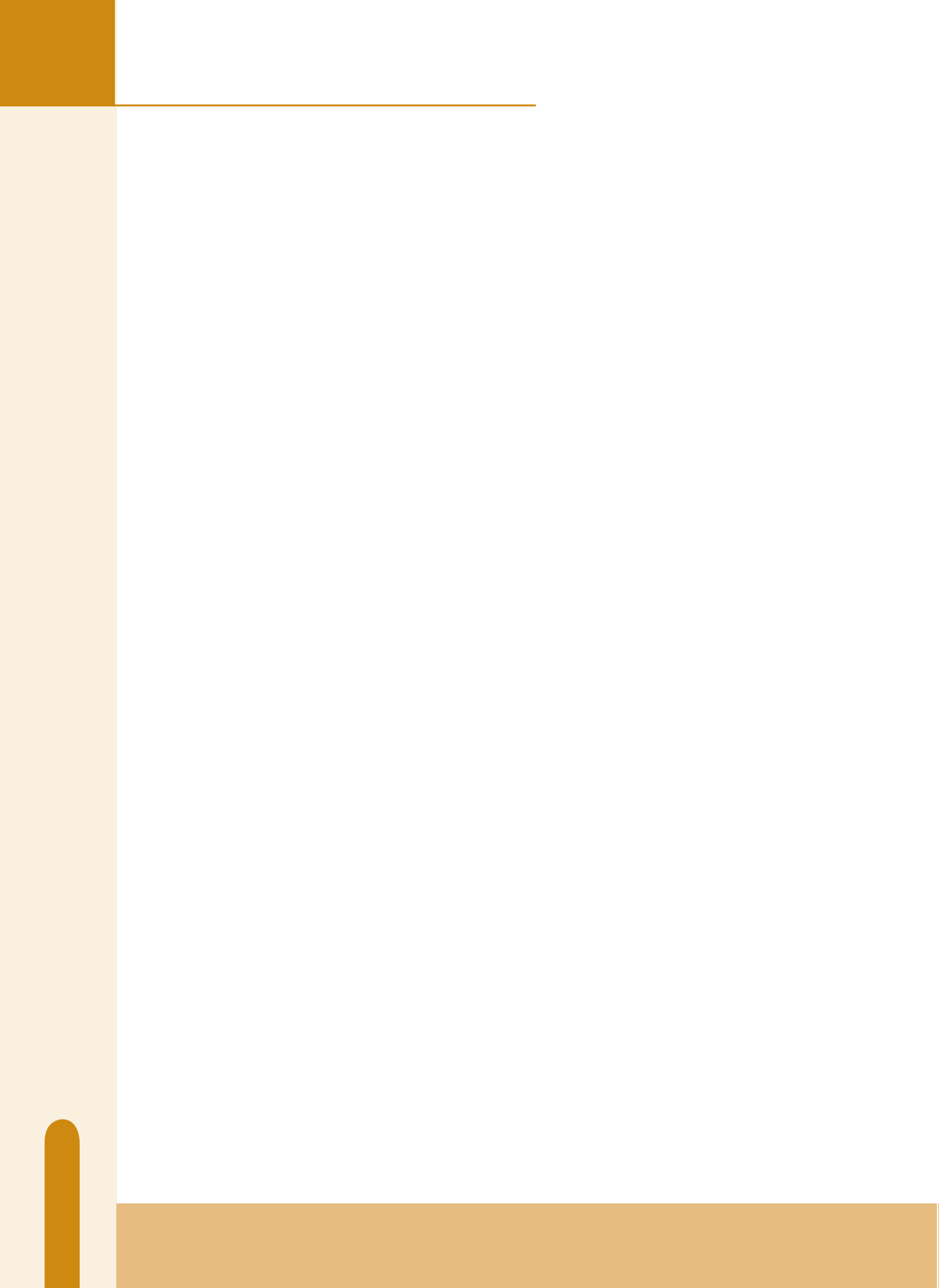
Unit-1 Mobilization

Lesson 1A

Incident Commander Roles, Responsibilities and Team Administration

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Incident Commander

Unit: 1 - Mobilization

Lesson: A - Incident Commander Responsibilities and Team Administration

Objectives:

1. Outline the roles and responsibilities of the IC.
2. Identify seven orientation procedures for new team members.
3. Describe three methods and associated indicators to measure the success of a team's operation.

I. Incident Commander Roles and Responsibilities

For some incident personnel the transition from a “doing position” to the “leadership position” of Incident Commander (IC) can be a difficult one. The IC must lead the Incident Response Team (IRT) to accomplish the necessary job at hand rather than getting overly involved in trying to do the job of team members.

Roles and responsibilities required of the position are:

Obtain information on:

Situation status like number of people and the area affected etc.

Availability and procurement of resources;

Requirement of facilities like ICP, Staging Area, Incident Base, Camp, Relief Camp, etc.

Availability and requirements of communication system;

Future weather behavior from IMD; and

Any other information required for response from all available sources and analyze the situation.

Determine incident objectives and strategies based on the available information and resources;

Establish immediate priorities, including search & rescue and relief distribution strategies;

Assess requirements for maintenance of law and order, traffic etc. if any at the incident site, and make arrangements with help of the local police;

Brief higher authorities about the situation as per incident briefing form (IRS Form- 001) and request for additional resources, if required;

Extend support for implementation of AC and UC if considered necessary by the RO;

Establish appropriate IRS organization with Sections, Branches, Divisions and/or Units based on the span of control and scale of the incident;

Establish ICP at a suitable place. There will be one ICP even if the incident is multi-jurisdictional. Even a mobile van with complete communication equipment and appropriate personnel may be used as ICP. In case of total

destruction of buildings, tents, or temporary shelters may be used. If appropriate or enough space is not available, other Sections can function from a different convenient location. But there should be proper and fail safe contact with the ICP in order to provide quick assistance;

Ensure that the IAP is prepared;

Ensure that team members are briefed on performance of various activities as per IAP;

Approve and authorize the implementation of an IAP and ensure that IAP is regularly developed and updated as per debriefing of IRT members. It will be reviewed every 24 hours and circulated to all concerned;

Ensure that planning meetings are held at regular intervals. The meetings will draw out an implementation strategy and IAP for effective incident response. The decision to hold this meeting is solely the responsibility of the IC. Apart from other members, ensure that PSC attend all briefing and debriefing meetings;

Ensure that all Sections or Units are working as per IAP;

Ensure that adequate safety measures for responders and affected communities are in place;

Ensure proper coordination between all Sections of the IRT, agencies working in the response activities and make sure that all conflicts are resolved;

Ensure that computerized and web based IT solutions are used for planning, resource mobilization and deployment of trained IRT members;

Consider requirement of resources, equipment which are not available in the functional jurisdiction, discuss with PSC and LSC and inform RO regarding their procurement;

Approve and ensure that the required additional resources are procured and issued to the concerned Sections, Branches and Units etc. and are properly utilized. On completion of assigned work, the resources will be returned immediately for utilization elsewhere or to the department concerned;

If required, establish contract with PRIs, ULBs, CBOs, NGOs etc. and seek their cooperation in achieving the objectives of IAP and enlist their

support to act as local guides in assisting the external rescue and relief teams;

Approve the deployment of volunteers and such other personnel and ensure that they follow the chain of command;

Authorize release of information to the media;

Ensure that the record of resources mobilized from outside is maintained so that prompt payment can be made for hired resources;

Ensure that Incident Status Summary (ISS) (IRS form -002) is completed and forwarded to the RO;

Recommend demobilization of the IRT, when appropriate;

Review public complaints and recommend suitable grievance redressal measures to the RO;

Ensure that the NGOs and other social organizations deployed in the affected sites are working properly and in an equitable manner;

Ensure preparation of After Action Report (AAR) prior to the demobilization of the IRT on completion of the incident response;

Perform any other duties that may be required for the management of the incident;

Ensure that the record of various activities performed (IRS Form-004) by members of Branches, Divisions, Units/Groups are collected and maintained in the Unit Log (IRS Form-003), and

Perform such other duties as assigned by RO.

II. Identify Seven Orientation Procedures for New Team Members

A. Welcome

A genuine and sincere welcome to the team is the first and most important event that takes place between the team and the new member.

At this time it is most desirable that the new member receive any team identification items, such as team hats, team name tags, team uniforms, etc.

B. Team Make-up

Depending on department and location, teams will consist of “large teams,” “small teams,” “interdepartmental teams,” etc. All teams

will consist of an incident commander, general staff and, if not all, at least part of the command staff.

The variation in teams is caused by differences in:

- Number and amount of unit leaders in each team.
- Number of departments to which team members belong.
- Number of trainees which are deployed with each team when on assignment.

The Incident Commander (IC) should prepare a team roster to include name, position, and phone number of parent department.

C. Written Operating Procedures

Each IC expects operations within a team setting to be performed somewhat differently. This is acceptable. However, team members scurrying around trying to figure out what and how to perform is not. IC's should write out basic operating procedures and guidelines so that team members know what to expect. This includes:

1. Rules of conduct and necessary items to bring on a team deployment.
2. Expected get away times.
3. Specific responsibilities of individual team members upon activation.
4. Position specific expectations.
 - a. Primary responsibilities of the position as seen by the IC
 - b. Required written summary reports by position
5. Schedules for regular team meetings, planning meetings, and briefings (no briefing should last longer than 30 minutes)
6. Performance ratings and who gets rated.

Different departments have different performance rating requirements; e.g., only exceptionally good or poor performance rating may be required.

- a. Mandatory performance ratings for all team members as well as subordinates inspire confidence and accountability.
- b. Ratings should be given to team member's parent department as well as the individual.

D. Pre-incident Communications

One of the great advantages of teams is that the “mating dance” that accompanies ad hoc teams is eliminated. Various forms of pre-incident communications facilitate this process.

1. Interdepartmental conferences
2. Annual or more frequent team meetings
3. Conference calls
4. E-mail communications

E. Continuing Personnel Development

1. On the job training opportunities, e.g., facilities unit leaders practicing to be logistics section chiefs
2. Advanced training in the next organizational level, e.g., situation unit leader takes planning section chief training
3. Depth and breadth of training, e.g., team building training courses
4. Total team
5. Position update training, e.g., finance branch director learning new procurement procedures
6. Cross-training to increase the depth of the team to meet a variety of situations, e.g., situation unit leader learning to be a facilities unit leader. This gives a team greater depth.
7. Post incident critiques of the team

F. Professionalism

ICs must demand team professionalism. Buy in by the team is paramount for the IC's expectations to be successful. Working as a team creates synergism. Professionalism is enhanced by:

1. Team members knowing their jobs, roles within the team, and required interaction.
2. Team members being easily identifiable, e.g., hats, name tags, Uniforms, etc.
3. The team is always punctual.
4. Team members are approachable and open to suggestions from team members and non- team members alike.
5. Incident action plans are available to all who need them.
6. Timely and meaningful interaction with the responsible jurisdiction(s).
7. Orderly and complete paperwork.
8. Good use of maps and other visual displays at the incident command post, incident base, camps, and helibases.

G. Create an Atmosphere Free of Discrimination, Sexual Harassment, and Other Forms of Inappropriate Behavior

1. Responsibilities
Team members will:
 - a. Fully endorse, support and advocate Civil Rights policies and programs.
 - b. Be able to briefly define and explain the program's activities to subordinate personnel.
 - c. Facilitate alliances between minorities and majorities.
 - d. Correct any inappropriate actions of subordinates. Violations will result in disciplinary and legal action.
2. Managing differences
 - a. Valuing diversity is a critical factor for success.
 - b. The benefits of diversity are not automatic. The diverse workforce must be well managed.
 - c. The success of team members including the IC depends on their knowing the rules and having the right skills for their jobs. They must have access to information, relationships, and opportunities that will enable them to perform.
 - d. Stereotypes and assumptions interfere with evaluations and sound decision making. Effective team members will always examine their assumptions and interact with others on an individual basis.
 - e. Cultural differences do affect values and work styles. Effective team members must learn as much as possible about the cultures represented in their organization and work towards an effective balance between helping individuals adapt to the organization's culture and changing that organizational culture to accommodate diversity.
 - f. Managing diversity will require openness, flexibility, commitment to learning, and most of all, respect for differences.
3. An effective incident response team (IRT) honestly addresses issues as they occur and facilitates conflict resolution.

III. Describe Three Methods and Associated Indicators to Measure the Success of a Team's Operation.

Each IC and each team will have a unique way of evaluating itself. Most teams spend some time developing their own measures of success.

However, these different methods generally have some common characteristics. The following are some methods to consider.

A. Transition Period Prepares Team to Perform

1. The team should be able to obtain a quality briefing from the Responsible Official and the outgoing incident commander. IC's should document deficiencies in this regard.
2. The team should be on the alert for operational and political red flags and bring them to the Responsible Official briefing.
3. The team should be able to establish an acceptable transition time that allows for the first Incident Action Plan (IAP) to be produced for the next operational period after the team has assumed command of the incident.

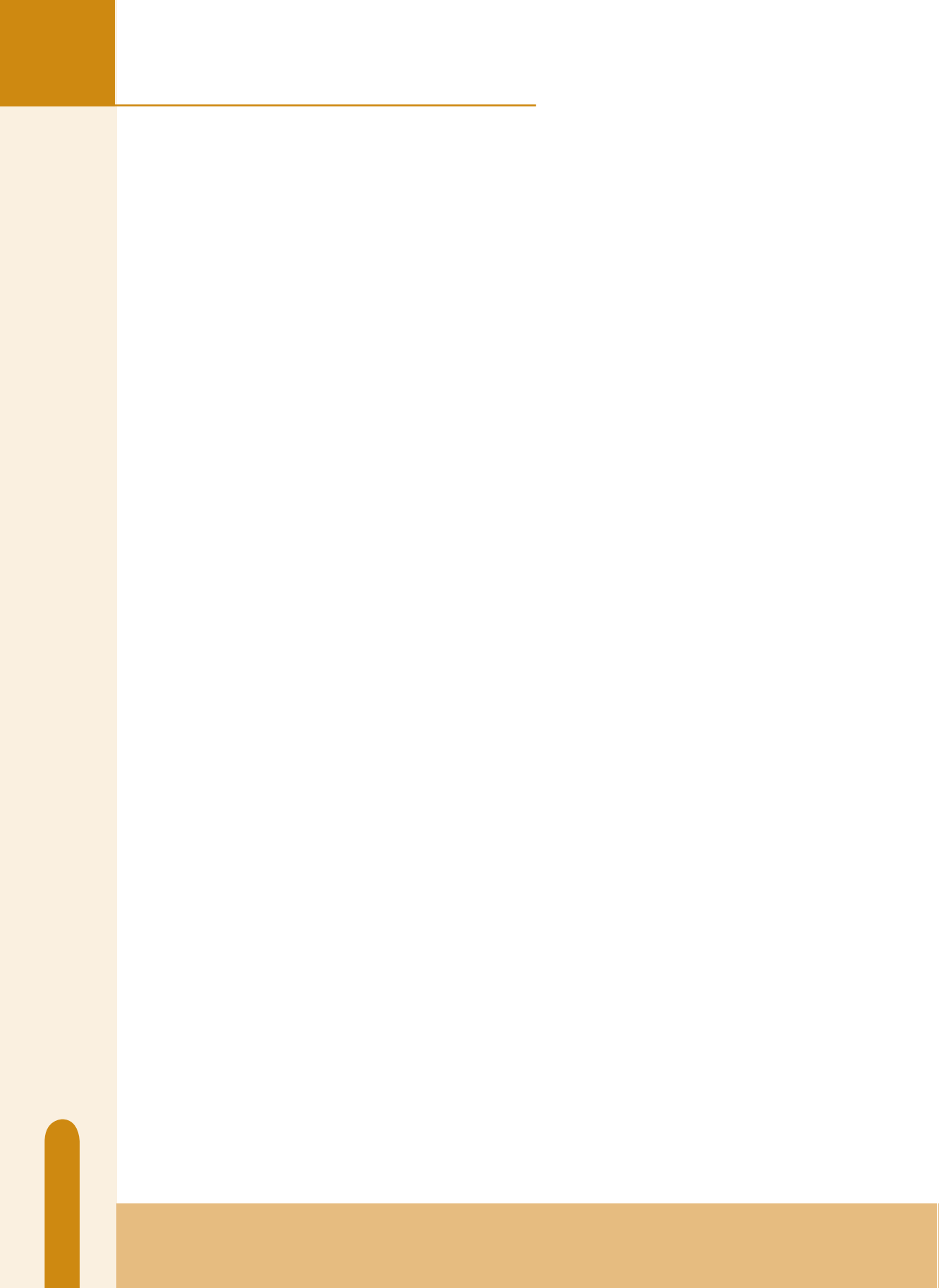
B. Effective and Efficient Incident Management Occurs

1. Solid communications between all personnel will be enhanced if:
 - a. The IAP is posted.
 - b. Meeting and briefing times and locations are posted.
 - c. An information board has current situations posted.
2. All meetings and briefings are within time frames and on time.
3. Long range planning is part of the thought process of every member of the command and general staff. Consider the following planning guidelines:
 - a. IC's are thinking four operational periods ahead.
 - b. Logistic section chiefs are thinking three operational periods ahead.
 - c. Planning section chiefs are thinking two operational periods ahead.
 - d. A contingency plan is always updated as the situation evolves.
 - e. Operations section chiefs are thinking one operational period ahead.
 - f. Finance branch director are up to date with operations.
4. Care of assigned personnel is a high management priority that includes:
 - a. Tasty, sufficient and timely meals.
 - b. Acceptable barrack arrangements for existing conditions.

- c. A collective awareness of the team's mental and physical health.
 - d. Safety as a cooperative responsibility.
5. Primary purpose of the IRT is to support operations in abatement of the incident.

C. Closeout with the Responsible Official Including Performance

- 1. Go into the briefing and critique prepared.
- 2. Exceed standards with the operation of the team and leave the people satisfied.
- 3. Hand off a complete final incident package including:
 - a. Documentation package
 - b. Finance package
 - c. Section narratives and required legal reports
 - d. Recommendations



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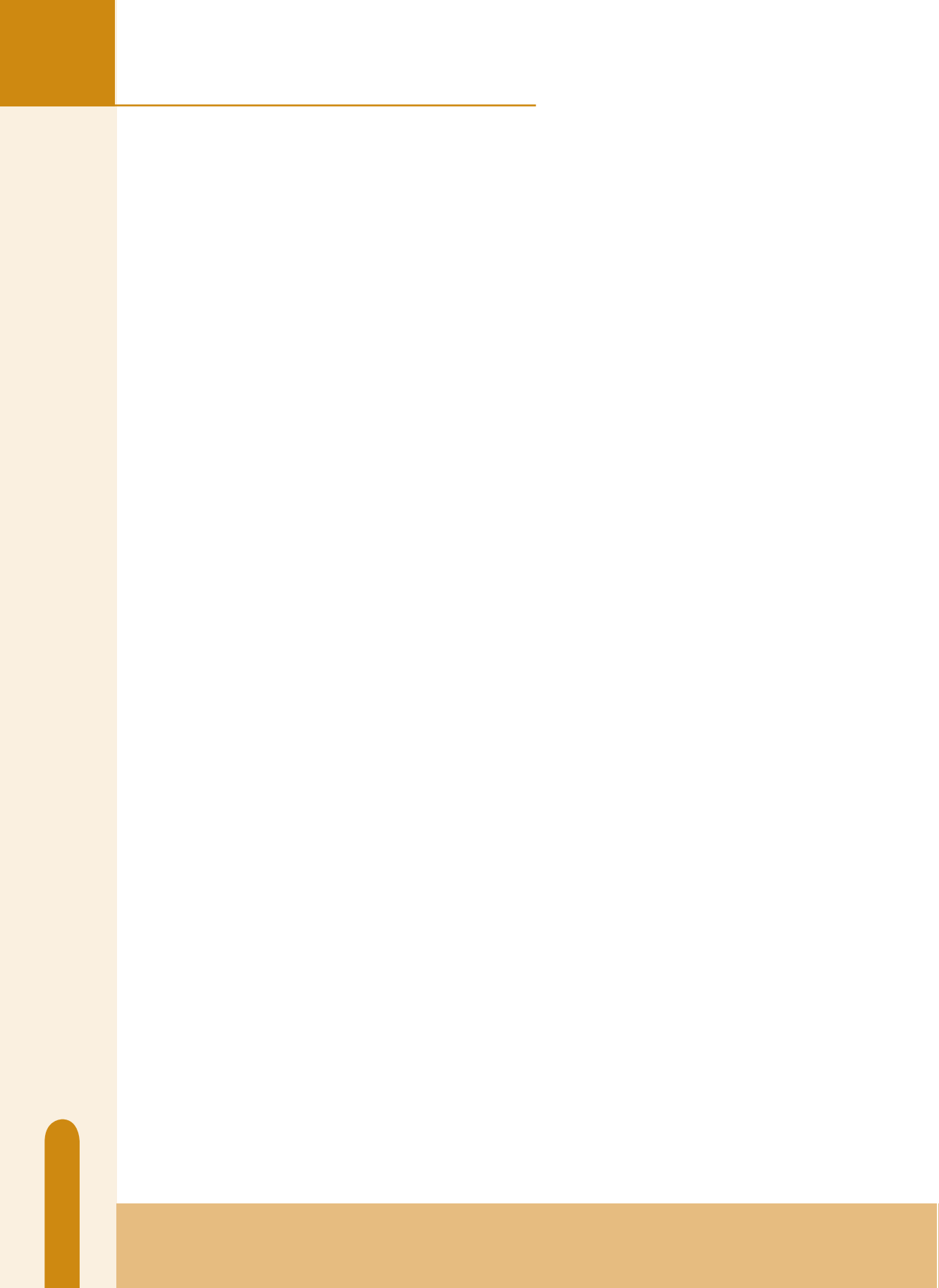
Unit-1 Mobilization

Lesson 1B

Communication, Information and Intelligence

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course:	Incident Commander
Unit:	1 - Mobilization
Lesson:	B - Communication, Information and Intelligence
Objectives:	

1. Identify the IC's primary communication responsibility.
2. Identify target audiences for communication exchange.
3. Define information and intelligence and describe the important distinction between the two terms.
4. Identify nine sources to obtain intelligence.
5. Describe two ways to enhance internal communication.
6. Describe seven protocols in dealing with the news media.
7. Describe the importance of using all available knowledge to evaluate incident resource needs during mobilization.

I. Importance of Communication

As an IC, you need to be able to convey what you mean accurately and concisely. Likewise other personnel assigned to the incident will need to communicate accurately and concisely.

The exact method and delivery style will vary depending on the audience and the situation.

It is the IC's responsibility to ensure accurate and timely communication flow occurs at all levels of the incident. All personnel should be aware of the incident objectives and how to accomplish their mission safely.

II. Target Audiences

As an IC, you have target groups that you must communicate with effectively.

III. Information and Intelligence

A. Definition of Information

Webster defines information as: "Knowledge of a particular event or situation". In this instance it could include details related to your resource order, transportation, the incident location, and contacts. In the working definition for this course information is primarily intended for external use.

B. Definition of Intelligence

Webster defines intelligence as: "The capacity to acquire and apply knowledge". Specific details related to the physical characteristics of the incident and current and expected conditions and how they affect the actions taken to abate the incident. Intelligence is an aspect of information. In the working definition for this course intelligence is primarily intended for internal use.

1. Intelligence needs may include:
 - a. Type of incident
 - b. The RO's / Government's priority
 - c. Current resource commitments
 - d. Any Constraints-Financial/Political
 - e. Current situation status
 - f. Expected duration of incident
 - g. Terrain
 - h. Weather (current and expected)
 - i. Responsible Official's briefing requirements (as appropriate)

2. Sources of intelligence
 - a. Emergency Operation Centre
 - b. Current IC
 - c. Central/State intelligence setup
 - d. Special Branch
 - e. Media-Print/Electronic
 - f. Academia/Subject expert/Community
 - g. Responsible Official
 - h. Internet

Note: If you put incident information on the internet, you must keep it current, and close it out when the incident is over.

- i. Existing intelligence documentation (e.g., Incident Status Summary, IRS-002, Operational Planning Worksheet, IRS-015)

C. Why is it necessary to distinguish between information and intelligence in the context of emergency management?

1. Information is external.
2. Intelligence is internal.
 - Both involve knowledge of facts, probabilities, and possibilities
 - Both come from many of the same sources - field observers, emergency worker's reports, field information officers, dispatch centers, command and general staff, investigators, and assisting agencies.
 - Both kinds of knowledge need to be processed before they are in a useful form.
 - Information knowledge is processed for public consumption. It is to motivate or guide public actions and reactions to the incident and agencies involved.
 - Intelligence knowledge is processed for internal consumption to guide and assist the action planning process. Generally the level of detail is more specific.
 - Intelligence is also used to keep government decision makers informed to assist them in making priority decisions.

For example information would probably view incident resources as follows: "29 teams and 4 Trucks are assigned to the incident. Teams are from the North-eastern states."

Intelligence would view various type classifications and numbers of resources.

IV. Internal Communication

Internal communication is as important as the external. Our people need to know what is happening within the incident and what is happening in the world.

A. Notice Boards

1. Post at location where they can be viewed by all personnel.
2. Post the IAP
3. Newspapers
 - a. Local newsprint that will have coverage of the incident
 - b. Newspapers that have national and international interest
4. National situation report
5. Minutes of meetings
6. Circulars/memos

B. Teleconferences

C. Video Conferences

D. Internet

E. SMS's

F. Meetings

The structure of the command system requires numerous meetings.

1. Transition briefing
2. Strategy meetings
3. Planning meetings
4. Operational briefings
5. Daily team meetings
6. Demobilization planning meetings
7. Transition out briefing
8. Post-incident team meeting (critique)
9. One-on-one meetings

V. External Communication

A. General Public

The general public, particularly those directly affected, has a right to know and be informed on a regular basis. If the general public

is informed, they will cooperate and be an ally in your efforts to mitigate the incident.

Responsible Officials have a stake in the incident and must be part of the communication loop. Some Responsible Officials may request that press releases be approved and/or be released by them.

B. The Protocols in Dealing with the News Media

Review and approve information releases and participate in media interviews.

1. Treat as an ally.
2. Make sure you are understood.
3. Press conferences can help in getting your message out.
4. Schedule press conferences at times sufficiently before their dead lines (print and electronic).
5. Written press release is a help to the news reporters.
6. Attempt to answer questions before they are asked (be proactive).
7. Identify a primary contact for news media.

C. News, Information and Intelligence.

1. Many people think that the media has an information distribution responsibility. This is not true. The media is interested in news. You can give them information, but they will print or broadcast only what they perceive as newsworthy.
2. Intelligence has information value, but should be vetted before sharing with the public. Some intelligence could cause panic or be misinterpreted by the public.

D. Press Note Preparation

As IC, you might want to have your information section prepare press note before the problem occurs. For example: Your information section prepares background information on driver training, drug testing and licensing requirements for department drivers in anticipation of a possible vehicle accident.

E. Appropriate Investments of IC's Time.

F. Community Meetings

1. Establish community information centers in affected communities early on in the incident. This will facilitate community relations more than anything else.

- a. Maps - Display maps should be at the center. They must be current.
 - b. Information exchange from community - who's evacuated, who's still there, etc.
2. Either IC or Deputy IC needs to attend community meetings.
3. Have a written published agenda.
4. Be thoroughly briefed and prepared. You must be knowledgeable.
5. Be prepared for political questions, defer to Responsible Official.
6. Use local expertise to help tell story - people from local unit, also Branch Director from the area.
7. Be proactive in establishing field information officers in affected communities.
8. Always focus on the public's entitlements.

VI. The Importance of Using all Available Knowledge to Evaluate Incident Resource Needs During Mobilization.

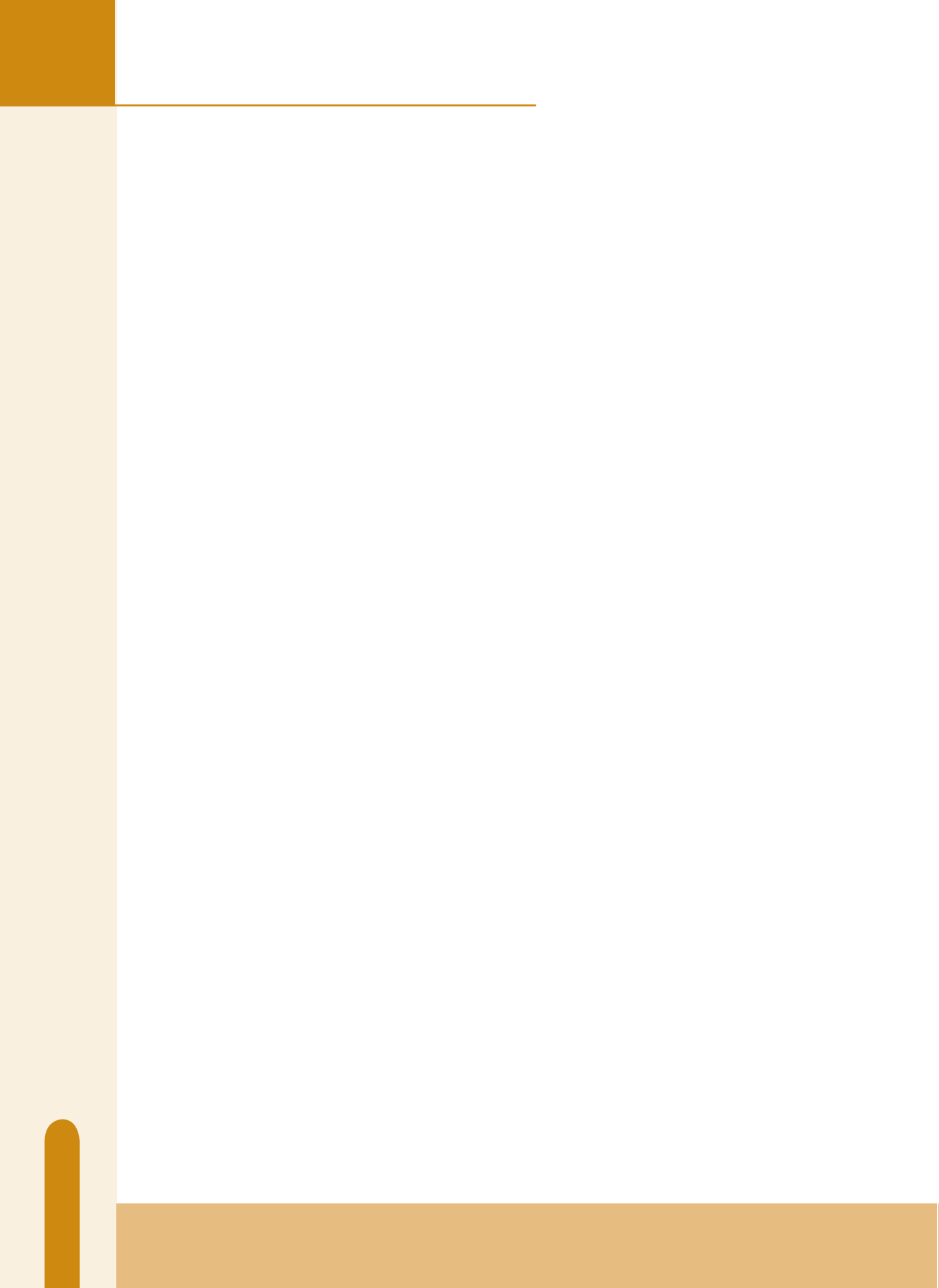
- A. Timely acquisition and deployment of resources is a vital component of mobilization. As with the size up process, information and intelligence gathering begins at the first indication that activation may occur. Initially, the scope of information and intelligence will be limited; e.g., type, location, and size of incident. As the incident progresses during mobilization additional and more accurate information and intelligence will be available. This then can be factored into the planning process.
- B. ICs should develop an informal knowledge gathering system using the information and intelligence gathered en route to provide a solid basis from which to make decisions concerning appropriate resource acquisition and utilization. Remember that the potential exists that requested resources may be delayed or unavailable. Therefore, contingency planning and flexibility must be included.
- C. Typically both Taluq/Block level and Sub-divisional level IRTs have a predesignated order. It is tempting to automatically activate these predesignated orders every time the team is activated rather than gather additional intelligence and modify the order to fit the situation. Since you do not have a Delegation of Authority at this point, any ordering should be coordinated and conducted by the receiving unit. In conjunction with existing resources assigned to the incident the standard order provides the basis from which

to expand the IRT's resource base as the Delegation of Authority, incident objectives and ongoing action requires and permits.

- D. Upon arrival at the incident, if there is time and daylight the following team members should do intelligence gathering:
 - IC meet with outgoing IC to be briefed on incident status.
 - Operations scout the incident to gather intelligence.
 - Plans gather resource status documents from dispatch, obtain maps and incident history, plans, etc.
 - Logistics identify satisfactory base location.
 - Information meet with media, local information officer, etc.
 - Liaison - determine what departments are at scene.
- E. Personally verify information and intelligence as the incident progresses. Observe incident activities on the line on foot, by vehicle and occasionally by air. Also observe activities in base and personally observe food service, sanitary facilities, sleeping areas, supply unit and medical unit. Take care of your troops. Manage by wandering around.

VII. Summary

- A. ICs have specific communication responsibilities and should identify likely target audiences early on.
- B. Information is incident related knowledge primarily used externally for public consumption.
- C. Intelligence is incident related knowledge primarily used internally by the incident response organization.
- D. ICs need to ensure internal and external communication occurs and that information and intelligence is shared with the appropriate audiences.
- E. ICs need to develop an informal knowledge gathering system using information and intelligence gathered during mobilization to provide a solid basis to make decisions concerning appropriate resource acquisition and utilization.



Incident Response System Incident Commander Course

Unit-1

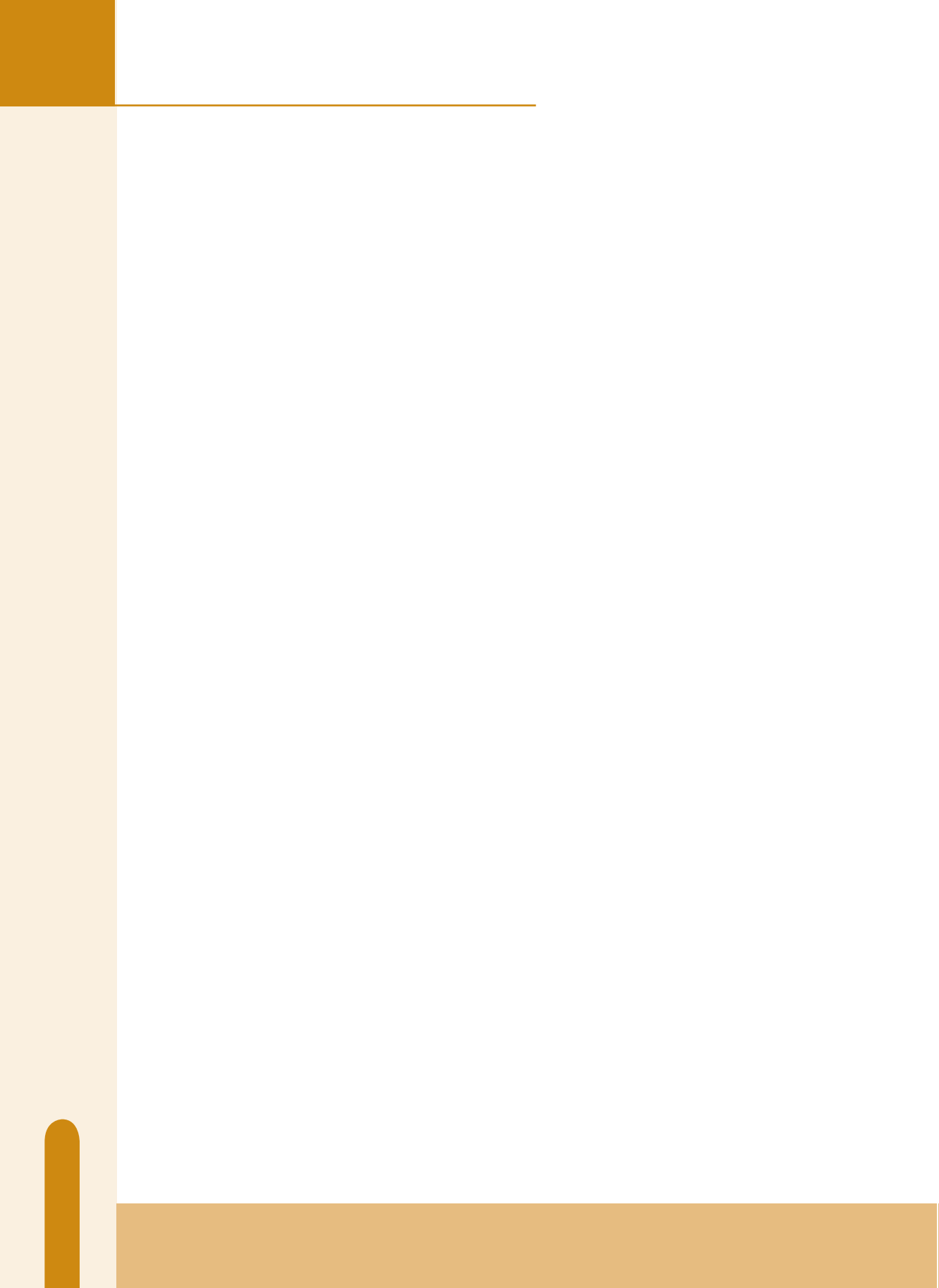
Mobilization

Lesson 1C

Kits, Aids and Guides

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Incident Commander

Unit: 1 - Mobilization

Lesson: C - Kits, Aids and Guides

Objectives:

1. Identify the components of a typical Incident Commander kit.

I. Pre-Incident Preparation

A. Assemble a Kit for an Assignment

1. Kit should be assembled prior to receiving an assignment.
2. The kit should contain enough critical information and materials to allow you to operate for the first 48 hours without need for support.
3. The kit should be easily transportable and meet weight limitations for travel.

B. Kit Contents (items that may be included in the kit) are:

- Department specific forms appropriate to the function.
- Operations Manual (when ready)
- Individual checklists/reminders
- Office supplies appropriate to the function.
- IRS forms.
- Incident-specific reference materials
- Incident Complexity Guidelines and Analyses
- Responsible Official Briefing format
- Appropriate Central and State governments guidelines
- Applicable agreements.
- List of important phone numbers.
- Internet addresses.
- Job Aids.
- IC Position Hand Book (when ready).
- Incident Management Team Standard Operating Procedures.

It is important to keep your kit updated with current information concerning Central/state laws and safety guidelines.

C. Kit Contents for All-Risk Incidents

- Central and State T.A. / D.A rules.
- Operation Manual (when ready)
- Mass casualty triage tags
- Building plans
- Local phone directories
- Emergency resource directories (local mobilization guide)

Incident Response System Incident Commander Course

Unit-2

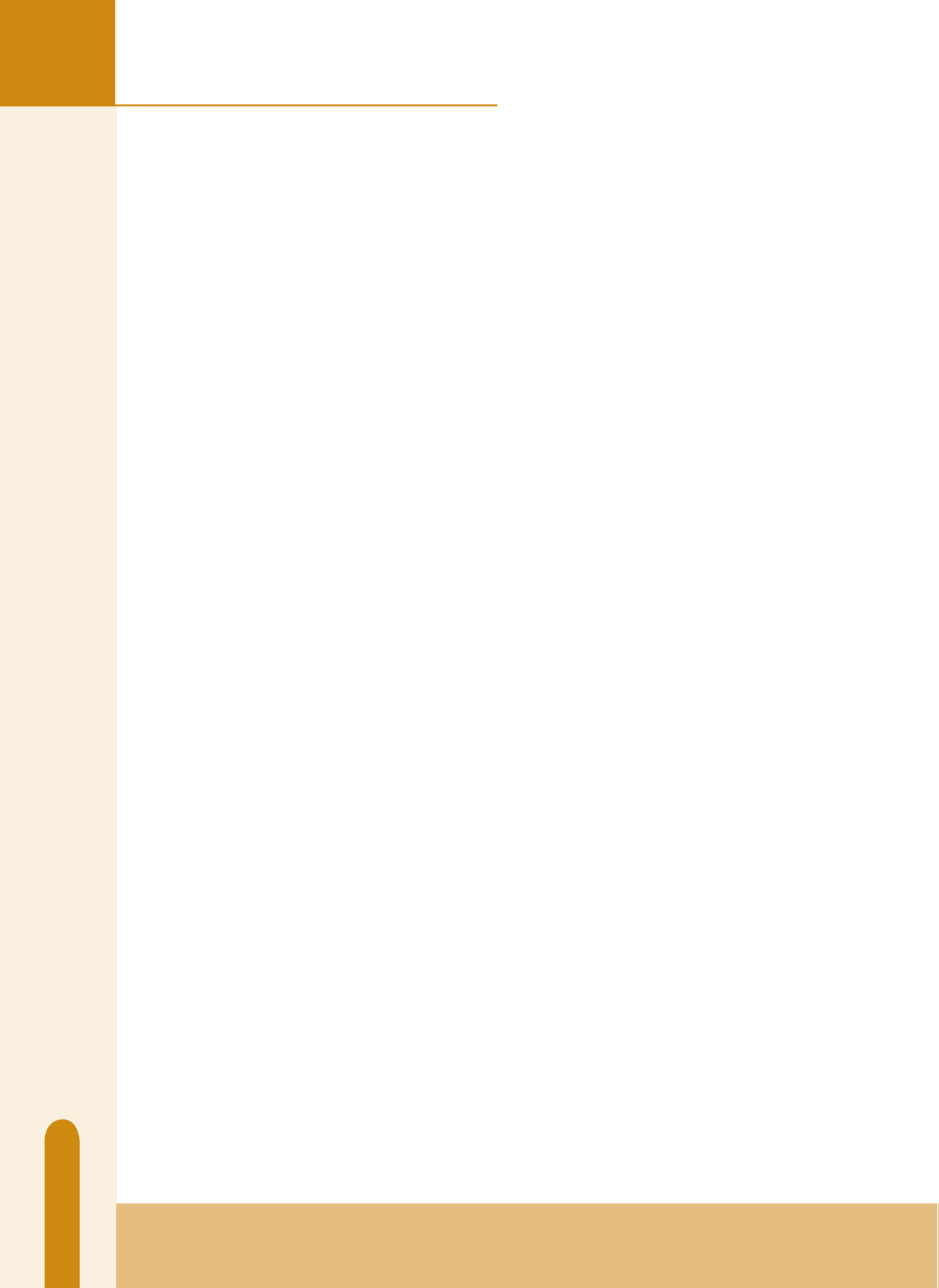
Incident Management

Lesson 2A

Responsible Official and Incident Commander Responsibilities

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course:	Incident Commander
Unit:	2 - Incident Management
Lesson:	A - Responsible Official and Incident Commander Responsibilities

Objectives:

1. Describe the Responsible Official's and IC's four main areas of incident management responsibility.
2. Describe the purpose of an incident complexity analysis.
3. Describe the Responsible Official's and IC's responsibility in the preparing and daily evaluation of the Incident Strategic Analysis.
4. Describe the Responsible Official's role in preparing and the IC's responsibility in implementing a Delegation of Authority.
5. Describe the Responsible Official's and IC's responsibility in preparing and conducting a Responsible Official briefing.

I. Responsible Official and IC Incident Management Responsibilities

Incidents require an appropriate management response. An appropriate management response may range from augmenting the efforts of local administration to providing a complement of District, State, Central and Military/NDRF resources. The Responsible Official must clearly identify the appropriate disaster response and course of action for the IC to effectively manage the incident. It is imperative the Responsible Official and IC work together to accomplish the desired management option(s).

The Responsible Official and the IC have four main areas of responsibility and interaction in the management of an incident.

A. Direction and Delegation

- Incident Management Objectives
- Incident Strategic Analysis (ISA)
- Incident Complexity Analysis
- Delegation of Authority
- Responsible Official Briefing

B. Transition Plan and Transfer of Command

C. Management/Monitoring

- Incident Action Plan
- Authorize/Revise ISA, Delegation of Authority, and Incident Complexity Analysis
- Safety and cost effectiveness

D. Evaluation/Documentation

- Completion of a final incident package
- Performance review

II. Authority, Policy, Objectives, and Roles

A. Lines of Authority

The organizational principles that apply to incident management activities are as follows:

1. Each incident will have only one IC unless unified command is established or the incident is so complex that response efforts exceed the span of control of one incident team and needs to be zoned.
2. An IC assigned to an incident is accountable to the Responsible Official(s) in charge.

3. It is the Responsible Official's responsibility to orient, counsel, and instruct the IC on management objectives and expected results.

B. Policy and Objectives

1. The IC must determine, along with the Responsible Official, whose jurisdiction(s) the incident falls in. The jurisdictional boundaries will determine the land management and incident management policies to be adhered to.
There may be differences in policy regarding resource use, e.g., contract issues, local bargaining units (unions), local agreements (shift lengths, personnel rotation, etc.).
2. There is a broad spectrum of appropriate management responses dependent on the type, location, and complexity of the incident.
3. The policies of jurisdictional unit will direct the actions of the Incident Response Team.

C. Roles

To understand how the policies and lines of authority are brought together consider the following Responsible Official and IC roles.

1. **Responsible Official**
Responsible Officials are responsible for their respective jurisdictions and are the ones held accountable for the overall results. Thus, each Responsible Official has a responsibility to establish standards, objectives, etc. to manage the incident and to hold the IC accountable. Standards and objectives are documented in the ISA and minutes of meeting containing Delegation of Authority. The ISA and Delegation of Authority must be revised if changing conditions require actions not authorized in these documents.
2. **Incident Commander**
The IC is responsible for implementing the ISA and exercising authority as delegated, to manage the incident. The IC is responsible for holding their team accountable for their performance. The tactical plan (Incident Action Plan) is the tool for implementation and documentation.
3. **Joint role**
Both parties are responsible for interacting to use all available expertise to successfully manage the incident. **Communication must occur** to keep plans current and to assess performance. It is best to pre-schedule meetings to share information.

The IC should ascertain any other agency regulations concerning management of the incident or documents that need to be completed. Be sure to find out what format to use, e.g. final incident narrative, team report, final incident documentation package requirements, or any other special requirements.

III. Incident Complexity Analysis

This document assists the Responsible Official and staff to analyze the current or predicted complexity of an incident situation to determine the appropriate level of management.

This document may also be used by an IC to help assess the situation to determine if the incident complexity level has exceeded the IC's and/or IRT's comfort and/or qualification level.

IV. Incident Strategic Analysis (ISA)

- A. The Incident Strategic Analysis is a decision making process in which the Responsible Official or representative provides direction to the IC that considers the effects on people and resources (from an internal and external point of view), considers costs versus resource values (cost effectiveness), and establishes objectives and constraints for management of the incident. Ideally, the Responsible Official is personally involved. Regardless of who documents the analysis, it remains the responsibility of the Responsible Official to approve a strategy for management of the incident. If such a plan is not prepared by the Responsible Official, the IRT should prepare such a plan to guide its overall direction and obtain approval by the Responsible Official, in conjunction with agency advisors.

If the ISA form is not used the following elements should be considered in any analysis of an incident:

1. Situation
 - a. General Intelligence
 - b. Weather - current, predicted
 - c. Type of incident
 - d. Constraints - administrative, legal, political
 - e. Objectives
 - f. Important social or external considerations
2. Evaluation criteria

Should provide the influences and constraints that guide the evaluation of alternative strategies and proper selection of an alternative.

- a. Environmental considerations
 - (1) Important resources involved
 - (2) Impacts and thresholds of concern
 - (3) Constraints (what and where)
 - b. Social and political considerations
 - (1) Responder and public safety and health
 - (2) Political issues involved
 - (3) Constraints (what and where)
 - c. Economic considerations
 - (1) Response costs
 - (2) Resource values lost
 - (3) Resource values gained
 - (4) Value of resources at risk
 - d. Other local, regional, and national considerations
 - (1) Impacts on local industry and residents
 - (2) Regional or national direction
 - e. Safety of the public and responders
3. Alternative strategies
- Description must provide enough information to be understandable.
- a. Management strategies
 - b. Maps showing alternative strategies
 - c. Estimates of size, resources necessary, cost, and resource damage.
 - d. Estimated duration of engagement
 - Response e.g. magnitude & associated tasks to stabilize the situation,
 - Recovery, e.g, relief camp engagement and immediate support up to the extent of stabilization of incident, normalization of services.
 - e. Stabilization of the disaster
 - f. Some aids in developing alternative strategies:
 - (1) Establish a reasonable spectrum of alternatives.
 - (2) Do alternatives really exist? Generally they do.
 - (3) Develop reasonable alternative strategies.
 - (4) Keep the level of precision only to the level necessary for comparisons purposes.
 - (5) Obtain and use local individuals and information. Use local estimates.

- (6) Use all available methods to calculate the most accurate probability of success.
4. Effects and consequences

Many of these are best determined by the Responsible Official's parent department. Refer back to the evaluation criteria to identify the relative importance of each resource or issue.

 - a. How and to what degree does the alternative meet people and resource management objectives involved.
 - b. What are the effects and impacts of the alternative strategy on the various environmental issues.
 - (1) Vegetation
 - (2) Soil
 - (3) Water - quantity and quality
 - (4) Livestock
 - (5) Fish and wildlife habitat
 - c. Additional considerations inherent to a given area.

B. Documentation, Rationale, and Approval

Documentation requirements vary with the department, but they must be adequate to record the decision, the rationale for the decision, and a written approval by the Responsible Official. However the documentation is handled, it is critical that the Responsible Official and IC have a good common understanding of the analysis. The IRT should be able to get a basic understanding of the rationale for the decision so development of the Incident Action Plan (IAP) will properly reflect the Responsible Official's desired outcome.

When the incident grows beyond the scope of the analysis, the analysis must be updated or reconstructed. To ensure this happens in a timely manner, the analysis is confirmed before each operational period by the IC and agency representative. Any required update or re- analysis should be done in the same manner as the original analysis.

The information sources of the parent department can best be identified and accessed with local individual involvement.

Some sources of information might include:

1. Evacuation and contingency plans
2. Maps, photos, and records

3. Disaster mitigation plans
4. Transportation plans
5. Special area, feature, and site documents
6. Vegetation maps
7. Activity maps

Regardless of the format, there are some Do's and Don'ts in preparing the Incident Strategic Analysis

Do:

- Develop alternatives.
- Keep the number of alternatives to a reasonable minimum.
- Use local expertise to help develop alternatives.
- Develop strategic plan and response requirements to the level of refinement needed to make reasonable cost estimates.
- Request Responsible Official involvement.

Don't:

- Get lost in the effort to make an ISA and lose sight of the goal of the emergency response.
- Worry if there isn't a form to fill out. Do use your judgment and training and proceed

V. Delegation of Authority

The transfer of authority for management actions on an incident is done through a written Delegation of Authority from the Responsible Official to the IC. This procedure facilitates the transition between incident management levels.

A signed minutes of meeting clearly indicating Delegation of Authority from the Responsible Official is required before an IRT can assume management of the incident. The Delegation of Authority is part of the briefing package provided to the incoming IRT. It should contain both the Delegation of Authority and specific limitations to that authority.

It is very important to include specific, measurable objectives to be accomplished by the IRT. Good objectives will provide both the IRT and Responsible Official a means for continues evaluation and adjustments that may be needed as the incident progresses.

VI. Responsible Official Briefing

This briefing should take place as soon as the incoming team is assembled. Get briefed as a team, not as an individual (team performance exceeds any single individual). **Take the time** to do it right the first time (you may not get a second chance). The ISA and Delegation of Authority should be completed prior to the briefing.

Prior to the Responsible Official Briefing the IC should identify which team members will participate and what the IC's protocol will be for the IRT's participation in the briefing, e.g., hold all questions until the end of the briefing and allow each section to ask about critical concerns, etc.

- A. As an IC it is important that you recognize:
 - 1. The importance of a Responsible Officer briefing for the IRT.
 - 2. It is primarily the IC's responsibility to see the IRT gets the information needed for the incident.

- B. Key Elements of a Responsible Officer Briefing

The Responsible Official (or designated representative) should provide, upfront, what is the action you want the IRT to accomplish in what timeframe. At a minimum, a written overview needs to cover:

- 1. Incident status/information:
 - Name of incident
 - Approximate size, location, jurisdictions and land status
 - Name of the current IC
 - General weather conditions at the incident site
 - Current tactics
 - Incident response post and base locations
 - Other strategies, resources and tactics which might have an impact on the incident
- 2. Signed minutes of meeting containing Delegation of Authority to the incoming IC.
- 3. ISA prepared, or will one be done? When? By whom?
- 4. Local participation in the team organization by resource and government representatives.
- 5. Information about existing or anticipated unified command organization (if any). May have been a consideration in decision to order a team.

6. Names and skills of technical specialists assigned to the incident.
7. Government policy
8. Concerns about resource values, and values at risk.
9. Priorities for action
10. News media procedures
11. Political considerations
12. Agreements in effect
13. Other agencies, NGOs, volunteers and others already on the incident, agency representatives
14. Desired date and time when team transition will occur
15. Safety issues
 - Accidents to date
 - Status of accident reports
 - Areas with existing or potential hazardous materials
 - Hazards
 - Name of local and State safety manager
16. Operations and planning information (considered in IC briefing)
 - Strategy
 - Tactics
 - Previous history in the vicinity of the incident
 - Emergency response plans available to the team
 - Incident Status Summary (IRS-002) reporting requirements
 - Copy of the current IRS-002
 - Status of current team (If assigned)
 - Status of local government personnel
 - Department's capabilities for team operation support
 - Department's rest and rotation policies
 - Department's rehabilitation policies
 - Department's demobilization concerns
 - Other large incidents
17. Logistics information
 - Transportation routes
 - Ordering system to be used (name and contact number)

- Procurement unit in place or ordered
 - Incident feeding procedures
 - Available barrack facilities
 - Local medical facilities
 - Nearest medical facility
 - Contacts with local law enforcement agencies
18. Finance
- Fiscal limitations and constraints
 - Any cost-sharing arrangements affecting the incident
 - Potential for claims
 - Financial oversight assigned

Guide to Completing the Incident Complexity Analysis (Extremely Complex & Very Complex)

- 1) Analyze each element and check the response, Yes or No.
- 2) If positive responses exceed, or are equal to, negative responses within any primary factor (A through G), the primary factor should be considered as a positive response.
- 3) If any three of the primary factors (A through G) are positive responses, this indicates the incident situation is or is predicted to be extremely complex.
- 4) Factor H should be considered after numbers 1-3 are completed. If more than two of the items in factor H are answered yes, and three or more of the other primary factors are positive responses, very experienced team should be considered. If the composites of H are negative, and there are fewer than three positive responses in the primary factors (A-G), reasonably experienced team should be considered. If the answers to all questions in H are negative, it may be advisable to allow the existing overhead to continue action on the incident.

Incident Complexity Analysis (Extremely Complex & Very Complex)		YES	NO
A. Incident Behavior (Observed or Predicted)			
1.	Incident predicted to increase in magnitude, duration and in the total affected area.		
2.	Potential exists for extreme public impact.		
3.	Public impact is increasing in magnitude and complexity (number of people affected and duration is increasing).		
4.	Weather forecast indicating no significant relief or worsening conditions.		
Total			
B. Resources Committed			
1.	200 or more personnel assigned.		
2.	Three or more divisions.		
3.	Wide variety of special support personnel.		
4.	Substantial air operation which is not properly staffed.		
5.	Majority of initial responder resources committed.		
Total			

Incident Complexity Analysis (Extremely Complex & Very Complex)	YES	NO
C. Resources Threatened		
1. Urban areas.		
2. Developments and facilities.		
3. Restricted, threatened, or endangered species habitat.		
4. Cultural sites.		
5. Unique natural resources, special-designation areas, wilderness.		
6. Other special resources.		
Total		
D. Safety		
1. Unusually hazardous incident conditions.		
2. Serious accidents or fatalities.		
3. Threat to safety of visitors from the incident and related operations.		
4. Restrictions and/or closures in effect or being considered.		
5. No night operations in place for safety reasons.		
Total		
E. Ownership		
1. Incident involves or threatens more than one jurisdiction.		
2. Potential for claims (damages).		
3. Different or conflicting management objectives.		
4. Disputes over incident responsibility.		
5. Potential for unified command.		
Total		
F. External Influences		
1. Controversial emergency response policy.		
2. Pre-existing controversies/relationships.		
3. Sensitive media relationships.		
4. Other management problems.		
5. Sensitive political interests.		
6. Other external influences.		
Total		
G. Change in Strategy		
1. Change in strategy.		
2. Public safety complexities are increasing (disease outbreaks; looting; civil unrest; expanding plume from Hazmat; etc.).		
3. ISA invalid or requires updating.		
Total		

Incident Complexity Analysis (Extremely Complex & Very Complex)	YES	NO
H. Existing Overhead		
1. Worked two operational periods without achieving initial objectives.		
2. Existing management organization ineffective.		
3. Overhead overextended mentally and/or physically.		
4. Incident action plans, briefings, etc. missing or poorly prepared.		
Total		

Incident Complexity Analysis (Very Complex, Complex & Simple)		
Incident Activities	Yes	No
Incident conditions suggest continued growth.		
Weather forecast indicating no significant relief or worsening conditions.		
Current or predicted incident activities indicate significant increase in resources committed.		
Emergency Responder Safety		
Performance of emergency responder resources affected by cumulative fatigue.		
Overhead overextended mentally and/or physically.		
Communication ineffective with tactical resources or dispatch.		
Organization		
Operations are at the limit of span of control.		
Incident action plans, briefings, etc. missing or poorly prepared.		
Variety of specialized operations, support personnel or equipment.		
Unable to properly staff air operations.		
Limited local resources available for other incidents.		
Heavy commitment of local resources to logistical support.		
Existing forces worked 24 hours without success.		
Resources unfamiliar with local conditions and tactics.		
Values to be protected		
Urban areas; structures, developments, medical facilities, or potential for evacuation.		
Incident involves or threatens more than one jurisdiction and the potential for unified command with different or conflicting management objectives.		
Unique natural resources, special-designation areas, critical municipal watershed, infrastructures, cultural value sites.		
Sensitive political concerns, media involvement, or controversial emergency response policy.		

If you have checked “Yes” on 3 to 5 of the analysis boxes, consider requesting the next level of incident management support.

INCIDENT STRATEGIC ANALYSIS

Incident Strategic Analysis (ISA) is a decision-making process in which the Responsible Official or representative describes the situation, establishes objectives and constraints for the management of the incident, compares multiple strategic alternatives, evaluates the expected effects of the alternatives, selects the preferred alternative, and documents the decision. The format and level of detail required is dependent on the specific incident and it's complexity. The key is to document the decision.

ISA INITIATION

INCIDENT NAME

Sultanpur Train Derailment

JURISDICTION(S)

Uttar Pradesh

DATE AND TIME INITIATED

January 1, 2012

DECISION

The selected alternative is: Alternative C

RATIONALE: Alternative C is the selected alternative. It combines an approach that meets or exceeds the objectives by acting quickly to contain the spill while not putting responders at unnecessary risk. It considers gender and equity issues by preventing the spill from adversely affecting the environment. It does take more time; however, it is time well used to insure a high confidence in being able to meet all objectives.

RESPONSIBLE OFFICIAL SIGNATURE

DATE/TIME

I. INCIDENT STRATEGIC ANALYSIS	
A. JURISDICTION(S): Uttar Pradesh, Luknow District	B. GEOGRAPHIC AREA: Sultanpur near the Ganges River
C. UNIT(S): Sultanpur Block	D. ISA #: UP2012-01
E. INCIDENT NAME: Sultanpur Train Derailment	F. INCIDENT #: UP2012-01
G. FINANCIAL ACCOUNTING CODE: GOI-UP-CF-7777777	
H. DATE/TIME PREPARED: January 1, 2012 2300hrs	
I. ATTACHMENTS: ☐ COMPLEXITY MATRIX/ANALYSIS ☐ RISK ASSESSMENT ☐ PROBABILITY OF SUCCESS ☐ CONSEQUENCES OF FAILURE ☐ MAPS ☐ DECISION TREE ☐ PROJECTIONS ☐ CALCULATIONS OF RESOURCE REQUIREMENTS ☐ OTHER (SPECIFY)	

II. OBJECTIVES AND CONSTRAINTS

The Responsible Official completes this page.

- II.A. Objectives: Specify criteria that should be considered in the development of alternatives. These objectives must be specific, measurable and obtainable.

Safety objectives for responders, aviation, and public must receive the highest priority. Objectives must relate to appropriate guidelines and protocols for the District.

Economic objectives could include closure of all portions of an area, thus impacting the public, or impacts to transportation, communication and resource values.

Environmental objectives could include management objectives for air, soil, water quality, wildlife, etc.

Social objectives could include any local attitudes that might affect decisions on the incident, safety, gender/equity, etc.

Other objectives might include legal, political or administrative constraints which would have to be considered in the analysis of the situation, such as the need to keep the incident from impacting religious or cultural values, etc.

- II.B. Constraints: List constraints on response action. These could include constraints to environmentally or culturally sensitive areas, irreparable damage to resources, political/religious or international concerns. Economic constraints such as costs and business impacts could be considered here.

II. OBJECTIVES AND CONSTRAINTS

A. OBJECTIVES (must be specific, measurable and attainable):

1. SAFETY:
Public: Protect life and property within 10 km of derailment site
Aviation: Not applicable
Responder: Protect first responder health and safety by careful assessment prior to engagement and by requiring personal protective equipment.
2. ECONOMIC:
Minimize disruption to railway travel and restore service as soon as practical
Contain the toxic spill quickly
Protect private farm lands from contamination
Minimize expenditures and claims
3. ENVIRONMENTAL:
Keep toxic chemicals from contaminating the Ganges River
Protect cattle and other wildlife
4. SOCIAL:
Protect vulnerable women and children
Promptly notify all potentially affected people
Manage visiting dignitaries
5. OTHER:
Assist the Railway Authority with accident investigation

B. CONSTRAINTS

None

III. ALTERNATIVES

The Responsible Official complete(s) this page, with input from others.

- III.A. Incident Management Strategy: Briefly describe the general response strategies for each alternative. Alternatives must meet resource management plan objectives.
- III.B. Narrative: Briefly describe each alternative with geographic names, locations, etc., that would be used when implementing a strategy. For example, “Contain the chemical spill to 3 hectares by January 10”.
- III.C. Resources Needed: Resources listed must be reasonable to accomplish the tasks described in Section III.B. It is critical to also look at the reality of the availability of these needed resources.
- III.D. Estimated Final Incident Affected Size: Estimated final size for each alternative at time of containment.
- III.E. Estimated Objective Accomplishment Date: Estimates for each alternative shall be made based on predicted weather, political considerations, resource availability and the effects of management efforts.
- III.F. Cost: Estimate all costs for each alternative. Consider rehabilitation, business impacts, and other costs as necessary.
- III.G. Risk Assessment: Probability of success/Consequences of failure: Describe probability as a % and associated consequences for success and failure. Develop this information from models, practical experience or other acceptable means. Consequences described will include projected effects and costs. Include projections and long-term forecasts to derive this information.
- III.H. Maps: A map for each alternative must be prepared. The map shall be based on the “Probability of success/Consequences of Failure” and include other relative information.

III. ALTERNATIVES

	A	B	C
A. STRATEGY:	Direct Approach	Indirect Approach	Modified Combination
B. NARRATIVE:	Contain spill and clean up onsite in an aggressive manner. Extensive use of heavy equipment	Contain spill by building catchment devices near the Gomati River. Utilize mostly manual labor	Contain spill by using natural occurring landforms. Use a combination of manual labor and heavy equipment
C. RESOURCES NEEDED:			
RESPONDERS	100	300	150
EQUIPMENT	10 trucks	2	6
EARTH MOVERS	2	0	1
AIRCRAFT	0	0	0
POLICE	25	25	25
OTHER	10 specialists	10 specialists	10 specialists
D. ESTIMATED FINAL AFFECTED AREA SIZE:	3 hectares	50 hectares	25 hectares
E. ESTIMATED DATE TO ACHIEVE OBJECTIVES	January 3, 2012 2 days	January 11, 2012 10 days	January 5, 2012 4 days
F. COSTS:	Rs. 98,000	Rs. 470,000	Rs. 162,000
G. RISK ASSESSMENT: PROBABILITY OF SUCCESS/ CONSEQUENCES OF FAILURE	50% Low costs, potential fatalities, and severe environmental damage	90% Very high costs, potential fatalities, and severe environmental damage	70% Reasonable costs, potential fatalities, and less environmental damage
G. ATTACH MAPS FOR EACH ALTERNATIVE			

IV. EVALUATION OF ALTERNATIVES

The Responsible Official completes this page.

IV.A. Evaluation Process: Conduct an analysis for each element of each objective and each alternative. Objective shall match those identified in section II.A. Use the best estimates available and quantify whenever possible. Provide ratings for each alternative and corresponding objective element. Effects may be negative, cause no change or may be positive. Examples are: 1) a system which employs a "-" for negative effect, a "0" for no change, and a "+" for positive effect; 2) a system which uses a numeric factor for importance of the consideration (soils, watershed, political, etc.) and assigns values (such as -1 to +1, -100 to +100, etc.) to each consideration, then arrives at a weighted average. If you have the ability to estimate amounts in Rupees for natural resource and cultural values this data is preferred. Use those methods which are most useful to managers and most appropriate for the situation. To be able to evaluate positive effects, the area must be included in the resource management plan and be consistent with prescriptions and objectives of any applicable guidelines and protocols.

Sum of Economic Values: Calculate for each element the net effect of the rating system used for each alternative. This could include the balance of: pluses (+) and minuses (-), numerical rating (-3 and +3), or natural and cultural resource values in rupees amounts.

IV. EVALUATION OF ALTERNATIVES			
A. EVALUATION PROCESS	A	B	C
SAFETY			
Responder	+ less exposure	- longer exposure	0 good balance
Aviation	0	0	0
Public	+ less exposure	- longer exposure	0 good balance
Sum of Safety Values			
ECONOMIC			
Incident	Rs. 98,000	Rs. 470,000	Rs. 162,000
Business	Rs. 75,000	Rs. 600,000	Rs. 150,000
Other (specify)			
Sum of Economic Values			
ENVIRONMENTAL	+ spill quickly contained and kept away from the Ganges River	- spill reaches the Gomati River	+ spill contained over time, doesn't reach Gomati River
Sum of Environmental Values			
SOCIAL	Quick response	Longer Re- sponse	Moderate Re- sponse
Employment			+
Public Concern	-	+	0
Cultural	+	-	0
Religious	+	0	
Gender/Equity	+	-	-
Other (Specify)	+	-	0
Sum of Social Values			

V. ANALYSIS SUMMARY

The Responsible Official completes this page.

- V.A. Compliance with Objectives: Prepare narratives that summarize each alternative's effectiveness in meeting each objective. Alternatives that do not comply with objectives are not acceptable. Narratives could be based on effectiveness and efficiency. For example: "most effective and least efficient", "least effective and most efficient", "or "effective and efficient". Or answers could be based on a two-tiered rating system such as "complies with objective" and "fully complies with or exceeds objective". Use a system that best fits the needs of the Responsible Official.
- V.B. Pertinent Data: Data for this section has already been presented and is duplicated here to help the Responsible Official confirm their selection of an alternative. Final Affected Area Size is displayed on page three, section III.D. Costs are displayed on page three, section III.F. Economic Values have been calculated and displayed on page four. Probability of Success/Consequences of Failure are calculated in the attachments and displayed on page three, section III.G.
- V.C. External and Internal Influences: Assign information and data occurring at the time the ISA is signed. Designate the Resource Availability status. This information is available at the State and Central Government level and needed to select a viable alternative. Designate "yes" indicating an up-to-date weather forecast has been provided to, and used by, the Responsible Official(s) to evaluate each alternative. Assign information to the "other" category as needed by the Responsible Official.

V. ANALYSIS SUMMARY

ALTERNATIVES	A	B	C
A. COMPLIANCE WITH OBJECTIVES: SAFETY ECONOMIC ENVIRONMENTAL SOCIAL OTHER	Meets all objectives by containing and rehabilitation of toxic spill in a rapid manner. Some safety concerns arise over a rapid response that may jeopardize responders. There is only a 50% chance of success	While the success rate is 90%, this alternative fails to fully meet environmental and economic objectives. Social objectives are minimally met. It is also very costly.	The alternative has a 70% chance of success and meets or exceeds all objectives. It is competitive in cost.
B. PERTINENT DATA:			
FINAL AFFECTED AREA SIZE	3 hectares	50 hectares	25 hectares
COST	Rs. 173,000	Rs. 1,070,000	Rs. 312,000
RESOURCE VALUES			
PROBABILITY of SUCCESS	50%	90%	70%
CONSEQUENCES of FAILURE	Low costs, fatalities, and environmental consequences	Very high costs, fatalities, and environmental consequences	Reasonable cost, fatalities, and minimum environmental consequences
C. EXTERNAL/INTERNAL INFLUENCES:			
INCIDENT PRIORITY within State	Top priority in the Nation		
RESOURCE AVAILABILITY	Resources are available		
Other LONG-RANGE Projections	None		
PROJECTIONS			

VI. DECISION

Identify the alternative selected. Must have clear and concise rationale for the decision and a signature with date and time. Responsible Official signature is mandatory.

Decision Rational: Alternative C is the selected alternative. It combines an approach that meets or exceeds the objectives by acting quickly to contain the spill while not putting responders at unnecessary risk. It considers gender and equity issues by preventing the spill from adversely affecting the environment. It does take more time; however, it is time well used to insure a high confidence in being able to meet all objectives.

VII. DAILY REVIEW

The Responsible Official or designate completes this page.

The daily review is a process to authorize and/or update the ISA to ensure it is consistent with the current and projected situation. Any changes need to be documented. The review should be signed and dated.

Date	Time	Comments	Signature

Sultanpur Train Derailment

Sultanpur

Date: January 1, 2012

Subject: Delegation of Authority

To: **Jagjit Singh, Incident Commander**

You are hereby delegated the as the Incident Commander for the _____ Incident (at location _____). You have full authority and responsibility to manage incident operations within the framework of legal statute, current policy, and the broad direction provided in both your oral and written briefing materials. You will report to the undersigned, who will facilitate a closeout and formal evaluation of your performance prior to your departure from the assignment.

Your primary responsibility is to organize and direct your assigned and ordered resources for efficient containment of oil spill activities within the framework of the National Plan for Disaster Management.

You are specifically tasked with the following: ***Assignment will be determined after oil spills damage assessments have been received.***

General Objectives:

Our main objective is to complement and support the states in providing emergency assistance.

The tasks that your team will be accomplishing will be developed from initial assessment of oil spill. Some examples of tasks that you may or may not be working on could include:

- Operating a base camp for emergency responders;
- Installing temporary roof coverings on structures;
- Removing debris from travel corridors;
- Receiving and distributing supplies and equipment;
- Managing staging areas;
- Assisting local units with emergency response planning;
- Other duties as assigned.

All operations to be conducted in accordance with the following:

Safety

Accountability for safety of incident personnel and the public is your first and most vital responsibility. As Incident Commander, please take the appropriate actions to insure that everyone working on the incident in a safe manner including the following:

- Ensure IRT members utilize the Tactical Hazard Analysis (IRS 015A) as part of the operational planning process, when appropriate.
- Monitor IRT work/rest guidance and insure your team implements appropriate work/rest mitigation processes to avoid cumulative fatigue of all assigned personnel.
- Ensure that a job-specific Job Hazard Analysis is prepared for each task.

Tracking Supplies and Commodities

You will need to track the distribution of primary relief supplies and commodities on a daily basis. This information will be used to determine future needs and shipment quantities.

Aviation

Standard aviation guidelines and procedures will be followed. A challenge will be to continue to provide flight following if regular communications systems are damaged, however, this must be done. If flight following does not occur, the flight will not occur. Contact the undersigned for guidance, if needed.

Cost Accountability

Cost effectiveness, use of critical resources, and economic expenditures must be an important part of your decision-making process.

Public Information

Information releases and media contacts will be coordinated through Information Center.

Documentation

A standard final Incident Documentation package will be provided to undersigned prior to the team's release.

/sd/ J. Prabhakar Rao, I.A.S

District Collector

Sultanpur

Date: January 1, 2012

/sd/ Jagjit Singh

Incident Commander

Date: January 1, 2012

General Information			
Name of Incident:		Type of Incident:	
Incident Start Date:		Approximate Size:	
Time:		Location:	
Cause:			
General Weather Conditions:			
Land Status:			
Local Incident Policy:			
Values Threatened:			
Private /PublicProperty Threatened:			
Capability of Local Unit to Support Team (Suppression and Support Resources):			

Command Information			
Written minutes of meeting containing Delegation of Authority			
Agency:			
Responsible Official's Representative:			
Time:		Location:	
Transition			
Name of Current Incident Commander:			
Timeframe for Team to Assume Command:			
Date:		Time:	
Recommended Local Participation in IRT Organization:			
Current IC And Staff Roles Desired After Transition:			
Other Incidents in the Area:			
Other Command Organizations (Unified/Area/MAC):			
Local Emergency Operations Center (EOC) Established:			
Trainees Authorized:			
Legal Considerations (i.e. Investigations in Process):			

Command Information (continued)

Known Political Considerations:

Sensitive Residential/Commercial Developments, Resource Values, Archaeology Sites, or other Unique Factors:

Local Social/Economic Considerations:

Private Representatives (e.g. Businesses, NGOs, Utilities, Railroads):

Incident Review Team Assigned (i.e. Audit, Other):

Incident Information	
Incident Information and Media Officer Reports to:	
Incident Commander:	Responsible Official:
Local Public Affairs:	Other:
Provide Incident Information Updates to:	
Unit Staff Officers:	Expanded Dispatch:
Local Public Affairs:	Other:
Safety Information	
Accidents and Injuries to Date:	
Condition of Local Personnel:	
Known Hazards:	
Injury and Accident Reporting Procedures:	

Planning Section

General Information:

Access to Fax and Copy Machines:

Access to Computers and Printers:

Existing Pre-Attack Plans:

Other Nearby Incidents Influencing Strategy/Tactics/Resources:

Training Specialist Assigned or Ordered:

Training Considerations:

Planning Section (continued)

Situation Unit:

General Weather Conditions/Forecasts:

Incident Behavior (i.e. oil spill situation, flood conditions, earthquake intensity/aftershocks):

Unique Incident Factors/History of Similar Local Incidents:

Resources Unit: (refer to attached resources orders)

Personnel on Incident (General):

Equipment on Incident (General):

Resources on Order (General):

Incident Demobilization Procedures:

Operations Section

Priorities For Control, Incident Strategic Analysis Approved:

Current Tactics:

Incident Accessibility by Engines and Ground Support:

Air Operations:

Air Tactical Group Supervisor:

Fixed Wing Aircraft Assigned:

Airbase(s):

Telephone:

Operations Section (continued)

Air Operations (continued):

Helicopters Assigned:

Helibase Location:

Crash/Rescue at Helibase:

Flight Hazard Map Available/Known Hazards in Area:

Visibility Conditions:

Logistics Section
Facilities Unit:
ICP/Base Pre-Plans?: Yes ☐ No ☐
ICP/Base Location:
Rest Room Facilities:
Security Considerations:
Incident Recycling:
Food Unit:
Catering Service/Meals Provided:
Estimated Number for the first three meals:
Time of First Meal:
Supply Unit:
Duty Officer or Coordinator Telephone Number:
Expanded Dispatch Organization:
Supply System to be Used (Local Supply Cache):
Single Point Ordering:

Logistics Section (continued)

Communications Unit:

Communications System(s):

Temporary

Mobile Phone Cache Available?: Yes ☐ No ☐

Local Network Available?: Yes ☐ No ☐

Landline Access to ICP Available?: Yes ☐ No ☐

Local Telecomm Technical Available?: Yes ☐ No ☐

Ground Support Unit:

Route to ICP/Base:

Route from ICP/Base to Incident:

Medical Unit:

Nearest Hospital or Desired Hospital:

Nearest Burn Center, Trauma Center:

Nearest Air Ambulance:

Finance Branch
Name of Incident Responsible Official Representative:
Name of Incident Financial Advisor (if assigned):
Agreements and Annual Operating Plans in Place:
Jurisdictional Agencies Involved:
Need for Cost-Sharing Agreement:
Cost Unit:
Financial Considerations:
Cost Collection or Trespass:
Job Codes in Use:

Finance Branch (continued)

Procurement Unit:

Buying Team in Place or Ordered:

Contracting Officer Assigned :

Copy of Local Service and Supply Plan Provided:

Is All Equipment Inspected and Under Agreement?:

Compensation/Claims Unit:

Potential Claims:

Status of Claims/Accident Reports:

Time Unit:

Payroll Procedure Established for Time and Attendance Transmittal:

Incident Briefing Package Checklist

- Report of Incident Dispatch Action
- Resource, Overhead, and Equipment Order Forms completed to date
- Incident Status Summary, IRS-002 ____/____/____
- Five sets of topographic maps covering the incident area and areas which might be affected by the incident and five local road maps or atlases
- Incident Area Aerial Photo(s)
- Local plans or documents containing emergency actions
- Weather Forecast
- ISA for Incident
- Responsible Official's Delegation of Authority contained in the minutes of meeting to the Incident Commander
- Responsible Official's Briefing to the Incident Response Team Form
- Unit Service and Supply Plan
- Local Key Contact Phone List

Sultanpur Train Derailment

Responsible Official (District Collector) Briefing to Arriving Incident Response Team

“We are really happy to know that the team has arrived to help us out with this train derailment. It has been a long night and all of us are exhausted!

The freight train derailed around 7:30 pm last night and we still don’t know the reasons.

The local people think that there might have been a small earth tremor that might have caused debris to cover the tracks. The Indian Railways is sending investigators out with a freight inventory and we are trying to receive information from geological agencies to determine if really there was a small earthquake. There is some extremist’s problem in this area and some locals have hinted at deliberate sabotage. We really don’t know at this point of time, what caused this derailment but will definitely enquire into the matter to know the reasons.

We know the train was carrying hazardous materials but don’t have a freight inventory. Immediately after the derailment, some of the containers including the engine exploded and caught on fire. Although fire tenders arrived here shortly after the incident, without definite information on the nature of the hazardous material, the fire fighters did not know the best technique to put out the fire and were reluctant to expose themselves to potentially toxic smoke and other residues from the derailment. As a result, the fires are still burning, though the intensity has reduced. The fire fighters have essentially taken a “containment” strategy by evacuating the remaining residents in the area of the smoke plume and also monitoring and trying to contain the liquid hazardous materials that spilled out of three of the containers. This material is some type of acid but we still don’t have a definite identification. Some of the other containers had some type of compressed gas. We still don’t have confirmed information on what exactly it was. The police also arrived last night and have cordoned the area around the derailment site. They are also responsible for evacuations.

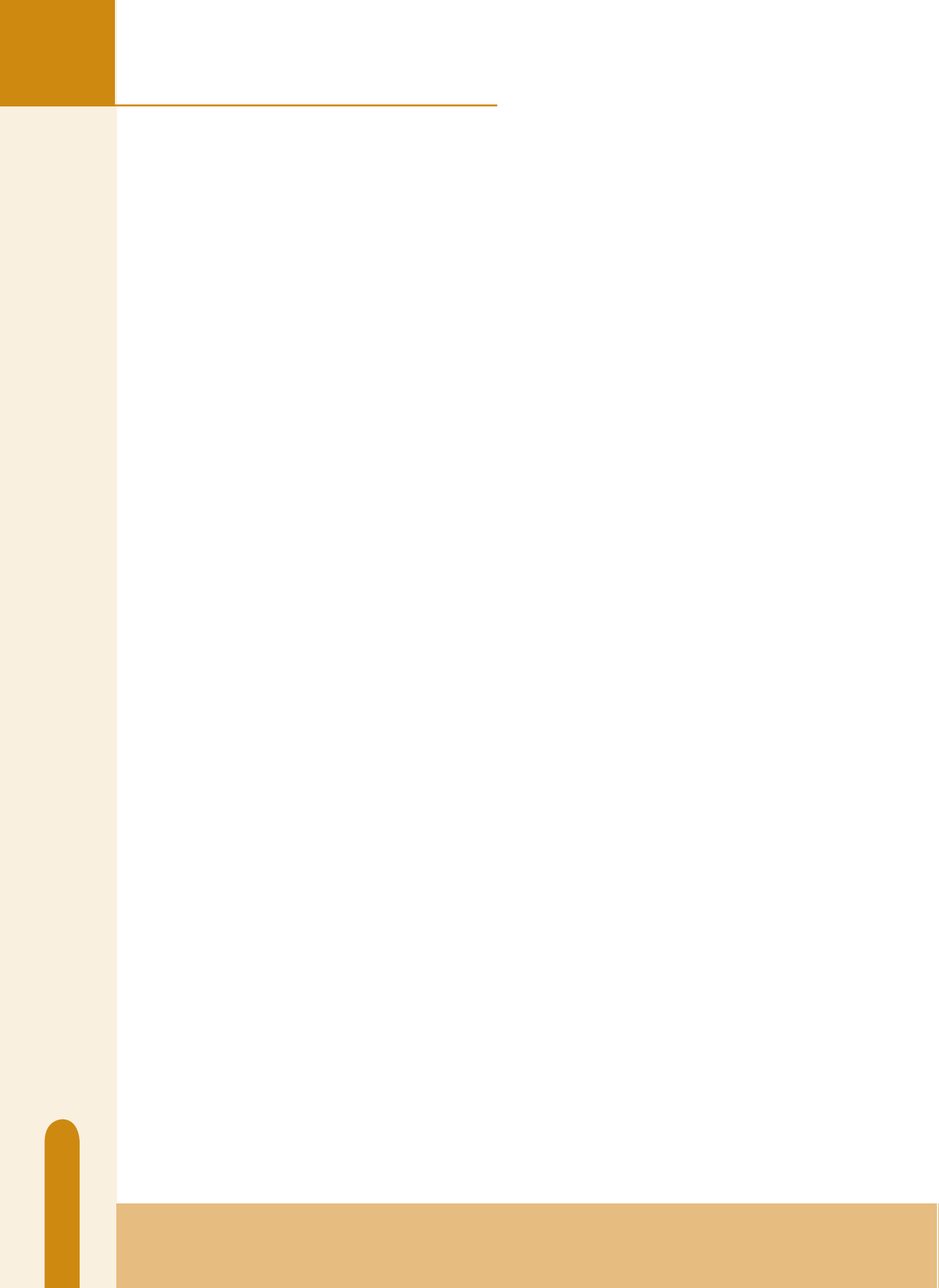
The derailment site is only 100 meters from the Gomati River. I am really concerned with some of this hazardous material moving into the Gomati River and affecting the drinking/washing water of the local rural population. An even worse scenario is if these toxic materials eventually get into the Ganges, only a few kilometers down the Gomati River. If it gets to the Ganges, we will really be in trouble! We are all aware of the high population density along

the Ganges. The potential short and long-term health hazard on vulnerable populations would be immense.

Fortunately, the train crew was able to escape with only minor injuries and the incident occurred in a relatively sparsely populated stretch of the tracks. So far, we know of five fatalities and about fifty injured persons. There is a small health clinic at the nearby village, but they have been overwhelmed. My first priority for the team is to ensure that all the injured have adequate medical care and the family needs of the five fatalities are taken care of. An equal priority is containment of the hazardous materials. There was a hazardous materials incident like this about ten years ago and many of the pregnant women who received even minor exposure either aborted or gave birth to babies that subsequently had immune deficiency problems. Also, during that incident some of the scheduled tribe communities did not receive information or get evacuated as quickly as other communities. There was a major political fallout over that, as the elected representatives quickly took up their cause with the media. We need to ensure in this incident response that all communities are treated at par in terms of potential hazards from the chemical spills, and efforts for containment.

I'm really concerned about the political implications of this incident and would like all media releases to be cleared by me first. I'm sure there will be VIP visits from both the State and Central government and I want to personally handle those visits. As we proceed ahead with the investigation of the cause of the derailment, it becomes critically important to manage the media and VIP visits, particularly if this turns out to be a deliberate sabotage. I'm delegating to the team, all the response activities including medial, firefighting, and containment of the hazardous materials, evacuation, and technical information distribution to affected communities. Cost of the response should also be monitored closely as well as compensation claims by affected persons. I will need detailed records of these types of claims as well as the cost of the response because I will request reimbursement for all of this from State relief funds.

Now that your team has arrived, I don't need to be on the site of the derailment and will stay here in my office to handle the political/media aspects of the incident. I have left the incident in-charge Superintendent of Police in order to meet the team here at the District headquarters office, so please get the latest update on the specifics from him when you reach the site. I would like the Incident Commander to brief me on telephone every two hours on the progress of this incident.



Incident Response System Incident Commander Course

Unit-2

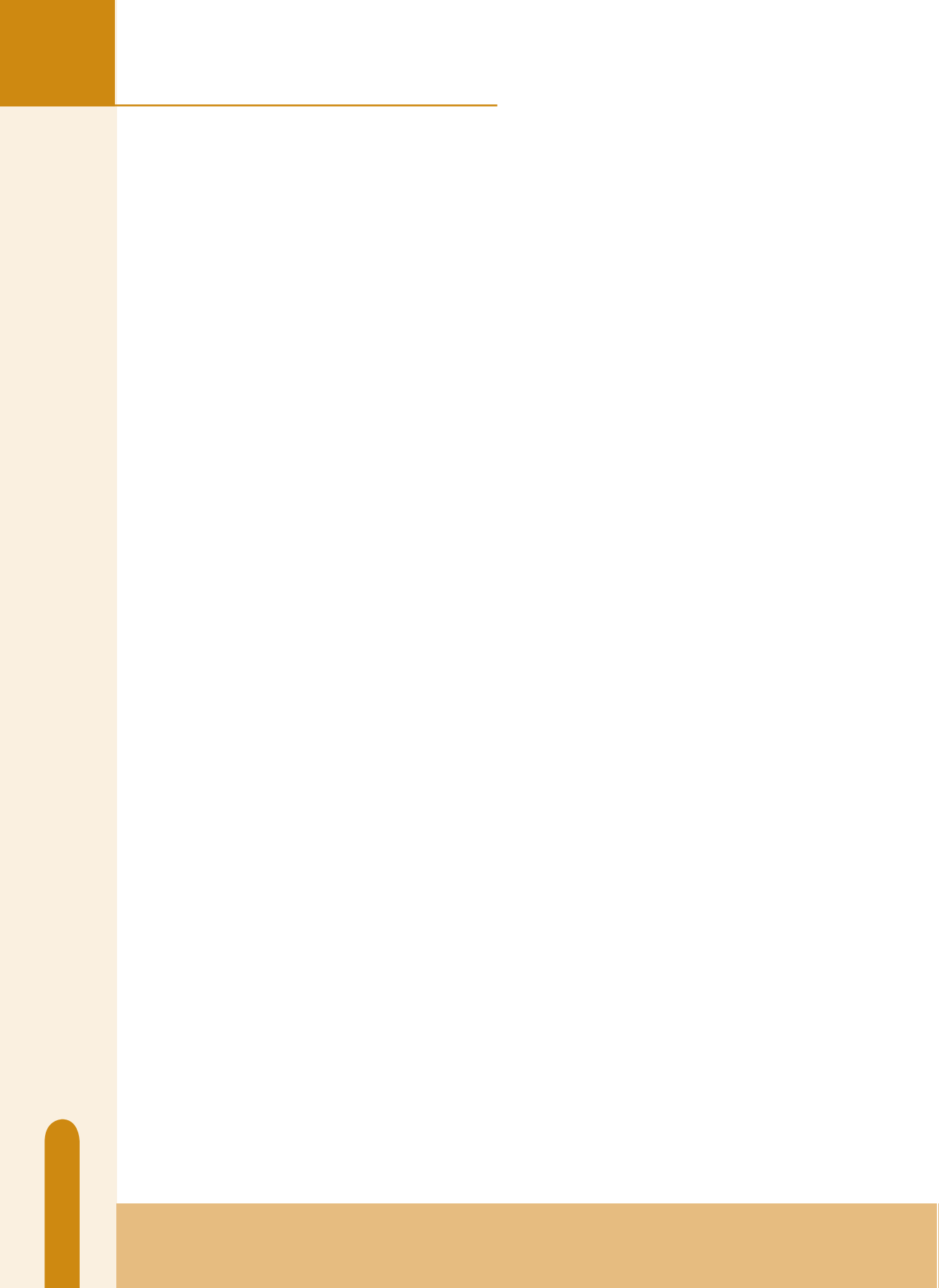
Incident Management

Lesson 2B

Transfer of Command

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Incident Commander

Unit: 2 - Incident Management

Lesson: B - Transfer of Command

Objectives:

1. Describe the elements of an effective transfer of command.
2. Describe the purpose of a transition plan.
3. Describe incident briefing information an incoming IC should receive.
4. Identify forms that will assist an IC for an effective transfer of command.

I. Transfer of Command

The local team or organization already in place remains in charge until the incoming team members are briefed by their counterparts and the minutes of meeting containing Delegation of Authority has been signed.

Transfer of command time will depend on the complexity of the incident, the expertise of the existing team, local factors, and other issues.

A. Effective Transfer

An effective transfer of command is essential to smooth transition because it reduces confusion, identifies leadership and clarifies responsibilities.

Effective transfer of command requires formal notification of all affected organizations and individuals. It will be more formal for large scale incidents and less formal for small scale incidents.

Effective transfer of command is a planned event regardless of the size of the incident and at a minimum requires:

- Restatement of incident objectives.
- Delegation of Authority.
- A briefing/debriefing from the outgoing IC to the incoming IC.
- Announcement of the transfer.

Transfer of command can be as simple as the incoming IC asking the outgoing IC, “What do you have, what do you need and what is your plan?” Or it can be as complex as the incoming Team IC reviewing a multi-page checklist with the Responsible Official and the outgoing IC. In all cases it is an orderly formal process that ensures a smooth transition.

B. Transition Plan

A transition that goes smoothly is no accident. It happens because it follows an orderly structure and it was planned. For more complex incidents, a transition plan should be prepared. The Responsible Official and outgoing IC need to be involved with and approve the transition plan.

The command and general staff and subordinate units need to transition with their counterparts. This is best achieved by starting early, soon after arrival. Some items to consider are:

1. Command staff
 - a. Is the incident base a safe place?

- b. Is the medical unit busy, why or why not?
 - c. Are the affected citizens informed? Do the relief camps have their needs met? Women and disadvantaged people adequately protected?
Do the affected citizens know what is happening?
 - d. Are the concerned departments, NGOs involved well informed about the incident?
- 2. General staff and subordinate units
 - a. Operations and situation unit personnel should use the time, particularly daylight, to make a reconnaissance of the incident.
 - b. Planning and resources unit personnel can review plans with the Government agency dispatch and other players such as Emergency Operations Center (EOC) or Area Command. This is an opportunity to gather information.
Then proceed to the incident to obtain IRS Form 001 information.
 - c. Logistics section personnel can meet counterparts and review the status of logistical support.
 - d. Finance branch meets with representatives of the local government.
 - (1) Is the incident base large enough, should it be moved?
 - (2) Is there a need for one or more camps?
 - (3) Is there a working transportation plan?
 - (4) Are fuel, food and supplies on time and sufficient?
- 3. Use of Trainees

Decisions concerning the use of trainees should be made prior to transition to a team, if not the following items are considered.

 - a. Number of trainees
 - b. Types of trainees
 - c. Parent departments for trainees
 - d. Need for a training specialist
 - e. Use of trainees (e.g., strictly as trainees or to fill vacancies in the organization)
- 4. Supporting Documentation
 - a. The IC should note in his/her log when and where transition occurs.

- b. The IC should retain a copy of the Delegation of Authority.
5. Points of Contact
Before transition is complete the points of contact (location, meetings, and so on) for the Incident Commander should be clearly identified.

C. Meeting Management

1. Participants at the transition meeting include the incoming and outgoing command and general staffs.

In many cases there will be no outgoing counterpart.

2. The transition meeting is a directed meeting designed to clarify issues that have incident wide impact.

Issues that are section specific are handled during general staff/command staff transitions with counter parts; e.g., specific logistics issues are handled separately by the logistics section chiefs, unless they have broad incident impacts.

3. The outgoing IC is in charge until officially released.
4. The incoming IC starts assuming command by managing the transition meeting, however he/she does not assume command until it is official.

D. Outgoing IC/Incoming IC Briefing

A completed IRS-001, Incident Briefing, is the form the outgoing IC should prepare to brief the incoming IC.

Whether you are the IC that has to prepare the IRS-001 and give the briefing or the incoming IC that needs the information, the following items need to be covered.

1. Current situation
 - a. Current situation includes possibilities, probabilities, and your own assessment of pertinent items that should be noted.
 - b. Possibilities - events that may occur that will effect the outcome over the life of the incident. For example, in an earthquake there is a possibility that the weather will change and victims will be exposed to rain.
 - c. Probabilities - events and situations that are likely to occur and have a direct impact on the outcome over the life of the incident. For example, in an earthquake there is probability that aftershocks will occur that

will cause damage and expose rescuers to additional threats.

- d. Own situation - events or situations in the personal life of the IC and the team that can impact the outcome. For example, in an earthquake the IC's own home may have received damage or perhaps the IC drove all night and has had no sleep for over 24 hours.

2. Action taken

3. Resource status

Consider current shortages, resources enroute, unfilled needs, organizational needs, and associated problems.

4. Facilities

What facilities are in operation and where are they located, e.g., command post, incident base, staging area(s), camps, helibase, and helispots.

5. Land ownership

Whose lands are involved? Do they have a representative on the scene?

6. Duration

How long does the outgoing IC think the incident will last?

7. Environmental impacts

Are there any? What are they? How can they be mitigated, if possible?

8. Agency constraints

What are they?

9. Political issues

What are they?

10. Who is the contact to follow up with agency direction?

11. Follow up

Who is the contact to follow up with agency direction?

E. Transition Forms

Depending on the size and scope of the incident any number of forms may be used to assist the team in transition. Some of the more critical forms are the IRS-001, Incident Briefing; Transition Checklist; ISA; various dispatch and order forms; and the IRS-002, Incident Status Summary.

1. IRS-001, Incident Briefing

- a. On small incidents a complex written transition form is not needed. A properly completed IRS-001, Incident

Briefing provides all the information an incoming IC needs to transition and assume command of an incident.

- b. Many initial response ICs underestimate the value of the IRS-001, Incident Briefing and fail to take advantage of its full worth.
- c. As a minimum, incoming ICs should request a completed IRS-001, Incident Briefing.

2. Transition Checklist

- a. There are a number of transition checklists in use. Some agencies have agency specific forms that the team might be required to complete and use as part of the transition process. Some teams have developed their own forms.

The Local Incident Commander Briefing, is a prototype form that can be used in the absence of one provided by the team or agency.

- b. The information required on the prototype form is fairly self-explanatory. Not all of it is required for every incident and not all of it will be immediately available at the time of transition. IC's should highlight the portions required, but not available, so that later on the needed information can be obtained.
- c. Some Responsible Officials will be very diligent about providing this information; others may not. Even if they approach it casually, the IC should seriously consider every aspect of the transition form to ensure that he/she and the team have all the information they need to be successful.
- d. Complex incidents require a full review of all the transition form sections.

3. Dispatch Records

- a. If an up to date IRS-001, Incident Briefing, showing the listing of assigned resources is not available, then this information must be provided by the agency dispatch center.
- b. Agency dispatch records are also valuable to verify the IRS-001, Incident Briefing.
- c. This is a function of the planning section if assigned.

4. IRS-002, Incident Status Summary
 - a. A current IRS-002, Incident Status Summary, if there is one, is another document that can provide the incoming IC with valuable information concerning the incident.
 - b. If one is not available, the incoming IC should put developing an IRS-002, Incident Status Summary, on the priority list of things to do. This form will provide the basis and priority that resources will be assigned to your incident.

F. Other Transition Issues

1. Transition at any time in the life of an incident is full of risks.
 - a. A certain percentage of assigned personnel do not get “the word” that transition has occurred.
 - b. Even with the best debriefing/briefing process some of the “incident history” is lost.
 - c. “Ramp-up” to get the team and IC up to speed only begins to take effect when the team is actually functioning.
2. Absorbing the previous IC and team into the new organization.
 - a. Can add to confusion due to presence of “Hold-Overs.”
 - b. Can lessen confusion since they bring incident history with them.
 - c. Reduces friction and feelings of alienation.
 - d. Gives previous team a chance to shadow and train.
3. Regardless of the process used, transition must be officially done.
 - a. Face-to-Face encounter between IC’s.
 - b. Incoming IC must state, “I am assuming command of this incident.”
 - c. Incoming IC must state status of outgoing IC.
 - d. Change of command must be clearly announced by radio to all assigned resources.
4. Clear lines of authority must be established and maintained. The Incident Response System assists with this if unit identifiers are faithfully used; e.g., “Sultanpur IC” is the Incident Commander of the “Sultanpur” incident regardless of whose voice is speaking.

Incident Name:

Incident Number:

This Plan will guide the orderly **transfer of command** on this incident. This Plan, along with the IRS 002, Incident Status Summary, applicable maps, resource and demobilization information, and authorizing delegation(s) of authority, adequately summarize the status of the incident sufficient for transfer of command.

Plan Approval(s):

Government Administrator(s) or Area Commander:

Government	Responsible Official Signature	Date

Outgoing Incident Management:

Incident Commander Name	Incident Commander Signature	Date

Incoming Incident Management:

Incident Commander Name	Incident Commander Signature	Date

A. INCIDENT OBJECTIVES

(State the incident objectives from the latest Form IRS-001 & IRS-002.

B. TRANSITION SCHEDULE and COORDINATION

C. FUNCTIONAL AREA HIGHLIGHTS, KEY CONTACTS AND RESOURCES REMAINING

By functional area, the following contains a list of resources to be left with the incoming incident management, any information necessary, key information necessary for a successful transfer of command, and any key contacts. Coordinate with Expanded dispatch in Wenatchee regarding the release or reassignment of resources. A summary of key contacts is located in section D at the back of this document.

1. Command

(State relevant information necessary for the incoming incident commander to understand and successfully function upon transfer of command. Items to consider include the following):

- Political considerations
- Government's expectations
- Cost containment objectives and opportunities
- Cooperator involvement
- Various agency objectives

1a. Human Resource Management:

- Local Union and HR available resources

2. Safety

(State relevant information necessary for the incoming Safety Officer to understand and successfully function upon transfer of command. Items to consider include the following):

- Major safety hazards (line, camps, transportation, and other)
- Recommended future staffing
- Ongoing investigations and/or reviews
- Fatigue management issues
- Non-operations risk assessments and mitigations employed
- Safety summary including causal factors and mitigation measures employed.

Position	Name (last, first)	Resource Order #	Location	Planned Demob

3. Information

(State relevant information necessary for the incoming Information Officer to understand and successfully function upon transfer of command. Items to consider include the following):

- Recommended future staffing of Information Function
- Information center locations
- Key talking points, past, present, and future
- Recommended tasks
- Political considerations
- Relationships with local agencies and news outlets (print and electronic)

Position	Name (last, first)	Resource Order #	Location	Planned Demob

4. Ground Operations

(State relevant information necessary for the incoming Operations Section personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Current strategy and the anticipated probability of success
- Tactical successes
- Tactical barriers
- Cooperator responsibilities, accomplishments to date, and future needs
- Specialized equipment on-scene and needs for the future
- Safety risk assessments and operational mitigations
- Cost containment opportunities
- Supervisory recommendations during transition
- Coordinating needs with adjoining zones or incidents

[illegible]

4a. Air Operations

- Recommended future staffing for Aviation Branch
- Aviation facility locations (past, present, and future) and capabilities including current issues and future use opportunities. Includes fixed and rotor wing bases, towers, etc.
- Utilization of current assigned fleet
- Past and existing Temporary Flight Restrictions including number(s)
- Safety risk assessments and operational mitigations
- Operational successes and issues
- Working relationships with cooperators including states and the military
- Communication frequency management and recommendations
- Special operations missions on-going or planned
- Daily conference calls

Personnel:

Position	Name (last, first)	Resource Order #	Location	Planned Demob

Aircraft:

Type	Tail Number	Resource Order #	Location	Planned Demob

5. Plans

(State relevant information necessary for the incoming Planning Section personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Currency and status of ISA or other Responsible Official strategic direction
- Status of planning cycle successes and barriers
- IRS-002 Reporting arrangements
- Recommended future staffing to Planning Section
- Status of planning facilities including equipment (copiers, etc)
- Status of incident documentation
- Cooperators involvement in planning meetings
- Resource (Advisor) issues, concerns, and opportunities
- Interdepartmental Resource Representative contacts
- Daily conference calls

5a. Situation Unit

- Brief description of incident situation
- Status of mapping capabilities including GIS
- Status of Meteorologists & equipment

5b. Resources Unit

- Brief description of data base including currency

5c. Demobilization Unit

- Current status of Demobilization Plan
- Demobilization issues, concerns and opportunities

5d. Documentation Unit

- Status of documentation

5e. Computer Specialist:

- Status of computer equipment including computers, switches, printers, and network arrangements that will remain in place for the incoming team.
- Procedures for transferring data from one IRT to another.

Position	Name (last, first)	Resource Order #	Location	Planned Demob

6. Logistics

(State relevant information necessary for the incoming Logistics Section personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Current and future facility locations
- Recommended future staffing for Logistics Section
- Successes and barriers in working with expanded dispatch
- Equipment and supply shortages to meet operational objectives
- Communications capabilities and barriers
- Applicable supplemental foods policy
- Daily conference calls

6a. Facilities

- Issues with current facilities
- Status of camp help arrangements
- Existing land use agreements and needs
- Status of shower, laundry services
- Camp safety issues

6b. Food Unit

- On-scene caterers and capabilities by location
- Food quality, supply
- Local purchasing and supply opportunities

6c. Ground Support

- Safety considerations
- Travel times for operations personnel
- Equipment considerations (graders, rentals, buses, carts, etc.)
- Environmental considerations (wash stations etc.)
- Spike camp considerations
- Access and travel management considerations

6d. Supply Unit

- Status of resource ordering (reconciliation)
- Ordering processes with expanded dispatch including local purchase procedures
- Shortages/excesses of supplies to meet operational objectives
- Use of caches
- Delivery times
- Supply Unit staffing arrangements

6e. Communications

- Issues, concerns, opportunities with existing system(s)
- Status of fire line communications
- Status of camp to town communications including cell phone and hard line
- Status of data lines/satellite
- Status of computers, printers, etc.

6f. Security

- Major security issues (non-confidential)
- Cooperator responsibilities (highways, road blocks, evacuations etc.)
- Contingencies

6g. Medical Unit

- Facility locations
- Medics status in camp
- Summary of personnel injuries and treatments

Logistics Personnel:

Position	Name (last, first)	Resource Order #	Location	Planned Demob

Logistics Equipment:

E q u i p m e n t Type	Vendor/Name	Resource Order #	Location	Planned Demob

7. Finance Branch

(State relevant information necessary for the incoming Finance Branch personnel to understand and successfully function upon transfer of command. Items to consider include the following):

- Status of documentation (Finance Package)
- Commissary arrangements
- Agency Incident Business Advisor(s) assigned
- Land Use agreements in effect or needed
- Daily conference calls
- Status of cost containment efforts and relevant documentation
- Recommended future staffing for Finance Branch

7a. Cost Unit

- Status of cost collection mechanisms and daily reports

7b. Time Unit

- Summary of equipment and personnel time issues, barriers
- Work/rest issues/documentation
- Equipment and personnel time reconciled with resources unit and Incident Action Plan

7c. Compensation for Claims

- Outstanding claims and/or Compensation for Injury cases
- Potential claims and mitigation measures to avoid

7d. Procurement Unit:

- Status and location of Buying Team(s)
- Numbers of contract crews and engines
- Status of contract inspectors

Position	Name (last, first)	Resource Order #	Location	Planned Demob

D. CONTACT INFORMATION

ICS Unit	Contact Type	Name	Phone	Cell	email

Guideline for Completing IRS-001, Incident Briefing Form

The purpose of IRS-001, Incident Briefing is to provide a format to document information necessary to brief an incoming Incident Commander (IC).

The outgoing IC is responsible for preparing IRS-001, Incident Briefing and for briefing the incoming IC.

A. Preparing IRS-001, Incident Briefing.

This form is the first written document on an incident and serves as a permanent record of the initial action on the incident. The four pages of the form consist of:

1. Incident map
2. Incident situation
3. Resources assigned
4. Resources ordered

B. Parts of IRS-001, Incident Briefing.

1. Page 1 (Map Sketch).
IRS map symbols found in the Facilities, Module C of Basic/ Intermediate Incident Response System Course
The map should designate:
 - Perimeter /Geographic Extent of Incident
 - Control line
 - Resources assigned
 - Incident facilities
 - Special information
2. Page 2 (Summary of Current Actions) should document:
 - Strategy and tactics used
 - Decisions made
 - Weather
 - Special problem areas
3. Page 3 (Current organization) should document:
 - Positions filled at the time of form completion
 - Names of persons filling positions
4. Page 4 (Resources summary) should document:
 - Number and type of resources on scene - resources identification - Initial action
 - Resources ordered and their estimated time of arrival
 - Location/assignment

IRS-001, Incident Briefing can be attached to a topographical or contour map and the action recorded on the form will normally cover the initial operational period on an incident.

C. Distribution of IRS-001, Incident Briefing

1. After the briefing a copy of IRS-001, Incident Briefing should be provided to:
 - a. Command staff
 - b. General staff
 - c. Branch directors
 - d. Division/group supervisors
 - e. Appropriate unit leaders; e.g., facilities unit leader, communications unit leader, etc.
2. The original form is given to the Planning Section:
 - a. Sketch Map (Page 1) and Summary of Current Action (Page 2) is provided to the situation unit leader so continued predictions can be made.
 - b. Current Organization (Page 3) and Resources Summary (Page 4) is provided to the resources unit leader as a starting point for documentation of incident resources.

With this information, the resources and situation unit leaders can prepare the required information for the initial planning meeting. When the IRS-001, Incident Briefing is properly filled out, it will save time at the initial planning meeting and provide more accurate information.

D. Summary

1. The outgoing IC is responsible for IRS-001, Incident Briefing.
2. Make sure the form is complete.

Local Incident Commander Briefing

The Incident Briefing, IRS-001 Form Provides the Basis for the Local Incident Commander to Brief the Incoming Team.

Briefing Information			
Forms Available or Attached:		Other Attachments:	
☐ IRS 001	☐	☐ Incident Map	☐
☐ IRS 002	☐	☐ Aerial Photos	☐
		☐ Weather Forecast	
Incident Start Date:		Time:	
Incident Cause (if applicable)			
Projected Behavior (e.g. extent of flooding):		Natural Barriers/Features to Consider:	
Mitigation/Recovery Efforts to Date:			
Life, Structures, Resources and Environmental Issues:			
Weather Forecast:			
Facility	Established	Possible	Copy Machine Available?
ICP:			☐ Yes ☐ No
Base:			☐ Yes ☐ No
Camp(s):			
Staging Areas:			
Safety Issues:		Local EMS in Place? ☐ Yes ☐ No	

Briefing Information (continued)
Air Operations Effectiveness to Date:
Air Related Issues and Restrictions:
Hazards (People and Aircraft):
Access from Incident Base to Operations Activities:
Personnel and Equipment on Incident (Status and Condition):
Personnel and Equipment Ordered:
Cooperating and Assisting Agencies on Scene:
Helibase/Helispot Locations:
Facility Fire Plan:
Medical evacuation Arrangements:
Communication System in Use: _____ Radio _____ Telephone _____ Mobile Phone
Water Availability:
Review of Existing Plans in Effect, Copy of Approved ISA:
Local Political Issues:

Damage Assessment Needs:

Security Problems:

Other:

Incident Response System Incident Commander Course

Unit-2

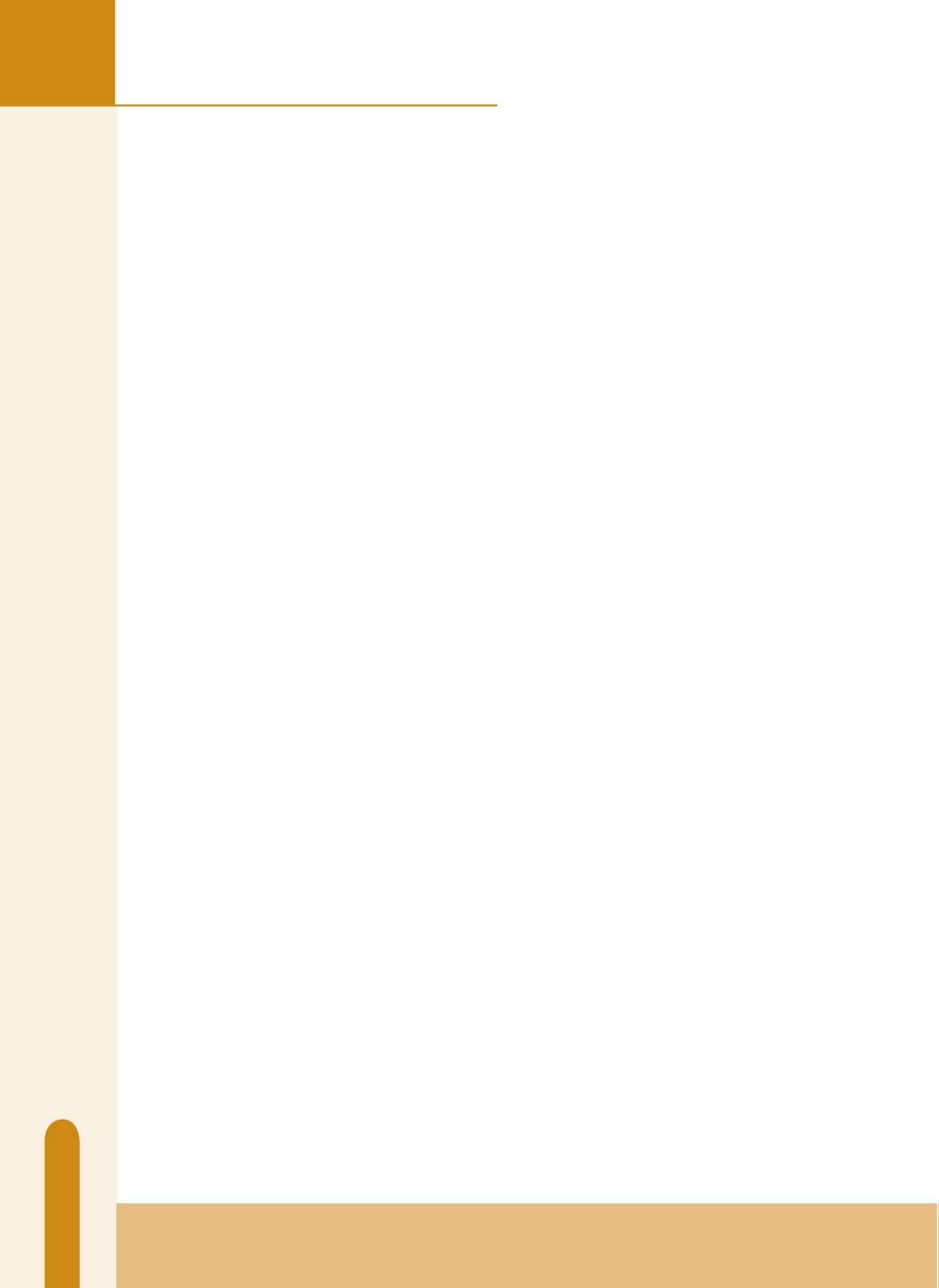
Incident Management

Lesson 2C

Objectives, Strategy and Tactics

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course:	Incident Commander
Unit:	2 - Incident Management
Lesson:	C - Objectives, Strategy and Tactics
Objectives:	

1. Define incident objectives and identify where they come from.
2. Describe how to develop reasonable, measurable and achievable objectives.
3. Describe the distinction and relationship among incident objectives, strategy, and tactics.
4. Describe the strategic plan and how it is prepared.

I. Incident Objectives, Strategy and Tactics

Development of incident management objectives is an important step because they establish the overall parameters and restrictions for management of the incident.

A. Definition of Objective

Webster Dictionary Definition: “being the aim or goal”.

Objectives establish the direction and emphasis of the incident management effort.

B. Incident Management Objectives

1. Should come from the delegation of authority, the ISA and Responsible Officials in briefing.
2. The IC may need to negotiate with the Responsible Official to develop attainable objectives.
3. Incident management objectives can change depending upon external influences. Significant change in objectives may require changes in the Delegation of Authority and if necessary an updated ISA.

C. The IC is responsible for preparing the incident management objectives. These objectives will be included in the Incident Action Plan (IAP). The IC must review and if necessary revise these objectives for each operational period prior to the development of the IAP.

D. How to develop reasonable, measurable and achievable objectives.

1. There are five key elements to consider when writing a successful objective.
 - a. State your goal: what do you want to accomplish?
 - b. Give details: are there specific time frames? Are there enough details to make the objective meaningful?
 - c. Can you measure the results?
 - d. How are you going to do it? Are there restrictions to using certain operational tactics?
 - e. Is the objective reasonable?

E. Relationship among Incident Objectives, Strategy and Tactics.

1. Incident management objectives establish the framework for all incident operations. Incident strategy and tactics are developed from management objectives and the information provided in the Delegation of Authority and the ISA.

- Incident objectives, strategy, and tactics are not static, they may change as the complexity of the incident changes.
2. Strategy is the general plan or direction selected to accomplish incident management objectives. The ISA will determine the overall strategy for the incident.
The IC should review the ISA to insure that the selected alternative seems reasonable. A close review of the fiscal projections is sometimes necessary. It is the IC's responsibility to negotiate any changes in the ISA with the Responsible Official.
Some IRTs develop a "Strategic Plan" after the initial briefing by the Responsible Official and an evaluation of the incident. The Strategic Plan is not necessarily a written plan, but consists of the incident management direction agreed to by the IRT based on information from the Delegation of Authority, ISA, Responsible Official briefing, and IRT input.
 3. Tactics is the short term, site-specific actions by the incident resources to accomplish the strategy. Tactics are determined by the operations section and documented in the Incident Action Plan. The incident action plan serves as the tactical plan to manage the incident.

Figure 2C-1 shows the relationship among incident objectives, strategy and tactics.

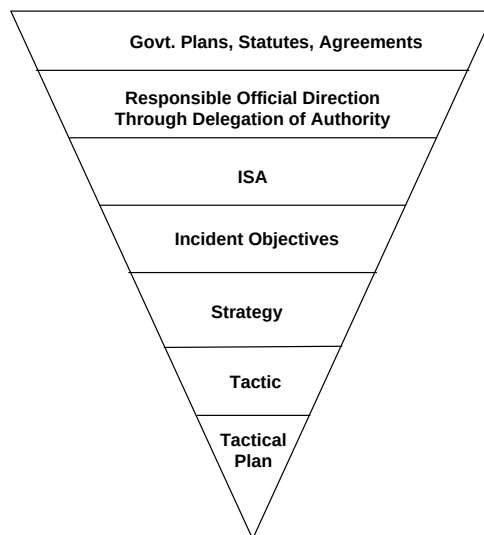
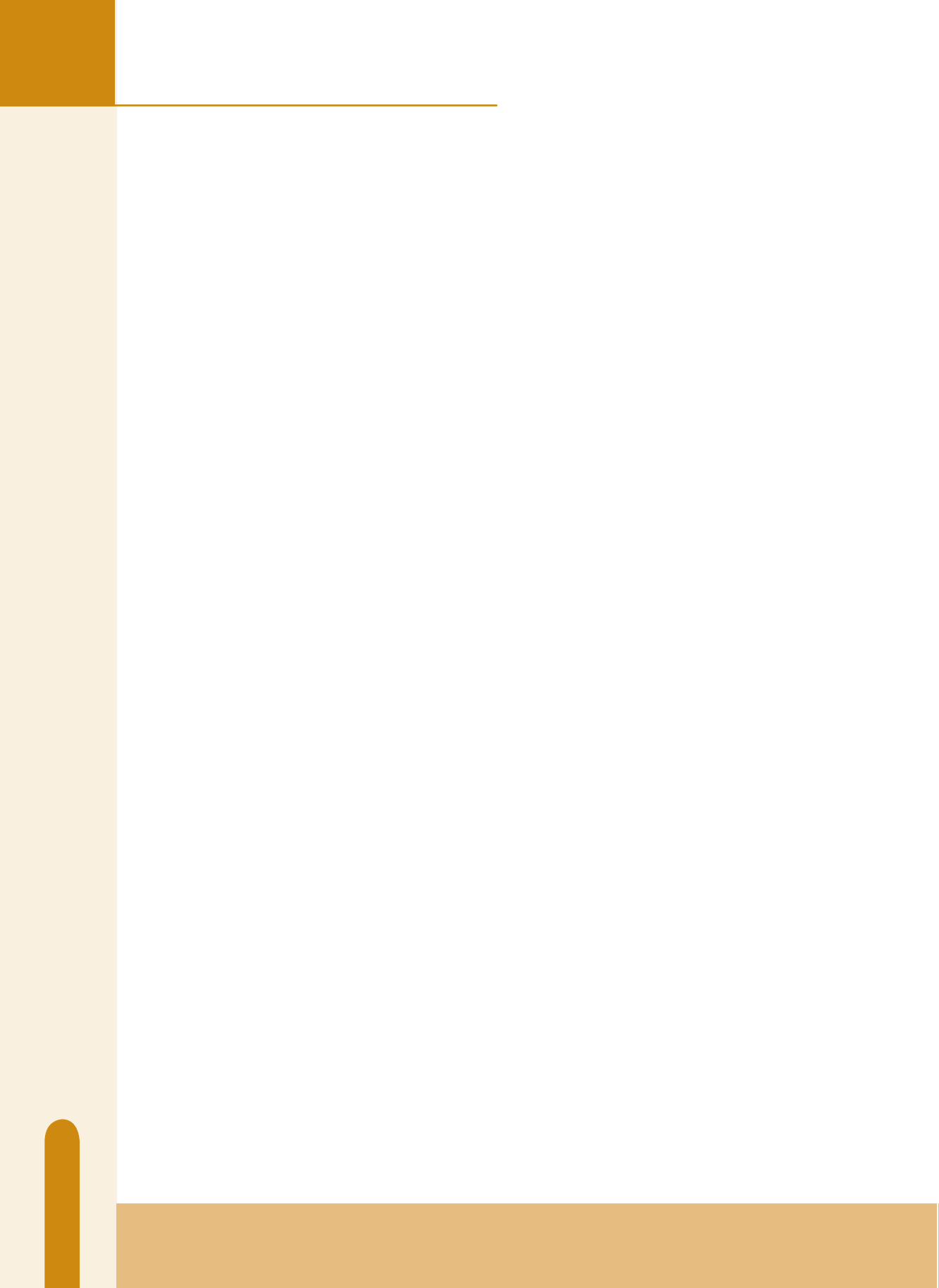


Figure 2C-1



Incident Response System Incident Commander Course

Unit-2

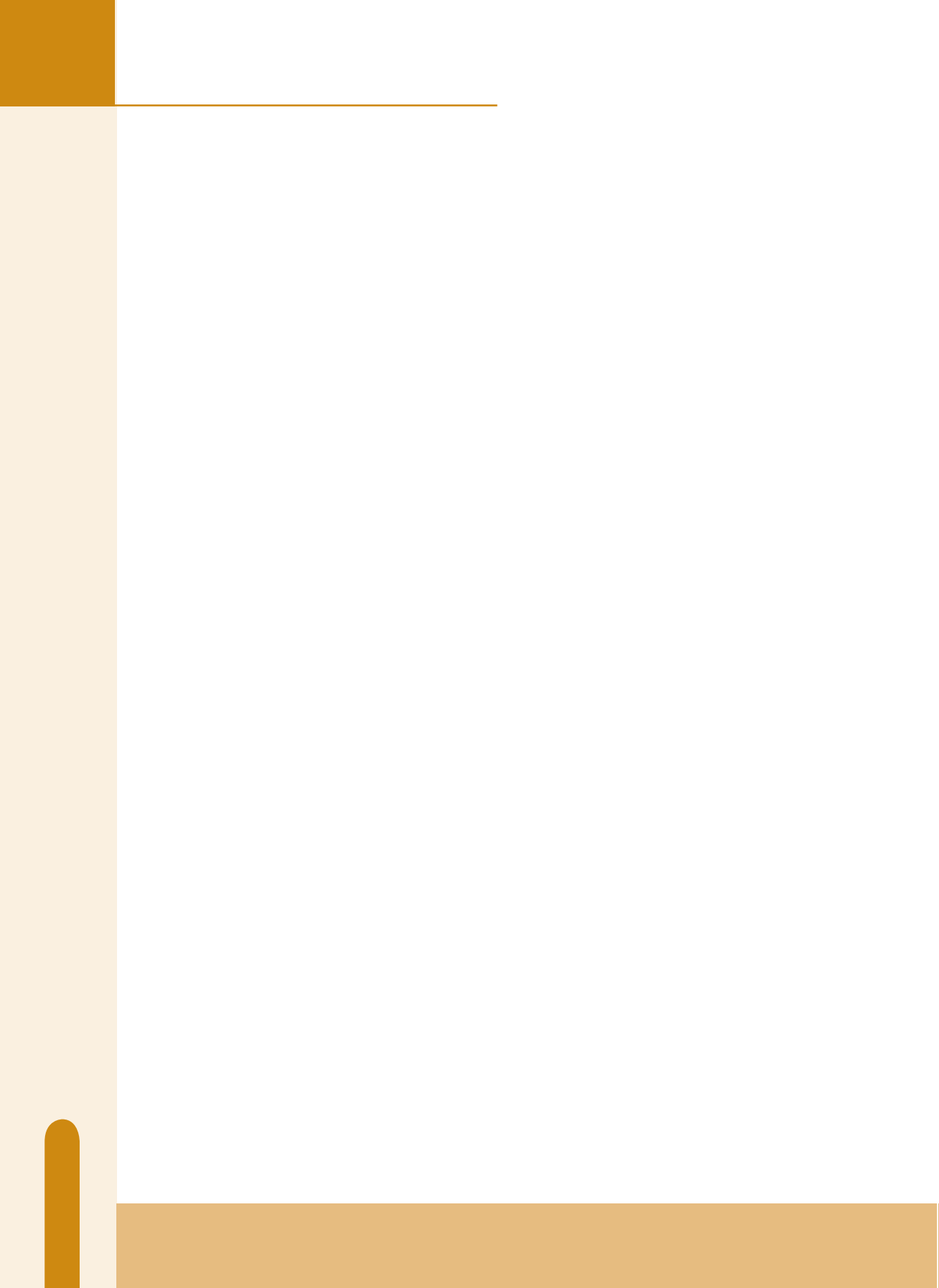
Incident Management

Lesson 2D

Planning and Meetings

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Incident Commander
Unit: 2 - Incident Management
Lesson: D - Planning and Meetings
Objectives:

1. Describe the planning process used and the IC's responsibility to develop an Incident Action Plan.
2. Describe the IC's responsibility to prepare and approve contingency plans.
3. Describe the IC's responsibility to evaluate the incident situation and make necessary adjustments.
4. Describe the IC's responsibility for conducting incident meetings and briefings.

I. Planning Process

Areas of incident planning an IC needs to be involved with are Incident Action Plans (IAPs), contingency plans, risk assessment, and incident evaluation and adjustment.

A. Incident Action Plan

The IAP establishes a specific plan of control (tactics) for each operational period of an incident.

1. A planning meeting is held prior to each operational period.
2. The purpose of the planning meeting is to use an established planning process to develop the Incident Action Plan (IAP).
3. Planning meetings are generally done in two parts. The initial part “pre-planning” is a meeting between the planning section chief, operations section chief, and logistics section chief where information is “penciled in” on the Operational Planning Worksheet, IRS-015.
4. The second part of the meeting is the formal planning meeting. The command and general staff as well as key department representatives, the situation unit leader, the resource unit leader and a writer from the documentation unit also attend. The purpose of this meeting is to put the final touches to the IRS-015 and complete the Incident Safety Analysis (LCES), 015A and to identify any crucial shortcomings or other information necessary to complete the IAP.
5. Importance of planning meeting process

This planning process provides an IRT with the steps to ensure focus is maintained on what the team is really trying to accomplish from this meeting. An Incident Action Plan that:

- a. Meets incident objectives.
- b. Documents Incident Safety Risk Management Analysis (LCES).
- c. Provides for safe/efficient deployment of forces.

The IC by approval of the IAP must ensure it can provide for the above. If not the IAP is not done yet.

B. Contingency Plans

1. Provide direction for specific incident related activities
2. Prepared by specific individuals including the planning section chief and provide direction on specific incident related activities such as:

- a. Serious accident/injury
 - b. Structural protection
 - c. Evacuation procedures
 - d. Hazardous materials procedures
3. The IC is responsible for the approval of the plan(s).

C. Incident Risk Assessment

1. Provide technical assistance in planning, implementation and evaluation of long- term assessment, incident potential predictions, and operational implementation.
2. Prepared by the Planning Section

Examples:

- a. Rare Event Risk Assessment Process
3. The IC may be responsible for the preparation of these assessments.

D. Incident Evaluation and Adjustment

1. The IC must constantly anticipate and evaluate the overall situation, including personnel and the incident operation. Some of the following examples may occur on the incident.
 - Changing threat to life and property
 - Logistical situations beyond your control
 - Other emergency activities
 - Special situations
 - Information demands
 - The team constantly behind schedule in task accomplishment
 - Tactical outcome does not match strategic predictions
 - Human welfare is disregarded by current plan
 - If Internal problems are being overlooked
2. The IC needs to have the foresight to visualize changing conditions and situations before they occur and the courage to make changes without delay. The IC must anticipate the need for:
 - Long range planning
 - Ordering a team with expanded capabilities
 - Utilizing identified alternatives
 - Negotiating with the Responsible Official to establish new or unforeseen management objectives

As conditions change adjustments to the Delegation of Authority, the Incident Action Plan and the ISA may be

necessary. It is necessary to communicate any verbal agreements or changes in objectives to all IRT members.

3. To assure that regular evaluation and adjustment of the strategy and/or tactics occurs as needed, the process has been formalized in the operation manual (when ready), Command and General Staff Planning Cycle.

Regular interaction within and between the sections under the command of the IC assures that emerging issues are identified early and are incorporated into regular planning discussions throughout the incident.

Any required update or re-analysis should be done in the same manner as the original analysis. Changes will be reflected in the Incident Action Plan and highlighted at the briefings as appropriate. Major changes or adjustments of strategy and/or tactics should be documented in the IC's Unit Log, IRS-003 or personal notes.

II. Describe Incident Meetings and Briefings Used By a Team

The planning section should document all meetings and briefings. A "writer" should be appointed to ensure that this occurs.

Each of these meetings have unique characteristics. Who runs the meeting, the scope of subject matter, when and where it is held, how long it lasts, and who attends are all issues that should be resolved prior to the meeting. Those who are to attend must be notified with sufficient warning that they will not be late and will be prepared to participate fully.

A. Responsible Official Briefing

The responsible official briefing was covered earlier in the course. Ask if there are any questions and move on.

It is the IC's responsibility to ensure the IRT is adequately briefed.

At this briefing the IC and IRT are given the expectations, tasks to be accomplished, constraints and direction from the Responsible Official to manage the incident.

The IC should be given a written Delegation of Authority and a completed Incident Strategic Analysis (ISA). Maps, transition forms and any other agency required or IRS documents are also passed on at this briefing.

B. Outgoing/Incoming IC Briefing

This briefing revolves around the Incident Briefing, IRS-001. The outgoing IC should brief the incoming IC using the IRS-001 form as the basis for the briefing.

The IC should be cautious in accepting an incident without some formal briefing. There are instances where exigent circumstances require the IC to assume command. e.g. life/death or emergencies that increase the suffering of the public. These situations require close coordination with the responsible officer and frequent communication to achieve the requisite information needed.

In the case of a “team transition” this briefing should include written documentation using the IRS-001 or its local equivalent. It is important for IC’s to remember the conditions that are bringing about the transition. The outgoing IC might be very tired and very stressed. The incoming IC needs the information but the outgoing IC needs understanding.

C. Strategy Meeting (initial command and general staff meeting)

This is a short team meeting held just prior to the first planning meeting. This is when the team is given the overall strategy “Strategic Plan” for the incident from the IC.

This meeting is not about tactical operations; it is about how the team will operate within parameters of the jurisdictional agency.

- Hazards are identified and safety standards established.
- Staff is briefed on the current situation, resource status, and planned actions.
- Deadlines for staff are established.

D. Initial Planning Meeting

The planning section chief is responsible to conduct the initial and subsequent planning meetings.

This will be the first time the team will have to share information that is used to develop an Incident Action Plan. All of the preliminary information and data gathered is now assimilated and developed into hard plans.

E. Planning Meeting

Ongoing planning meetings are held prior to each operational period. They are done in two parts.

The initial part “pre-planning” is a meeting between the planning section chief, operations section chief, and logistics section chief where the initial plan is “penciled in” on the Operational Planning Worksheet, IRS 015.

The second part of the meeting is the formal planning meeting to finish the IRS 015 and complete the Incident Safety Analysis (LCES), IRS 015A. The command and general staff as well as key department representatives, the situation unit leader, the resource status unit leader and a writer from the documentation unit also attend.

F. Operational Period Briefing

The planning section chief and the operations section chief share the responsibility for conducting the briefing and it should last no longer than 30 minutes. The briefing is held at the beginning of each operational period to review the Incident Action Plan (IAP) with the operations personnel who are assigned to the next operational period. Each member of the command and general staff who has a part in the IAP makes a short presentation at the briefing.

The planning section must produce enough copies of the IAP to provide all attending with a copy. If there are other resources that will be operating independently, they will also be supplied with an IAP.

After the main briefing the division/group supervisors will brief the personnel assigned to their respective divisions and groups.

It is critical that ICs ensure that sufficient lead- time has been included in the planning process to get operations personnel to their assignments on time for shift change. This means backing up from the anticipated shift change and including enough time for travel to the assignment, briefings, feeding and other preparatory activities.

G. On Incident Team Meetings

These are nothing more than routine status checks for the team members to do team work. The IC must determine the protocol for team meetings, e.g., allowing any member of the team to call a full or partial team meeting at any time to resolve issues, etc.

H. Demobilization Planning Meeting(s)

A good demobilization effort starts early in the life of the incident. Prior to the development of the demobilization plan, the planning section chief, the demobilization unit leader and the rest of the

command and general staff meet with the department dispatchers to determine how the demobilization process will occur. At this point the release priorities, release procedures and the check out process will be resolved. IC's need to remember that demobilization is not the reverse of mobilization and requires a different mind-set.

I. Close Out Meeting

This occurs when the team has met its objectives and is ready to turn the incident management back to the local administration or another IRT. The objective of this meeting is similar to the transition in to the incident. Sufficient information and resources have to be turned over to the local administration or replacement IRT to continue management of the incident.

J. Team Debriefing

This meeting is for the team to critique its own performance. The agenda, documentation and organization of this meeting are up to the team IC. It is generally a good practice to hold this debriefing prior to the incident closeout. Team members can decide what issues they wish to raise at the closeout that will be valuable for the local administration and for the team. An atmosphere of trust and confidentiality must be practiced and adopted by the entire team so that all members feel free to discuss the team's shortcomings. This meeting is an essential ingredient in the development of the team.

K. Incident Closeout

This meeting occurs after the team has been released from their responsibility to manage the incident. The local administration and the team review the incident. The agenda for this meeting is primarily up to the jurisdiction. The IC can play a significant role in setting the agenda if the IC begins the process early in the incident. It is one of the issues that should be discussed with the Responsible Official as soon as demobilization is considered. The key element of this meeting is to look for ways to improve incident management. Often there will be representatives of other agencies, politicians and/ or the press at this meeting.

Planning Meeting Process

Planning Step		Primary Responsibility
1	Give briefing on situation and resources status.	Planning Section Chief
2	Review incident objectives.	Incident Commander
3	Review strategy.	Incident Commander
4	Plot control lines.	Operations Section Chief
5	Establish divisions and/or groups.	Operations Section Chief
6	Specify tactics for each division/group.	Operations Section Chief
7	Conduct LCES analysis with mitigations.	Safety Officer
8	Determine control force requirements and specify resources needed for each division/group.	Operations Section Chief
9	Specify operations facilities and reporting locations. Plot these on the map.	Operations Section Chief
10	Consider communications, medical, and traffic plan requirements.	Logistics Section Chief
11	Finalize incident action plan.	Planning Section Chief
12	Approve incident action plan.	Incident Commander

Description of Planning Meeting Process

1. Give briefing on situation and resource status.
2. Review incident objectives.
3. Review strategy.
4. Review Operational Tactics
5. Establish divisions and/or groups.
6. Specify tactics for each division/group.
7. Conduct LCES analysis with mitigations.
8. Determine Management resource requirements and specify resources needed for each division/group.
9. Specify operations facilities and reporting locations.
10. Consider Communications, Medical and Traffic Plan requirements.
11. Finalize Incident Action Plan.
12. Approve Incident Action Plan.

An Incident Action Plan Consists Of:

Incident Objectives

- Headings completed
- Objectives (measurable, attainable, flexible)
- Content blocks checked
- Signatures

Organization Assignments IRS-005

- Is the list complete and do the names match in all the other documents?

Division Assignments IRS-014

- Specific assignments
- Give detailed instructions in control operations and special instructions
- Does the information in the division/group communications summary match the IRS-009?
- Do the names listed for operation personnel match the IRS-007?

Communications Plan IRS-009

Medical Plan - IRS-008

Safety Message

Weather Forecast

Air Operations Summary

- Are tasks/missions descriptive enough to meet incident strategy and objectives?

Do the frequencies of Air operations match the IRS-009? Often air frequencies are left off the IRS-009.

Incident Map

- Use IRS map symbology.

Traffic Plan

Vicinity Map (Optional)

Any Other Pertinent Information

Incident Meetings and Briefings

The planning section should document all meetings and briefings. A “writer” should be appointed to ensure that this occurs.

Each of these meetings has unique characteristics. Who runs the meeting, the scope of subject matter, when and where it is held, how long it lasts, and who attends are all issues that should be resolved prior to the meeting. Those who are to attend must be notified with sufficient warning that they will not be late and will be prepared to participate fully.

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At this briefing the IC and IRT are given the expectations, constraints and direction from the Responsible Official to manage the incident.

The IC should be given a written Delegation of Authority and a completed Incident Strategic Analysis (ISA). Maps, transition forms and any other agency required or IRS documents are also passed on at this briefing.

2. Outgoing/Incoming IC Briefing

This briefing revolves around the Incident Briefing, IRS-001. The outgoing IC should brief the incoming IC using the IRS-001 form as the basis for the briefing.

It is considered unwise for an IC to accept an incident without some formal briefing. In the case of a “team transition” this briefing should include written documentation using the IRS-001 or its local equivalent. It is important for IC’s to remember the conditions that are bringing about the transition. The outgoing IC might be very tired and stressed. The incoming IC needs the information but the outgoing IC needs understanding.

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- Hazards are identified and safety standards established.
- Staff is briefed on the current situation, resource status, and planned actions.

- Deadlines for staff are established.

4. Initial Planning Meeting

The planning section chief is responsible to conduct the initial and subsequent planning meetings.

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6. Operational Period Briefing

The planning section chief and the operations section chief share the responsibility for conducting the briefing and it should last no longer than 30 minutes. The briefing is held at the beginning of each operational period to review the Incident Action Plan (IAP) with the operations personnel who are assigned to the next operational period. Each member of the command and general staff who has a part in the IAP makes a short presentation at the briefing.

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It is critical that ICs ensure that sufficient lead-time has been included in the planning process to get operations personnel to their assignments on time for shift change. This means backing up from the anticipated

change and including enough time for travel to the assignment, briefings, feeding and other preparatory activities.

7. On Incident Team Meetings

These are routine status checks for the team members to do team business. The IC must determine the protocol for team meetings, e.g., allowing any member of the team to call a full or partial team meeting at any time to resolve issues, etc.

8. Demobilization Planning Meeting(s)

A good demobilization effort starts early in the life of the incident. Prior to the development of the demobilization plan, the planning section chief, the demobilization unit leader and the rest of the command and general staff meet with the department dispatchers to determine how the demobilization process will occur. At this point the release priorities, release procedures and the check out process will be resolved. IC's need to remember that demobilization is not the reverse of mobilization and requires a different mind-set.

9. Transition Out Meeting

This occurs when the team has met its objectives and is ready to turn the incident management back to the local administration or another IRT. The objective of this meeting is similar to the transition in to the incident. Sufficient information and resources have to be turned over to the local administration or replacement IRT to continue management of the incident.

10. Team Debriefing

This meeting is for the team to critique its own performance. The agenda, documentation and organization of this meeting are up to the team IC. It is generally a good practice to hold this debriefing prior to the incident closeout. Team members can decide what issues they wish to raise at the closeout that will be valuable for the jurisdictional agency and for the team. An atmosphere of trust and confidentiality must be practiced and adopted by the entire team so that all members feel free to discuss the team's shortcomings. This meeting is an essential ingredient in the development of the team.

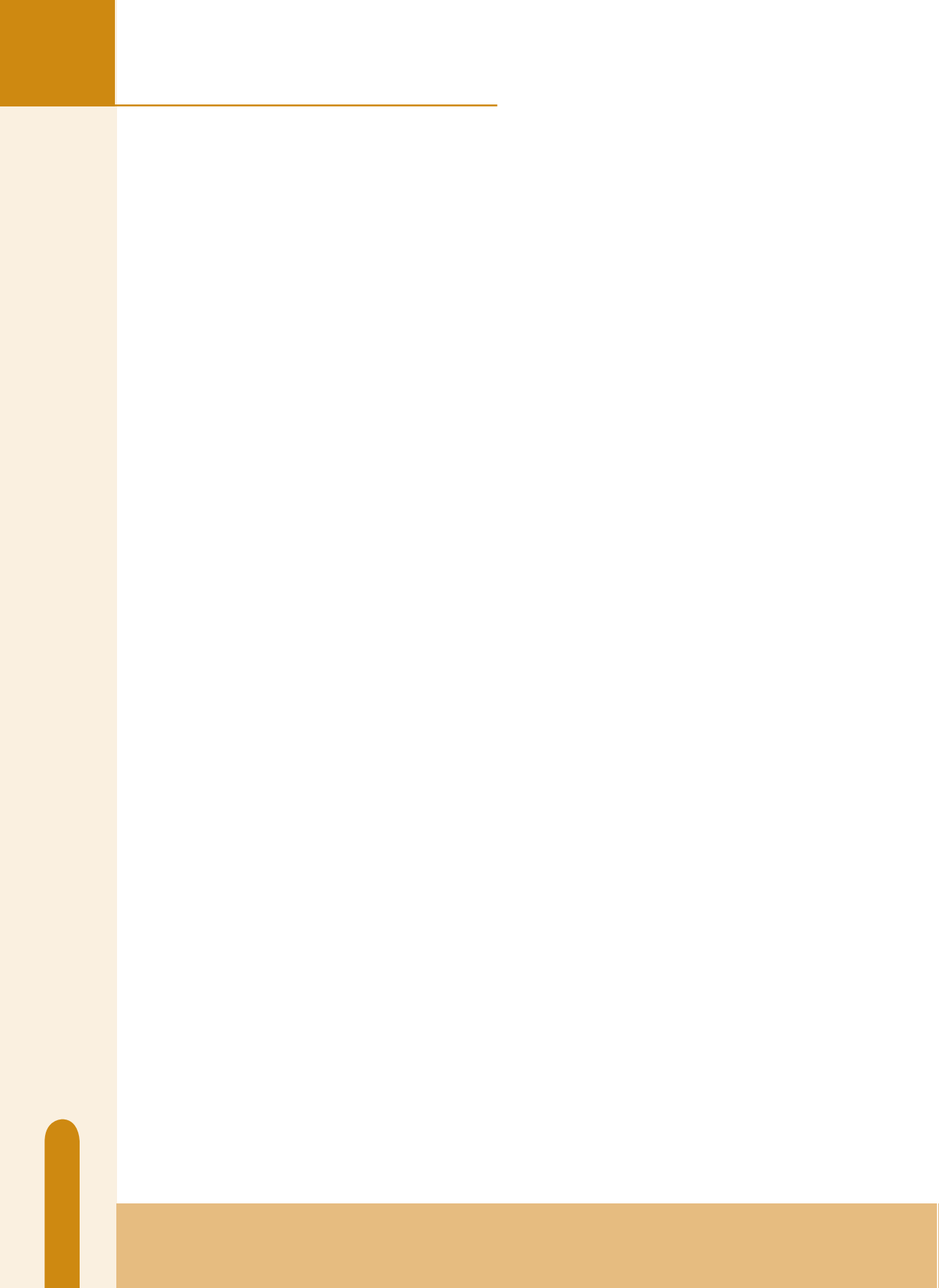
11. Incident Closeout

This meeting occurs after the team has been released from their responsibility to manage the incident. The local administration and the

team review the incident. The agenda for this meeting is primarily up to the jurisdiction. The IC can play a significant role in setting the agenda if the IC begins the process early in the incident. It is one of the issues that should be discussed with the Responsible Official as soon as demobilization is considered. The key element of this meeting is to look for ways to improve incident management. Often there will be representatives of other agencies, politicians and/or the press at this meeting.

Incident Response Team Meetings and Briefings

Meeting	Time and When Held	Attendees
Responsible Official Briefing	30 minutes. Upon team arrival	Command and general staff (team member attendance may vary depending upon IC preference)
Outgoing IC/Incoming IC Briefing	30 minutes. Upon IC/ team arrival	Outgoing IC, Incoming IC, Key command and general staff
Strategy Meeting	30 minutes. Prior to initial planning meeting. Additional meetings determined by IC	Command and general staff
Initial Planning Meeting	1 hr	IC, PSC, OSC, LSC, SO
Pre-Planning Meeting	1 hr	PSC, OSC, LSC, SO
Planning Meeting	30 minutes. Each operational period	IC, general staff, SO (minimum attendance)
Operational Period Briefing	30 minutes. Each operational period	IC, command and general staff, OPS down to SUL, human resource specialist
Team Meeting	IC and/or team determines need.	Entire team
Demobilization Planning Meeting	1 hr. Soon after incident stabilizes	PSC, OSC, , LSC, FBD, DUL, SO, department dispatcher
Transition Out Meeting	1 hr. When time to transition out	Incoming team or IC, outgoing team or IC
Team Debriefing	1-2 hrs. After transition out to another team or local agency	Team only
Incident Closeout	1-2 hrs. After transition out to another team or local administration	Team, Responsible Official, other assigned personnel, area command, etc.



Incident Response System Incident Commander Course

Unit-2

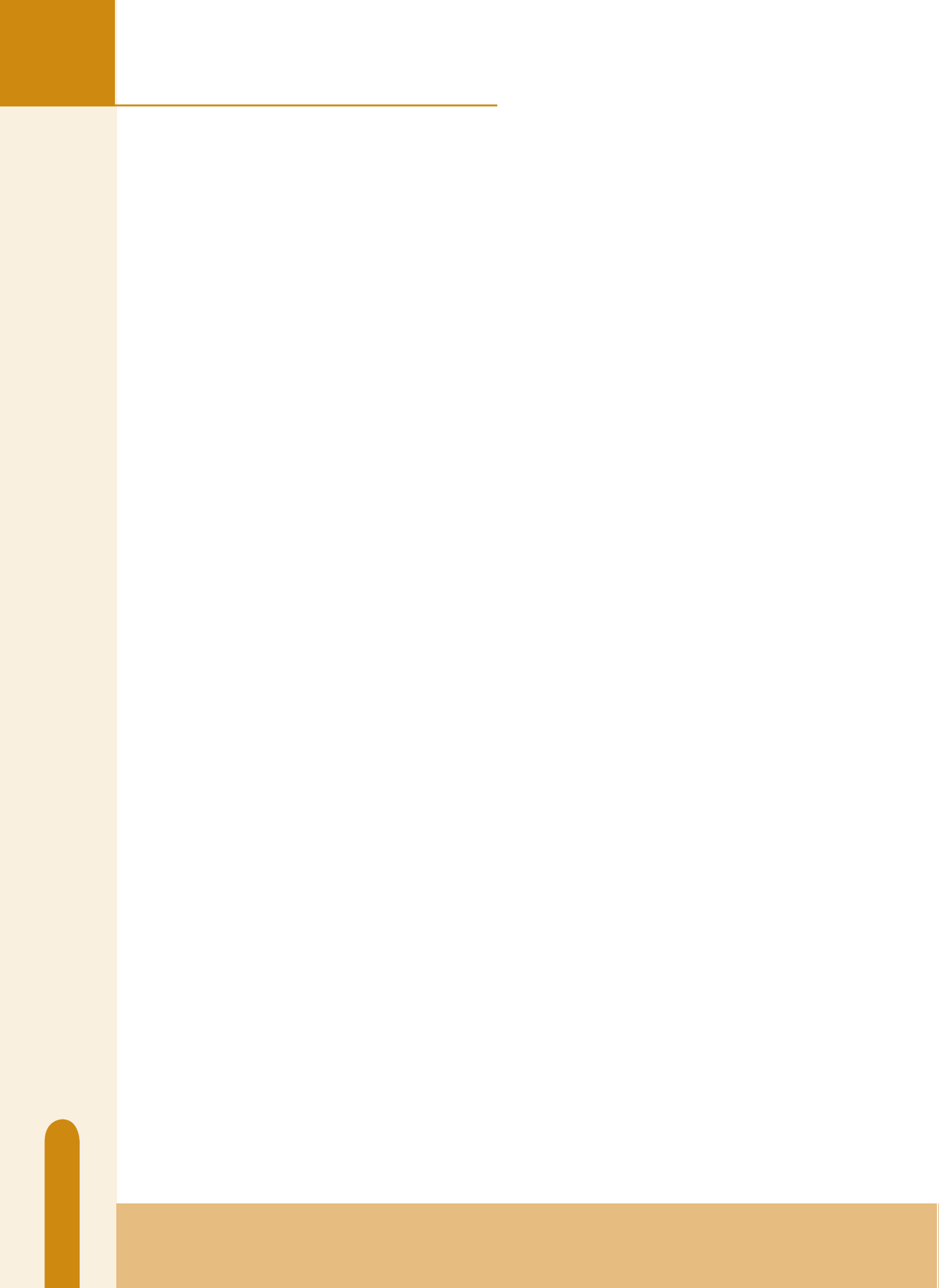
Incident Management

Lesson 2E

Staffing

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Incident Commander

Unit: 2 - Incident Management

Lesson: E - Staffing

Objectives:

1. Describe the IC's role and responsibility in evaluating staffing needs.
2. Determine incident staffing needs based on a given incident scenario.

I. IC's Role and Responsibility in Evaluating Incident Staffing

In order to address the issue of incident staffing, we need to review each of the IC's major roles and responsibilities.

Proper, cost conscious staffing of an incident requires careful analysis. This analysis should include:

- A.** Kinds and types of resources available for current and future situation(s).
- B.** Responsible Official's objectives and constraints (Delegation of Authority), use of local resources (personnel and equipment), and use of trainees on the incident.
- C.** Effective strategy development (ISA developed for the incident).
- D.** External information needs.
- E.** Multi-agency coordination needs.
- F.** Training opportunities.

Proper incident staffing involves more than filling out an incident response system organization chart. Think about it. Build the organization the incident requires.

II. Other Staffing Considerations

- A.** Don't forget to consider operational periods. Use the IRS span of control guidelines to determine supervisory needs. Tactical span of control could be more. You as the IC must make the call.
- B. Special Situations**

Give consideration to:

- 1. Functional capability of jurisdictionally responsible departments. In some instances these departments will not be able to fulfill their role. This will especially be the case in large complex incidents. In other cases they may have ample resources that the IC can utilize. The IC will have to consider staffing needs.
- 2. Incidents requiring specialists you are unfamiliar with.
 - a. National agencies
 - b. State agencies
 - c. Voluntary organizations

3. Special situations where staffing needs include specialists and other personnel that are not included in the incident Response system.
4. Flexibility may be required to use local, sometimes minimally, or unqualified individuals. Analyze the risk to safety and make your decision involving your staff.

5. IRS Position Titles

Don't forget to consider the use of assistants, deputies, specialists, processors, and others in your organization.

- Commander
- Officer
- Chiefs
- Directors
- Supervisors
- Leaders
- Managers
- Single Resources
- Specialists

6. Definitions

Assistant: term used as a title for subordinates of the command staff positions. In some cases, assistants are also assigned to unit leader positions in the planning, & logistics sections. Qualifications, technical capability, and responsibility of assistants are normally less than those of the person holding the primary position.

Assisting Agency: an agency directly contributing tactical or service resources to another agency.

Agency Representative: an individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Reports to the incident liaison officer.

Cooperating Agency: an agency supplying assistance including but not limited to direct tactical or support functions or resources to the incident control effort.

Liaison Officer: a member of the command staff responsible for coordinating with agency representatives from assisting and cooperating agencies.

Technical Specialist: personnel with special skills that can be used anywhere within the IRS organization. These personnel may perform the same duties during an incident that they perform in their everyday job.

Your organization must remain flexible. To fully use your organization, officers, section chiefs, directors and supervisors must continually assess and adjust their organizations and reassign personnel within their qualifications to remain cost efficient and effective.

You as the Incident Commander must insure this occurs.

Incident Response System Incident Commander Course

Unit-2

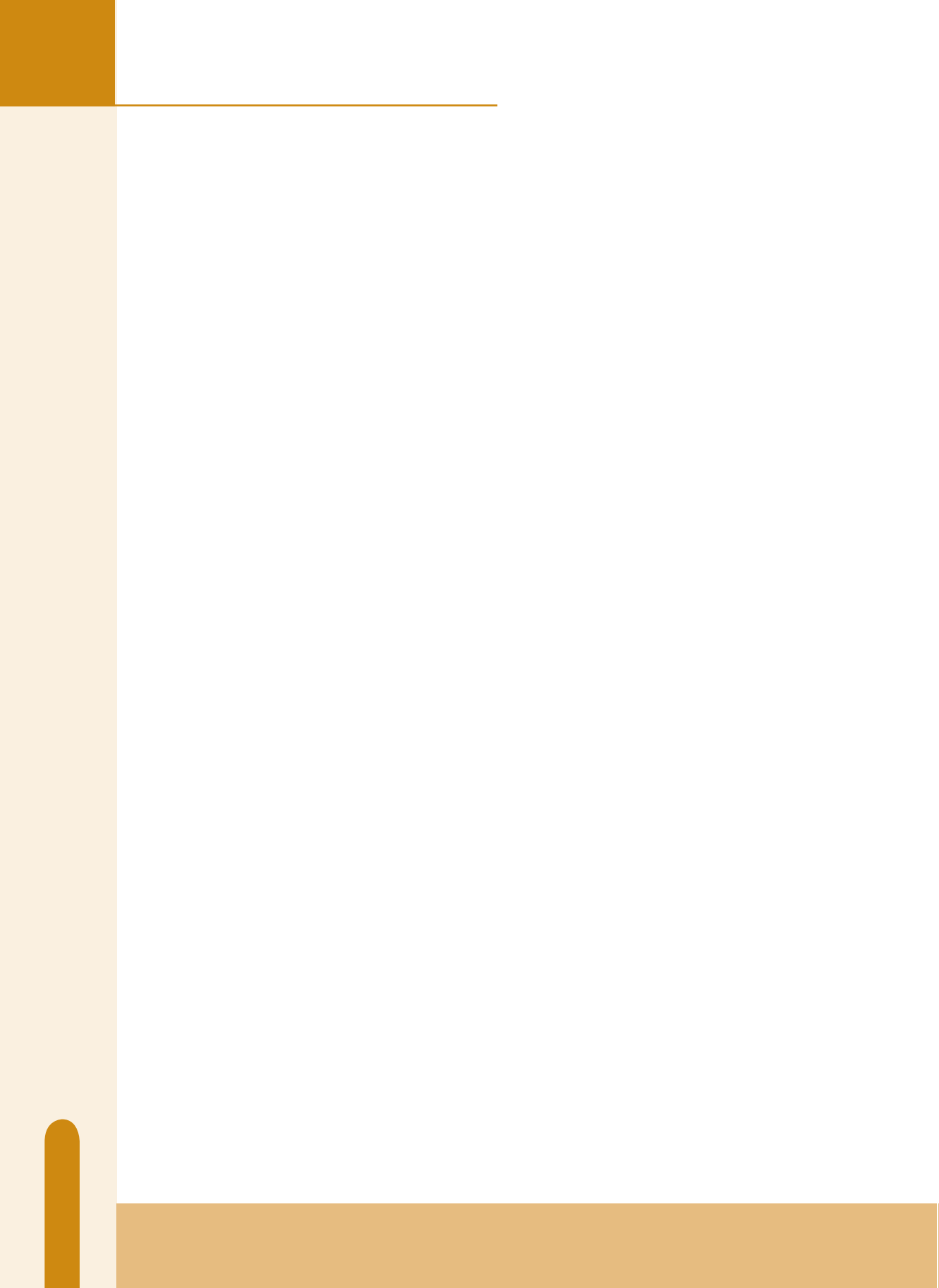
Incident Management

Lesson 2F

Command Structures

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Incident Commander

Unit: 2 - Incident Management

Lesson: F - Command Structures

Objectives:

1. Describe the concept and purpose of Unified Command.
2. Describe the concept and purpose of Area Command.
3. Describe the purpose of Multi-Agency Coordination (MAC) Systems and Emergency Operations Centers (EOCs)

I. Unified Command Concepts

An incident will only have one IC unless unified command is established. It is common and becoming more so that incidents are multi-jurisdictional in nature. If that is the case then unified command may be called for.

A. Unified Command Procedures for the Team

Is it unified command?

Before launching off into unified command, simply having a multitude of agencies present does not make the incident unified command. Do the other agencies meet the test for unified command? An agency cannot ignore its jurisdictional responsibilities nor can it assume jurisdiction where it has none.

The meanings attached to agency and jurisdiction as used in this discussion need to be understood.

1. Agency

Agency is used to describe organizations that have a legal and functional responsibility at an incident. These may be from the same jurisdiction, other jurisdictions, or represent functional governmental authorities which do not necessarily have a geographical influence. They can also represent industrial and commercial organizations from the private sector. The person in charge is often referred to as the Agency Administrator.

2. Jurisdiction

Jurisdictional describes an authority or responsibility, and can also mean a geographical area, e.g., a city, District, state or country etc.

3. Description of Unified Command

Unified Command is a team effort process, allowing all agencies with responsibility for an incident, either geographical or functional, to establish a common set of incident objectives and strategies that all can subscribe to. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.

B. Elements to Consider in Applying Unified Command

There are essentially four elements to consider in applying Unified Command.

1. Policies, Objectives, and Strategies

Setting the policy, objectives, and strategy is the responsibility of the various jurisdictional and Responsible Officials who set policy and are accountable to their agencies. This activity is done in advance of tactical operations, and may be coordinated from some other location than where the direct action takes place.

2. Organization

In IRS the organization consists of the various jurisdictional or agency on-scene senior representatives (agency incident commanders) operating within a Unified Command structure.

3. Resources

Resources are the personnel and equipment supplied by the jurisdictions and agencies that have functional or jurisdictional responsibility.

4. Operations

Under unified command resources stay under the administrative and policy control of their agencies. However, operationally they respond to mission assignments under the coordination and direction of the operations section chief based on the requirements of the Incident Action Plan.

C. Guidelines for the Use of Unified Command

1. Understand IRS Unified Command

It is impossible to implement Unified Command unless agencies have agreed to participate in the process.

2. Collocate Essential Functions

Establish a single Incident Command Post and, as needed, other facilities where all agencies can operate together. Avoid the confusion created by separate command, planning, and logistical setups.

3. Implement Unified Command at an early stage of a multi jurisdictional or multi- agency incident.

Initiate Unified Command as soon as two or more agencies having jurisdictional or functional responsibilities come together on an incident. It is especially important on those incidents where there may be conflicting priorities based on agency responsibilities.

4. Concur on an operations section chief and other general staff members.
The operations section chief will normally be from the jurisdiction or department which has the greatest involvement in the incident, although that is not essential.
5. If necessary designate one of the ICs to be a spokesperson (Operational Period Duty Officer).
This can provide a designated channel of communications from command and general staff members into the Unified Command. This person does not make Unified Command decisions, but does provide a point of contact as necessary for the command and general staffs.
6. Resource ordering
Some situations may require resource orders to be made to different agencies from the incident. Multiple resource orders are generally less desirable than the use of a single resource order or ordering through a single agency dispatch center. ICs must agree on the method of ordering resources that will be employed on a given incident.
7. Cost sharing incidents
Cost allocation issues must be settled at the beginning of Unified Command. Expectations on this issue must be addressed and recorded in writing by the ICs. It is this issue that will separate the “jurisdictions” from the “assisting agencies.” Maps delineating geographic jurisdiction must be available.
8. Incident commanders meet privately
During this private meeting the ICs establish unified objectives, strategy, and priorities, determine the management “staff” (i.e. command and general staff personnel), establish information release procedures, agree on incident facilities, and other necessary aspects concerning management of the incident. Differences are resolved during this meeting, if the differences cannot be resolved then Responsible Officer must be called for a decision.

II. Area Command Concepts

A. Definition

Area Command is an organization established to:

1. Oversee the management of multiple incidents that are each being handled by an Incident Response System organization, or
2. To oversee the management of a very large incident that has multiple incident response teams assigned to it.

B. Purpose

1. Area Command is used when there are a number of incidents generally in the same area, and often of the same kind. For example, two or more hazardous material spills, terrorist attacks, etc. It is usually these kinds of incidents that may be competing for the same resources.
2. If the incidents under the authority of the Area Command are multi jurisdictional, a Unified Area Command should be established. This allows each jurisdiction to have representation in the Area Command.
3. Area Command does not replace individual IC authority and responsibility, but does provide an intermediate level of command between the IC and Responsible Official. Individual ICs report to the Area Command.
4. In situations where multiple incidents are occurring, the use of an Area Command makes the jobs of ICs and Responsible Officials easier for the following reasons:
 - a. Much of the inter-incident coordination normally required by each IC will be accomplished at the Area Command level. This allows the ICs and their IRT to focus their attention on their assigned incident.
 - b. Area Command sets priorities between incidents and allocates critical resources according to priorities established by the Responsible Official(s).
 - c. Area Command helps the Responsible Official(s) by ensuring that government policies, priorities, constraints, and guidance are being made known to the respective ICs.
 - d. Area Command reduces the workload of the Responsible Official(s), especially if there are multiple incidents going on at the same time.

III. Other Incident Management Related Support Organizations

In support of a single incident, multiple incidents, or incidents involving multiple jurisdictions, additional management organizations may be established. Understanding the roles and responsibilities of each will influence the success of the IC and the incident response team.

A. Multi-Agency Coordination (MAC) Systems

The words Multi-Agency Coordination are self- descriptive and essentially mean just what they say; agencies working together toward some common goal. Multi-Agency Coordination related to emergencies can take place at several levels and within various forms of both command and coordination systems.

1. Discuss and differentiate between the different organizational structures.

Primary functions of Multi-agency coordination are:

- a. Situation assessment
- b. Critical resource acquisition and allocation
- c. Local, state, and national disaster coordination
- d. Coordination between agencies and political entities
- e. Coordinated information management (media)
- f. Incident priority determination

2. Levels of MAC

- a. At the scene of the incident

Agencies routinely work together and coordinate within an IRS structure at an incident. The intent, design, and structure of IRS incorporates and promotes the concept of Multi-Agency Coordination.

- b. At an Area Command

An Area Command (or Unified Area Command) organization, established to have direct management authority for several incidents in the same proximity, recognizes the need to ensure that effective Multi-Agency Coordination takes place.

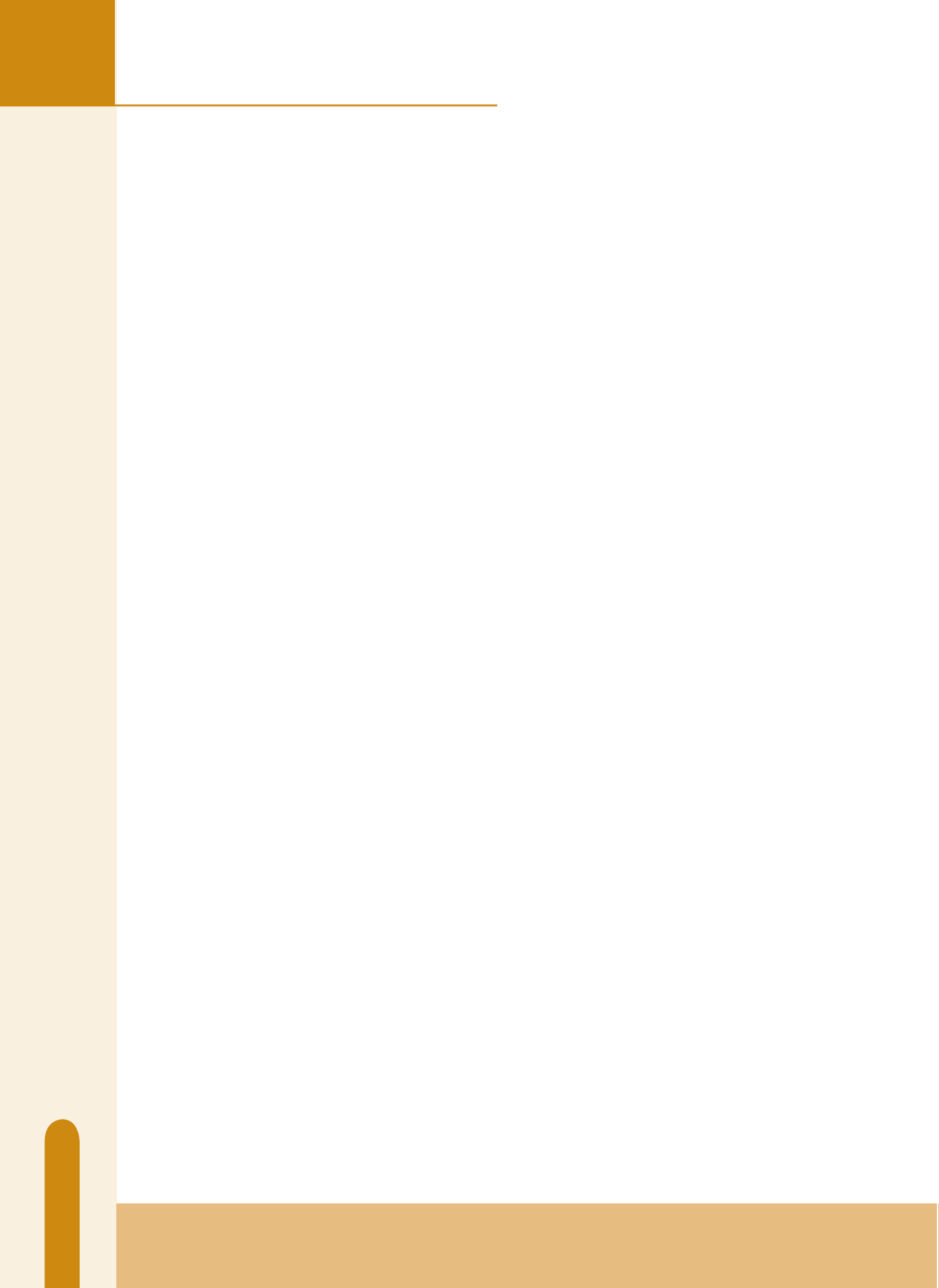
- c. At a jurisdiction's Emergency Operations Center (EOC)

Multi-Agency Coordination is an essential component within jurisdictional EOCs. Assigned representatives from appropriate departments and liaison agencies work together at the EOC facility.

- d. At an inter jurisdictional or regional level
Multi-Agency Coordination may take place by bringing together representatives from various political subdivisions and other functional agencies. Many states, regions or other subdivisions bring state and local agencies together when incidents cross jurisdictional boundaries or due to the complexity of incidents.
- e. At state and national levels
National and state emergency management organizations routinely work together to assist the emergency response and disaster recovery efforts of state and national agencies.
- f. At international levels
Every time there is a major international disaster, we see instances of what happens when there is effective international multi- agency cooperation.

B. Emergency Operations Centers (EOC)

EOCs may vary in name and function depending on the jurisdiction in which you are assigned. Incident response teams will need to sort this out quickly after they are assigned.



Incident Response System Incident Commander Course

Unit-2

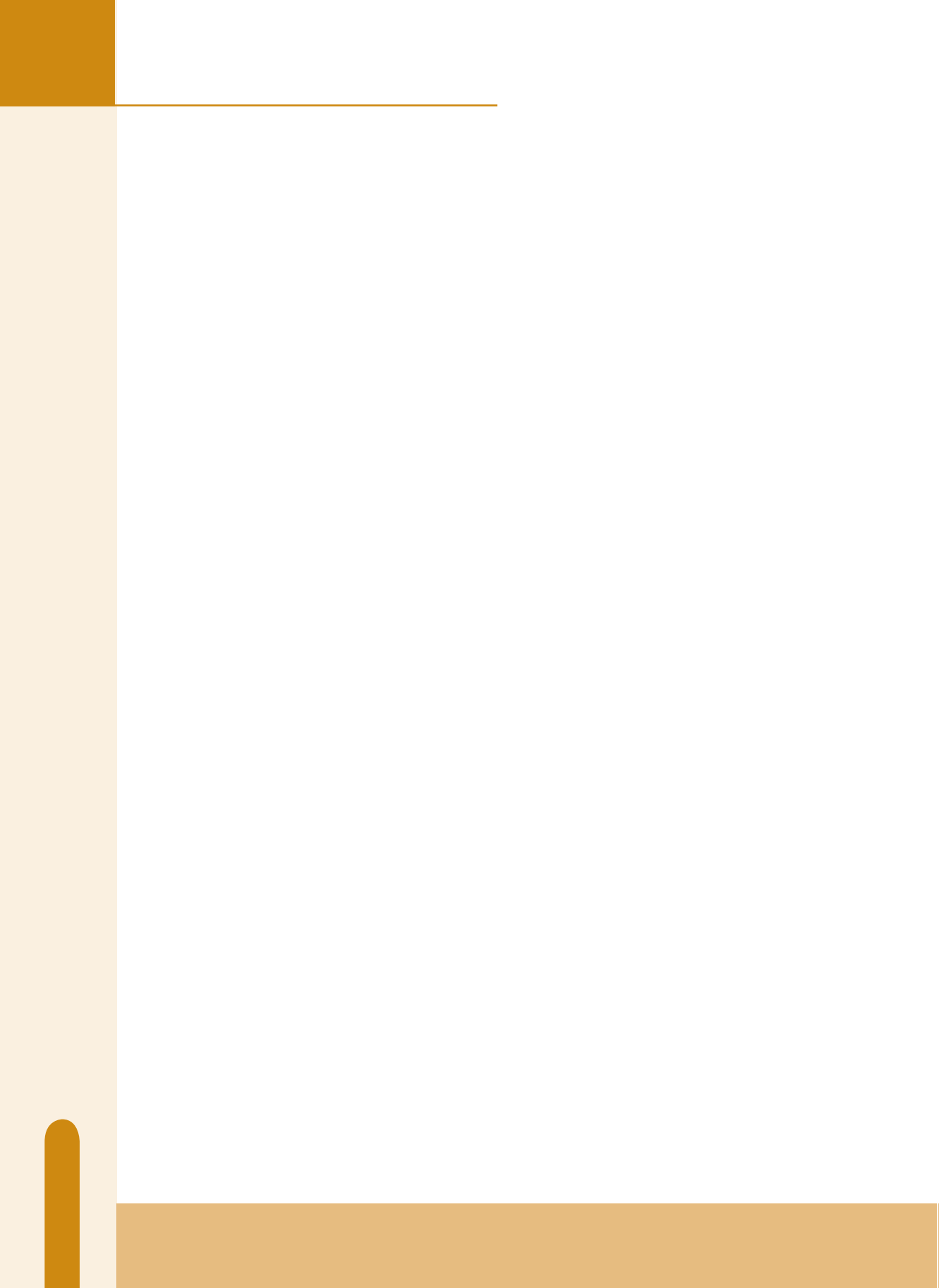
Incident Management

Lesson 2G

Special Situations

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Incident Commander

Unit: 2 - Incident Management

Lesson: G - Special Situations

Objectives:

1. Define a special situation.
2. Describe the need for technical specialist(s).
3. Identify elements to be considered to manage special situations.

I. Special Situations

You, as an IC, will experience events which you have not planned for or expected. These are called special situations. Don't let special situations become separate operations.

II. Technical Specialist

Technical Specialists are personnel with a special skill that can be used anywhere within the IRS organization.

A. Building Collapse

1. Engineer
2. Architect
3. Building superintendent
4. City building official
5. Local fire department

B. Train Accident / derailment

1. Structural engineer
2. Conductor
3. Train engineer

C. Flood

D. Landslide

E. Disease Outbreak

Incident Response System Incident Commander Course

Unit-3

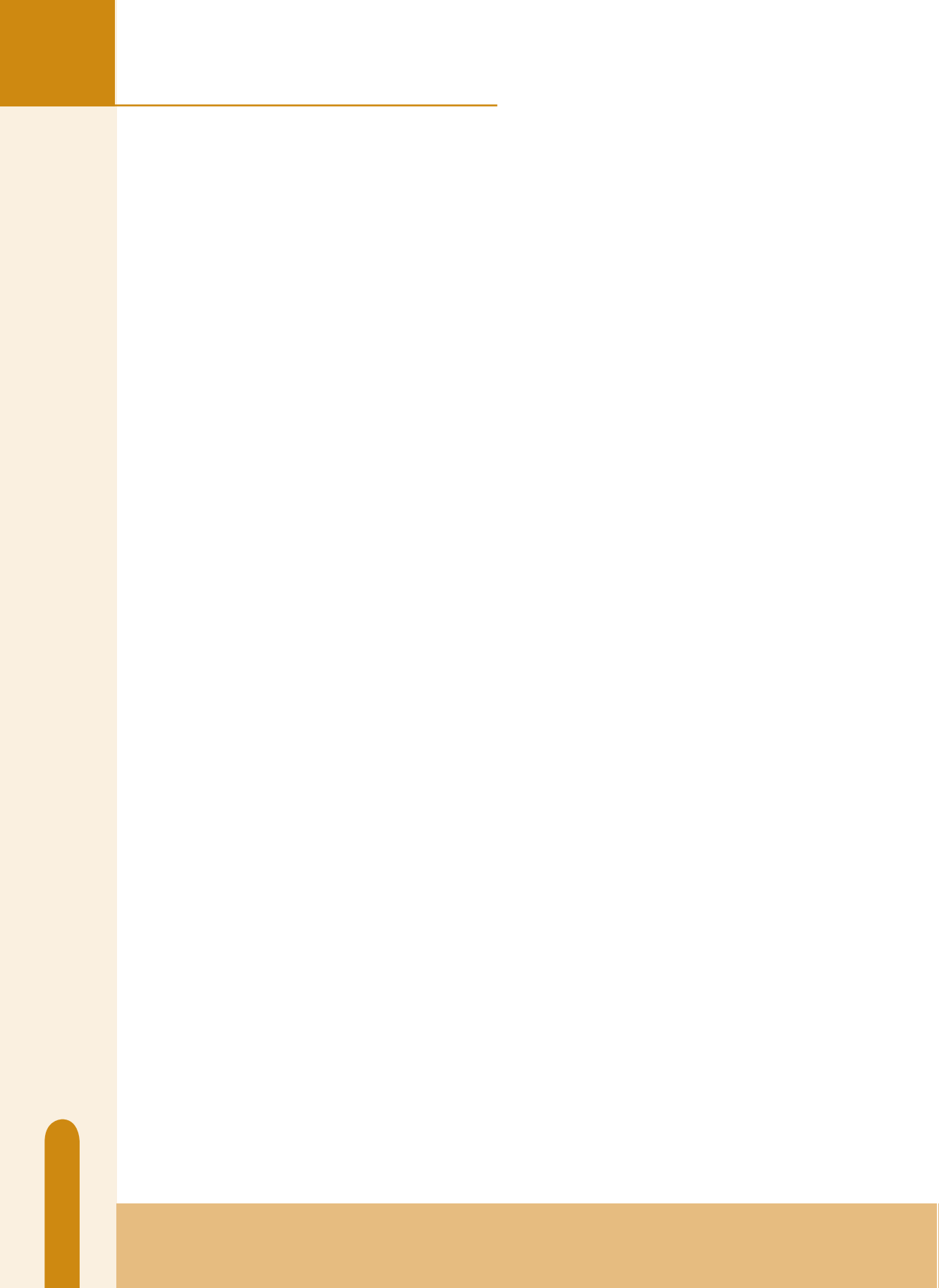
Administration

Lesson 3A

Cost Management

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Incident Commander

Unit: 3 - Administration

Lesson: A - Cost Management

Objectives:

1. Identify the four primary incident cost categories.
2. Identify two incident cost tracking systems.
3. Identify four finance specialist positions or teams that can assist an incident management team with financial issues.
4. Describe the purpose of a cost sharing agreement.
5. Describe methods an IC can use to manage incident costs.

I. Efficiency

Two of the most frequently used words found in Responsible Official briefings are SAFETY and EFFICIENCY. It makes sense that as the line officer with the problem these thoughts would be included. SAFETY and risk management will be discussed in a separate unit in this course but:

“Who in the class would like to define efficient Incident Management?”

Efficient Incident management varies by circumstance, by administrative direction, by values being protected and many more site specific variables. Maybe it is most well defined by what it is not. Terms such as wasteful, lavish, or extravagant describe concepts that a good Incident Commander should avoid.

One definition of efficiency is: “Acting or producing effectively with a minimum of waste, expense, or unnecessary effort.” This might be a definition you want to retain. It clearly expresses what most Responsible Officials want you to do as an Incident Commander.

II. Document Review

III. Cost Monitoring and Management Techniques

A. Cost Categories

There are four primary incident cost categories. These may be further sub-categorized depending on incident complexity and Responsible Official requirement.

1. Personnel costs include crews, overhead, and other personnel assigned to the incident.
2. Equipment costs include equipment under Emergency Equipment Rental Agreements, contracts, cooperators, private agency/government equipment, etc.
3. Aircraft costs
4. Support costs
 - a. On-incident support costs include catering unit, mobile store, bathroom units, provision supplies and materials, etc.
 - b. Off-incident support costs include Expanded Dispatch, Buying Teams, Administrative Payment Teams, cache personnel, Area Command, transportation to and from the incident, etc. These costs are difficult to estimate.

B. Cost Tracking Systems**1. Automated cost systems**

The automated method of tracking and reporting costs used will be dependent on incident size, complexity, projected length, as well as skills and technology available on the incident. Suitable software can be developed and used for cost tracking.

b. Spreadsheets

There is a variety of automated spreadsheet packages available, generally used to replicate manual accounting and track costs in major categories.

2. Manual Accounting

This involves using standard costs and quantities of resources. These resources can then be tracked on a daily basis and displayed in various formats.

C. Use of Finance Specialist Positions and Teams**1. Incident Business Advisor (IBA)**

The IBA works for the Responsible Official to provide oversight of business management functions communicate and exchange financial related information between the incident agency and incident response team.

2. Administrative Payment Team (APT) and Assistant Disbursing Officer (ADO)

An APT/ADO is ordered by the incident agency to make equipment, contract, and casual hire payment. The APT/ADO works for the Responsible Official.

3. Cost Apportionment Team (CAT)

Some geographic areas use CATs to assist incident agencies in tracking and documenting incident costs. The CAT leader meets with the IC and other IRT members to discuss the apportionment process and documentation requirements. The IC reviews and validates by signature the daily apportionment records.

The CAT may be assigned to the incident and report to the cost unit leader, or directly to the finance branch director, or be assigned to the incident agency and report to the Responsible Official.

D. Daily Cost Reports

E. Cost Projections

F. Cost Sharing Agreements

A cost sharing agreement documents the financial responsibility for incident resource costs. It may also identify requirements of other party payments. It should be prepared for multi-jurisdictional incidents where a decision has been made to share resource costs. Jurisdictional agency representatives sign the cost sharing agreement. This responsibility may be delegated to the ICs.

A cost sharing agreement may be established for on incident costs as well as off incident costs (expanded dispatch, mobilization centers, etc.). More than one agreement may be necessary to document cost sharing responsibility (incident and support costs). Incident complexity changes frequently and may affect the terms of the cost sharing agreement. Therefore, the final agreement should not be signed until all terms have been finalized, including cost sharing period and how costs will be shared. Each Responsible Official and the IC (s) should receive a copy of the final agreement.

G. Incident Security and Accountability

IV. IC Cost Management Strategie

V. Cost Management of Incidents

As an IC the following minimum concerns are paramount:

Ensure you know the “rules”, limitations, etc. Make sure you understand financial code thoroughly.

Ensure your finance branch director is working with all of the agencies involved on financial considerations.

Ensure you understand the expectations and roles of the involved agencies.

VI. CONCLUSION

Incident cost documentation and analysis are important management tools. It is the responsibility of all incident personnel to have knowledge of and be able to perform their job in the most cost efficient manner possible. All command and general staff IRT members should continually evaluate their section's operations to identify and implement cost savings.

As an IC you are in charge of managing a disaster. You and the IRT must provide the services requested in the most efficient and effective way possible.

Cost Containment Measures

Following are actions the IRT should take to help ensure cost containment requirements are in place:

A. Aircraft

Track aircraft costs by individual resource to analyze use and cost benefit to the incident.

B. Claims

Ensure thorough investigation and documentation of actual and potential claims for and against the government.

C. Cooperative Agreements

1. Ensure that copies of cooperative agreements are available, are understood by the IRT, and provisions are implemented.
2. Ensure that all participating departments understand the basis of and responsibility for payment of personnel, equipment, materials, and supplies per established agreements.

D. Equipment

1. List equipment by type, in priority by unit cost and usage (operational periods), and share results with appropriate functions.
2. Identify under-utilized equipment, e.g., aircraft, fire-tenders, buses, and water tankers, and share with appropriate functions.
3. Ensure that pre- and post-use equipment inspections forms are prepared for all equipment to reduce claims.
4. Ensure that proper checks are established for fuel and oil issues to equipment at the incident base, on the line, and at remote sites, to properly document invoice deductions.

E. Personnel

1. Ensure that procedures are in place to track, document, and approve excessive hours.
2. Ensure that time posted is in agreement with scheduled operational periods.
3. Identify crew and equipment dropping and pick up points to facilitate timely pick up and dropping of resources. This also facilitates retrieval of missing or misplaced items.

F. Property Management

1. Use law enforcement personnel for incident base and property security.
2. Ensure that controls are in place for issuance and return of accountable and durable property, e.g., tools, uniforms, headlamps, helmets, and radios.
3. Ensure that the incident ordering procedure is in effect throughout the duration of the incident, including demobilization.
4. Ensure that approval for purchase of accountable property is in accordance with financial code.

G. Support

Ensure adherence to national contract specifications and that tracking protocols are established, e.g., meal counting.

Incident Response System Incident Commander Course

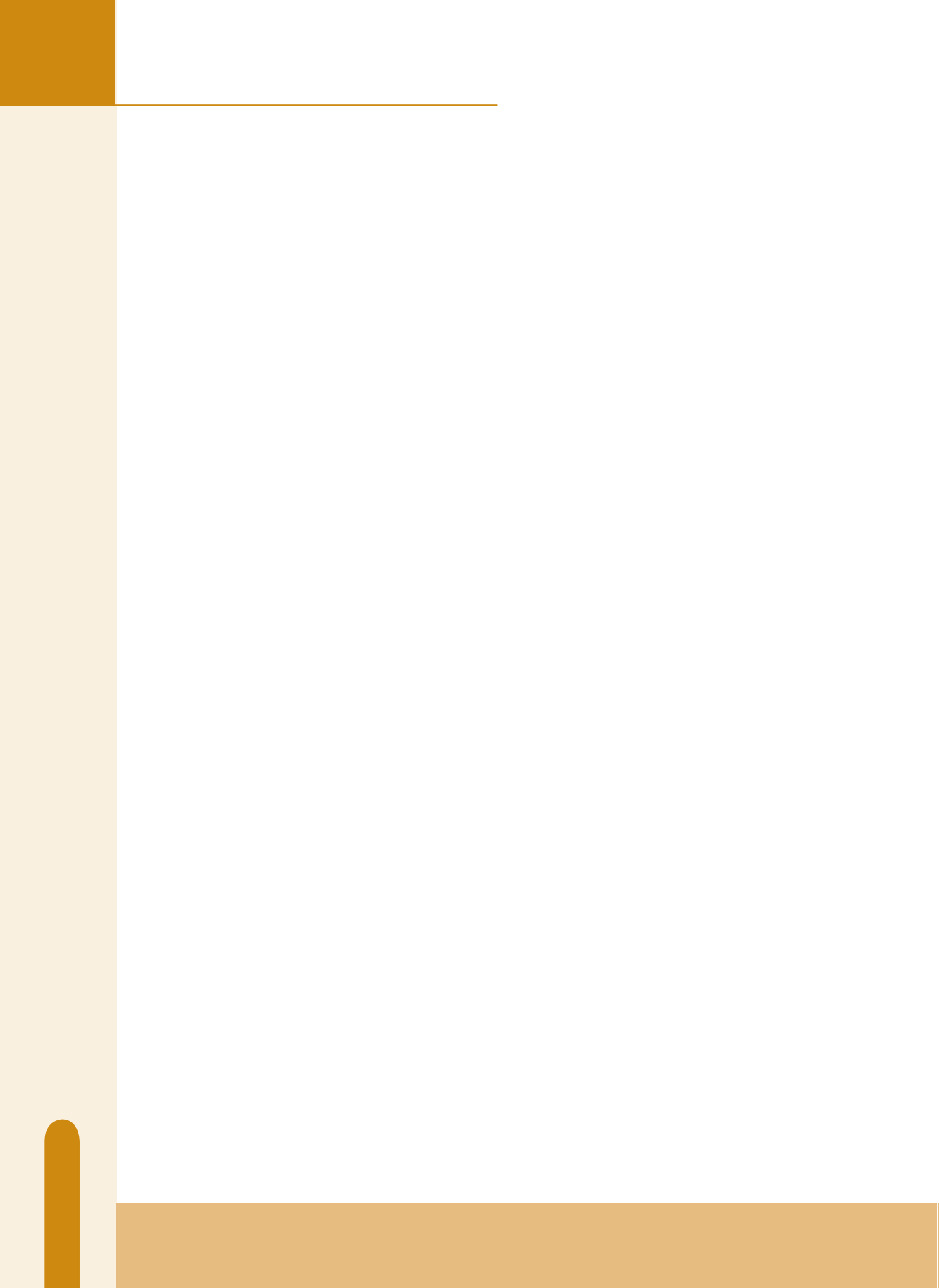
Unit-3 Administration

Lesson 3B

Agreements/Rate Contracts/ Pre-contracts

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Incident Commander

Unit: 3 - Administration

Lesson: B - Agreements/Rate Contracts/Pre-Contracts

Objectives:

1. Differentiate between a Cooperative Agreement and a Memorandum of Understanding.
2. Identify the types of agreements/Rate Contracts/Pre-Contracts an IC needs to be aware of.
3. Describe the utility and limitations of agreements/Rate Contracts/Pre-Contracts.

I. Differentiate Between a Cooperative Agreement and a Memorandum of Understanding

A. Cooperative Agreement

This type of agreement is used between entities: A cooperative agreement could be a fund obligating document.

B. Memorandum of Understanding (MOU)

This is a written plan between cooperators to carry out separate activities in a coordinated and mutually beneficial manner. Each party directs its own activities and resources. A MOU is not a fund obligating document.

It is important to start with this differentiation as agreements are the documents which approve the exchange of funds. Knowing this is step one in ensuring you as an IC are in control of the fiscal obligations your team is making.

It is imperative that the IC understand what agreements are in place when they accept the assignment and how they effect the management of the incident. The status of these agreements will have a major affect on organizational coordination and commitments. The IC will also need this information to establish the structure for the fiscal obligations the incident management team will make.

Agreements are established at all levels of government.

As an IC you must realize that the agreements in effect will change over time, by location and by agency involvement. You must check on their status on a regular basis, the frequency of which will be dictated by the changes in the incident status.

II. National Plan for Disaster Management

The National Plan of Disaster Management/National Disaster Management Act 2005 provides guidance for major disasters or emergencies which requires Central government assistance to supplement State and local efforts and capabilities.

If you assume command of an incident of this nature, reference to the plan's direction and limitations is essential.

III. International Agreements

Incident resources respond under the terms of an agreement. The agreement should outline how the resources are deployed and utilized

IV. Geographical Area Agreements

A. National

B. State

V. Local Agreements

There are numerous formats and varieties of agreements at the unit level. The challenge for the Incident Response Team is to utilize these agreements as intended by the originating units.

VI. Supplemental Incident Agreements

These agreements outline commitments by the agencies during incident stabilization efforts. You will find different formats depending on the type of incident and location. These are often referred to as cost sharing agreements.

These agreements should contain, as a minimum, what resources government will commit to an incident and which agency is paying for those resources i.e., National/State/Local government.

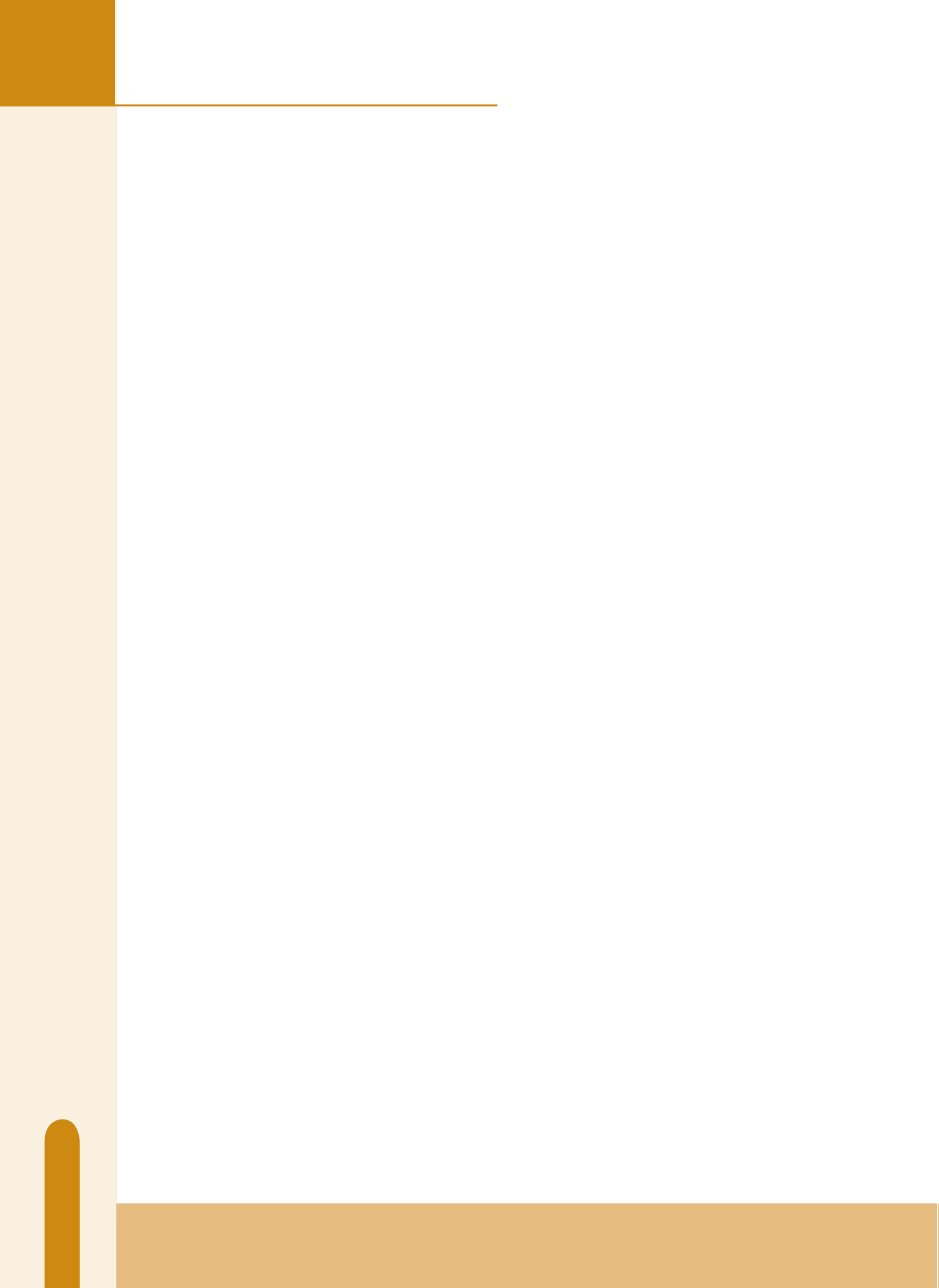
As IC you will be asked to approve by signature these agreements for the agency you represent.

VII. Emergency Equipment Rental Agreements

Here again there are multiple formats with many different department policies and procedures. ICs need to ensure finance branch personnel are able to keep ahead of the work demanded by these resources signed up under Emergency Equipment Rental Agreements.

VIII. Staffing Considerations for Financial Support

As an IC, you need to assess the knowledge and experience of your finance branch. If this is not an area of strength for you or your team additional staffing is warranted.



Incident Response System Incident Commander Course

Unit-3

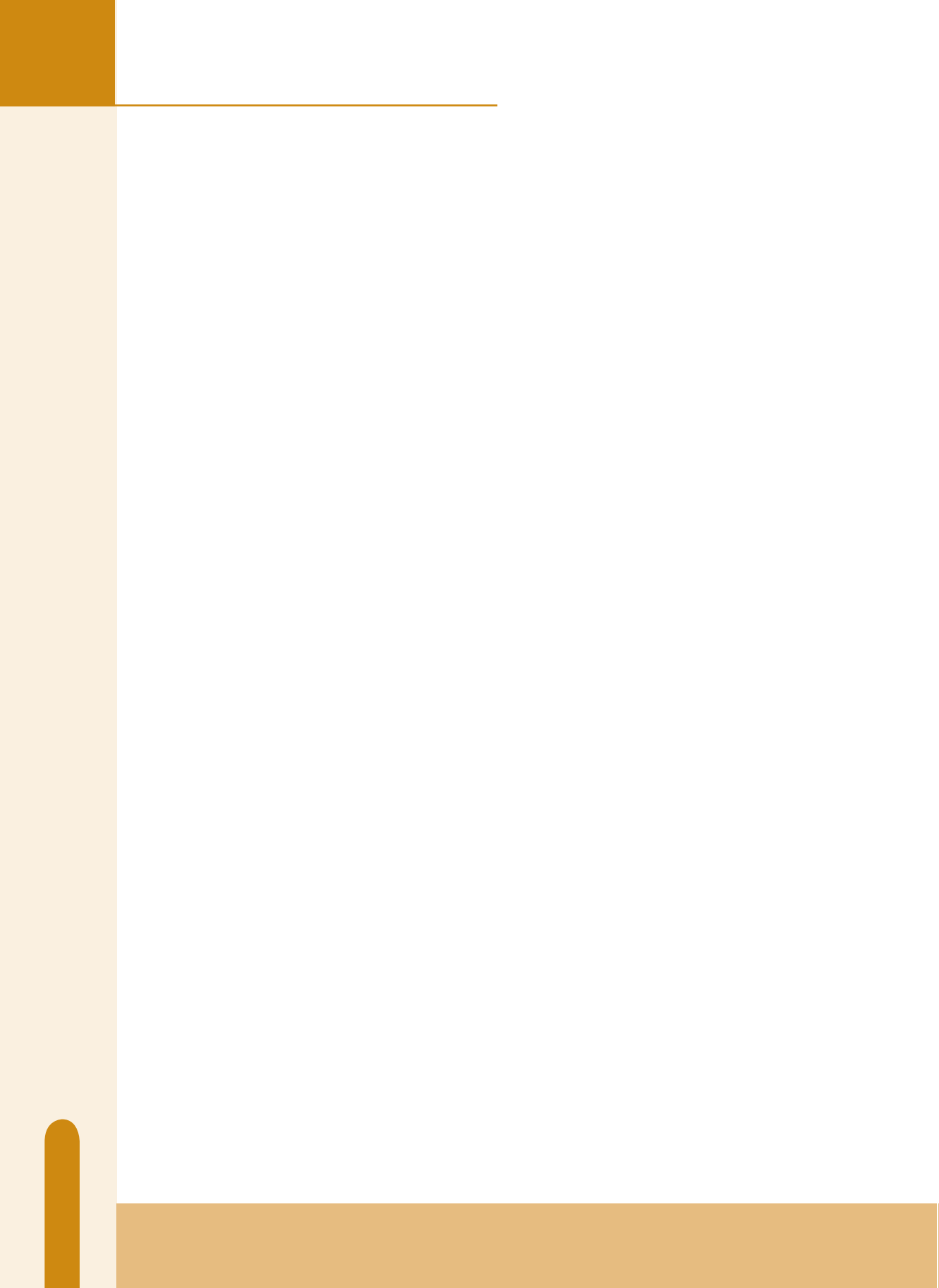
Administration

Lesson 3C

Personal Documentation

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Incident Commander

Unit: 3 - Administration

Lesson: C - Personal Documentation

Objectives:

1. Describe the critical issues that an IC records.
2. Describe the importance and limitations of individual documentation.

I. What Gets Documented

A. Incident Commander's Logs the Three D's

Everything that is recorded should have:

- Time
- Date
- Location
- Names of persons
- Critical items that require formal documentation.

1. Decisions

Key decisions made by the IC or members of the command and general staff need to be recorded. Any critical information that led up to the decision is also included. For example:

"Date, time, the rapid rise in the Gomati River required the deputy IC to order the abandonment of the sandbagging operation for the safety of the crews at date, time. This decision was communicated to operations immediately and came to me at date, time."

2. Discussions

Discussions that lead up to policy, strategy or objective changes and modifications should be recorded. It is not necessary to record all the details. A simple statement concerning the topic of discussion and the names of those present should suffice. For example:

"Date, time, in the presence of my self and the deputy IC the line officer indicated that from now on the team directly seek guidance on hazardous materials from the state Irrigation department."

This is a modification of our original direction wherein the line officer said the agency would make those contacts."

"Date, time, as a result of the difficulties we had transporting the last injured to Community Hospital, the medical unit leader and logistic section chief and I discussed alternative methods of transportation of patient. The medical unit leader will have a new plan in place by 1800 this date."

3. Disputes

Particularly important is the documentation of differences of opinion, altercations verbal or physical, and any other activity that could reflect adversely on the incident. Except for differences of opinion on policy issues, virtually all other

disputes require in-depth examination at the appropriate level. What the IC will record will be a very brief reference. The enquiry report will contain the details and should stand on its own.

- a. For example in the case of a policy dispute:
"Date, time, the Responsible Official and I disagreed on the policy in regards to the search and rescue perimeter. After some discussion we agreed on a new line which will require additional resources. The Responsible Official understands that there will be additional costs."
- b. For example in the case of a fight:
"Date, time, personnel at Adoni Camp were involved in a fight with local citizens while securing petrol in town at 0230 this date. The security manager, liaison officer and local police investigated the incident. The investigation report is confidential and is part of the incident documentation. The Responsible Official was notified of the incident at 0400. The Responsible Official reviewed the investigation. After questioning the involved personnel were returned to their parent departments."

B. Incident Commander's Notes the Three I's

Notes are items that are best described as "memory joggers." Recording them is helpful, but not critical to the success of the incident or for future reference.

1. Information/Intelligence
 - Information is defined as knowledge concerning the incident that can be released to the public.
 - Intelligence is defined as knowledge concerning the incident that is primarily used internally within the incident to assist in making decisions.

During routine inspections, at the response post, during briefings and debriefings the IC will become aware of information and intelligence concerning the incident that may be useful for future decision making or better describing the situation to others.

For example: "During a briefing a division supervisor reports that the fuel tanker at drop point three does not carry petrol. It only has diesel."

This item may be discussed later with the logistic section chief.

2. Issues

Issues are policy questions that come to the IC that may need resolution at a later time. In some cases the issues need to be resolved by the Responsible Official. Others may require internal team adjustments and still others may be issues that are discussed at the debriefing and will be resolved by changes in law, policy or procedure.

For example: “Personnel from agency X have day to day pay written into their agreement. Are we living up to that agreement? Issue for liaison to research.”

3. Ideas/Inspirations

During the course of any incident the IC will come across ideas from others as well as your own inspiration to improve the operation.

For example: “The supply unit leader suggested that the ordering process for tools be changed to allow local purchase. Is this possible? Contact logistics.”

II. Documentation Processes

A. Unit Logs

The Unit Log is the official document to use for keeping records in the Incident response System. By design, it is used at the unit leader, strike team/task force or division/ group level and above. It does not lend itself well to application at the IC and section chief or command staff level. If it is used the IC should be careful to note whether the item is logged or simply noted.

III. Critical Issues

The written documentation of an incident is a very powerful tool. It is, however, a two-edged sword. Cutting both ways it can be used to exonerate and absolve or castigate and criticize. Therefore it is very important that the IC have clean and honest notes.

Recorded items must be straight-forward, correct and complete. Conjecture and personal bias do not belong in the record. There is a bit more freedom with notes as this is the appropriate forum for speculation and hypothesis. However it is important that the IC so indicate in his/her notes that this is the case.

A. Litigation

In India we live in a litigant society. Emergencies bring out the best and the worst in people. It is not uncommon for victims of tragedy to seek out someone to blame. Although emergency workers are seldom sued for their actions at emergency incidents it is becoming a more frequent occurrence. Much more common is a lawsuit involving a third party wherein emergency workers are witnesses. This is particularly true for the IC and the command and general staffs. While solid documentation will not prevent litigation it will go a long way toward resolving issues quickly and fairly. It will also provide the IC and the team with another opportunity to show their professionalism.

B. Freedom of Information

In India the National government and state governments have Right to Information Act 2005. It is wise to assume that your documentation is at least discoverable in a lawsuit. It is more likely that news organizations have a legitimate right to have copies of your documentation. Always write your notes as though they could be published in the local paper.

C. Official Diaries and Personal Notes

There really is no difference between personal notes and official notes if they are done while working. Everything you produce while working, including your notes is public property. A diary that you keep during your off hours that is for your own personal use is an entirely different issue, however care should be taken not to include official material or it may become discoverable and open to public inspection.

D. The Use of a Writer

What a writer writes down is not the IC's personal writing. The style and content may not be exactly what the IC wants but will be what the IC lives with. Use a writer:

- During team meetings
- Planning meetings
- Briefings
- Transitions

Often too many things are going on for the IC to personally take notes. After the meeting the IC can pull the necessary items from the writer's notes and enter them into his/her log or notes.

E. Tape Recorder

Tape recording is also useful. A small pocket sized tape recorder, either voice activated or push button activated, is extremely handy to take brief notes when driving, flying or walking. Have them transcribed by a writer as soon as possible.

Tape recording meetings is generally a bad idea. A lot of conversation useless for the record is picked up and it is very hard to find the key points later unless the material is transcribed. The transcription job is often difficult.

Interviews, particularly for investigations, should be tape-recorded.

IV. Summary the Value of Documentation

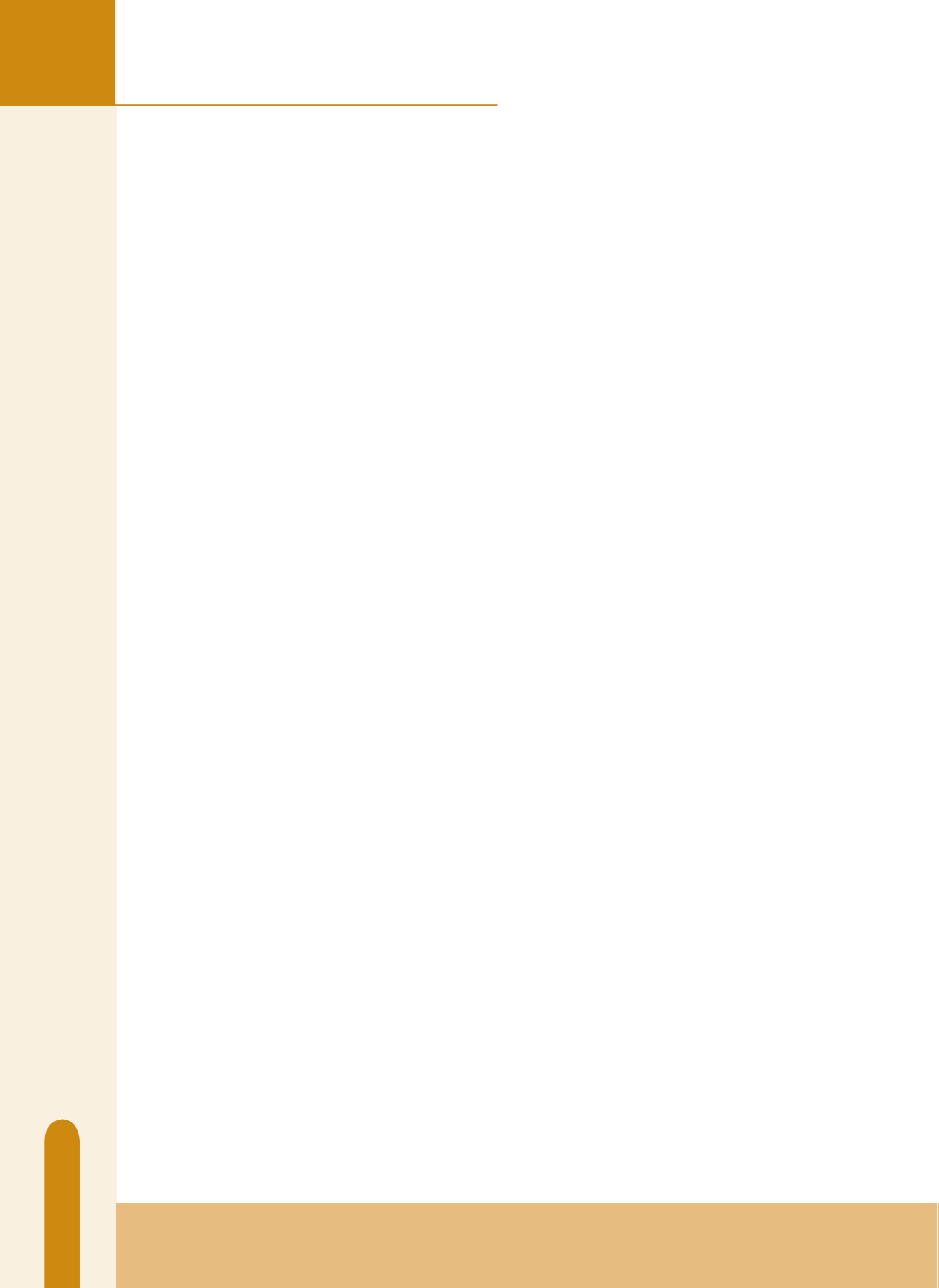
Complete, factual and clearly written documentation is another sign of a professional IC. Correct logs and good notes will be useful to the IC long after the incident is over.

Incident Response System Incident Commander Course

Unit-4 Demobilization

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Detailed Lesson Outline

Course: Incident Commander

Unit: 4 - Demobilization

Objectives:

1. Describe the role of the IC in the demobilization process.
2. Identify when the demobilization timing process begins.
3. Identify components of a demobilization plan.
4. List requirements for transfer of command.
5. Describe the components of a closeout meeting.
6. List and describe final incident package requirements.
7. Describe the importance of performance evaluations for the command and general staff.

I. Demobilization Planning and Implementation

A. The Role of the Incident Commander in the Demobilization Process

The IC through the IRT integrates safety considerations into all aspects of incident response including demobilization.

The morale and physical condition of incident personnel at the time of the demobilization may require special safety considerations.

Adequate rest prior to demobilization is important when long travel times are anticipated.

Don't sacrifice safety and cost effectiveness for speed.

Keep resources in incident facilities until priorities and transportation arrangements are confirmed.

Getting resources home in a **Safe, Orderly** and **Cost Effective** manner is important.

The IC ensures the planning section chief conducts a demobilization meeting(s) with the command and general staff, demobilization unit leader, Responsible Official and/or department dispatch to determine how the demobilization process will occur.

The following are demobilization considerations:

1. Set priorities
Establish realistic release priorities.
2. Adequacy of planning effort
 - a. Minimize contract, transportation and personnel costs.
 - b. Logistical needs for the remaining resources will be an ongoing concern, but the size of the logistical effort needs to scale down as the incident effort scales down.
3. Coordination of planning effort
 - a. On major incidents a written demobilization plan is a requirement.
 - 1) The development of this plan takes teamwork.
 - 2) Everyone in the command and general staff as well as the unit leaders has an active role to play.
 - b. Brief subordinate staff on demobilization procedures and responsibilities.
4. Consideration of agency management direction
Ensure that incident and agency demobilization procedures are followed.

B. Identify When the Demobilization Timing Process Begins

1. Initiate demobilization process.
 - a. Demobilization of resources on an incident starts with the first resources arriving on the incident.
 - b. Initiate demobilization process early enough in the incident so that an adequate plan is in place prior to the actual need to demobilize resources.
2. Indicators of when to start demobilization.
 - a. No new resource orders
 - b. Containment of incident in sight
 - c. Unassigned resources
 - d. More resources than job requires

C. Components of a Demobilization Plan

Demobilization is **not** a mirror image of mobilizing. When mobilizing, many individuals in widely separated places direct, coordinate, and provide transportation to get incident resources to a single point. Timely demobilization is the responsibility of a few people to return these same resources to their departure points or to new assignments. It is very important to ensure responders are returned to their home units and even more important to have a mechanism in place to track and verify that information.

1. There are five (5) parts of a written incident demobilization plan:
 - a. General information
 - b. Responsibilities
 - c. Release priorities - Who will go first & then next etc.
 - d. Release procedures - No dues certificate, etc.,
 - e. Directory - for making contacts
2. The preparation of the demobilization plan and schedule must involve personnel from all functions and department dispatch.

The demobilization schedule may be a separate document to facilitate changing demobilization times, transportation arrangements, etc., and posting/distribution for incident personnel.

II. Transfer of Command and Closeout**A. List Requirements for Transfer of Command**

This must be negotiated with the Responsible Official, and the incoming IC.

The IC should start phasing in the local team as soon as demobilization begins.

1. Return to “local administration”

The current team should not be released from the incident until incident management activity and workload is at a level that the incoming team can reasonably assume. Some considerations to assist in this determination are:

- a. Incident stabilized to an agreed standard.
- b. Unneeded resources have been released.
- c. Base/Camp(s) shut down, reduced, or being shut down.
- d. Planning section chief has prepared an incident report and narrative for approval.
- e. Finance branch director should have known finance problems resolved. Contact should be made with agency fiscal personnel.
- f. Resource rehabilitation work is completed or to a point where the agency is satisfied with assuming remaining work.
- g. Overhead performance ratings are completed.
- h. The departing team should have an internal debriefing session prior to meeting with the Responsible Official.
- i. The Responsible Official should debrief the departing team and prepare a written evaluation as soon as possible after release.

2. A transition plan should be prepared for the incoming Incident Response Team (IRT) by the team being released. (***Don’t Just Let it Happen***).

- a. Give the team and the Responsible Official a **minimum of 24 hours** notice of the turnover.
- b. Plan for at least one operational period “transition” between your team members and their local counterparts, to ensure the transition is orderly.
 - 1) Even though your team may be tired, don’t rush this phase of the operation.
 - 2) Allow plenty of time for one- on-one contact between chiefs and unit leaders of both teams.

3. The outgoing IC provides the incoming IC with the following:

- a. Incident objectives
- b. A complete description of the current situation
- c. A tour of the incident and facilities

- d. Introduction to key players from national, state and local agencies.
 - e. Outstanding resource requirements that are critical to the incident and the efforts being made to procure them.
 - f. Any issues that will face the incoming IC that the outgoing IC has not been able to resolve needs to be discussed.
 - g. A complete briefing with appropriate maps
The outgoing IC describes the plans for the next operational period as well as any long-range plans that may be known.
4. Use the team concept
- You work as a team — you should finish as a team.
- a. Returning the incident to local administration should be as a team, not by individual team members.
You may need to leave a finance or logistics person to help with remaining problems. (To settle unresolved claims, to assist in shipping equipment to caches, demobilization unit leader).
Do what needs to be done to finish the job.
 - b. Know Your Overall Responsibilities.
 - 1) The IC must be certain that qualified persons are filling positions for the remainder of the incident.
 - 2) The point at which locals can handle a situation will vary from incident to incident, depending on local staffing and capabilities.
 - 3) Team members must be comfortable when take-over occurs.
 - c. The local administration must be comfortable when take-over occurs.
 - d. Don't take shortcuts nor leave jobs undone. Be thorough. If some details are left undone, leave sufficient tracks.
 - e. Don't leave a demobilization problem(s) for locals to resolve. Meet frequently with the Responsible Official to ensure local administrative concerns are taken care of.
 - f. Debriefing or closeout with Responsible Official gives you the opportunity to critique management objectives, review performance, and make constructive suggestions.
 - 1) Your overall performance will be measured weeks after you leave. Don't leave known problems behind. Leave plenty of tracks.

- 2) Your performance will determine future attitudes of local administrators and cooperators toward other teams.
- 3) Throughout the incident, keep in mind how **you** would like to be treated if an IRT came to **your** unit. Treat others with respect.
- 4) Above all, conduct yourself as a professional. Be proud, but don't strut **(YOU'RE HERE TO HELP)**.

B. Team Debriefing

This meeting is for the team to critique its own performance. The agenda, documentation and organization of this meeting are up to the team IC.

- Generally a good practice to hold this debriefing prior to the incident closeout.
- Team members can decide what issues they wish to raise at the closeout that will be valuable for the jurisdictional agency and for the team.
- An atmosphere of trust and confidentiality must be practiced and adopted by the entire team so that all members feel free to discuss the team's shortcomings.

C. Components of a Closeout Meeting

1. The IC will make arrangements (time & place) with the Responsible Official for closeout. Agency and IRT participation will meet agency requirements.
2. Minimum IRT participation should include:
 - a. Command staff
 - b. General staff
 - c. Air operations director
 - d. Documentation unit leader
 - e. Other IRT members as needed
3. Each member of the command and general staff and the air operations director should be prepared to give a short summary of the activities of their section.
 - a. It is important their presentations are:
 - 1) Professional
 - 2) Positive
 - 3) Constructive
 - 4) Deal only with major points

- b. Summaries should include:
 - 1) Identify commendations
 - 2) Incident actions
 - 3) Significant events
 - 4) Key decisions made
 - 5) Effective outcomes
 - 6) Problems with recommendations for future action

III. Documentation

A. IC Documentation

More than anything else it is a leadership issue to ensure that the incident is properly documented and that an organized and incident documentation package is completed.

The final incident documentation package requirements are:

The package is divided into four (4) major sections:

1. General index
2. Command/Planning/Operations
3. Logistics including Finance
4. Demobilization

C. Final Incident Narrative

The planning section is responsible for completing a narrative description of the incident events.

1. Input for the narrative will include a brief synopsis of events from each function.
2. The narrative will be completed prior to the Incident Response Team (IRT) closeout meeting.
3. There may be department specific requirements for the final incident narrative.

D. Incident Personnel Performance Evaluations

Subordinate incident personnel performance evaluations should be completed, as required by the IRT or government/department policy.

1. Communicating expectations is critical to success.
If you don't tell your IRT what you want done (performance) and the quality you expect (standards) don't be surprised. People will normally do their best but may miss the mark if they don't know what's expected.

Model the expected behavior as a function of leadership. If you want an injury free incident operation, model safe practices.

There are two target groups that will need evaluation.

- a. Trainees
- b. Exceptional performers (exceptionally good or exceptionally poor).

If you desire evaluations or want everyone to get a performance appraisal, that needs to be stated at the beginning so that supervisor can be prepared.

Performance appraisals should focus on the Job requirements, using the checklist as the basis of appraisal makes it very objective.

- 2. The performance evaluation process should include the following characteristics:
 - a. Candid and objective.
 - b. Emphasize results rather than processes.
 - c. Concentrate on situations, not people.
 - d. Emphasize the important issues.
 - e. Be based on objectives and direction provided.
 - f. Finalized in face-to-face exchange.
 - 1) Complete performance evaluations before the individuals are released from the incident.
 - 2) Discuss performance evaluations with the individuals.
 - 3) Facilitate a process to deal with substandard performance or conduct.
 - g. Prepared, documented and distributed.

E. Incident Management Team Performance Evaluation

The Responsible Official must complete a written evaluation of the IRT. These evaluations are not intended to criticize team performance. However, it is intended as a positive evaluation of both the strengths of the team and areas for improvement.

At the incident closeout the IC is given an evaluation of the IRT's performance. A follow-up evaluation must be completed within six months after demobilization of the IRT. This delay in preparing the final written evaluation will provide the Responsible Official with the opportunity to evaluate the IRT's effectiveness with cooperating agencies, the media, and neighbors.

The Responsible Official will provide a copy of the evaluation to the IC and retain a copy for the final incident package. The Responsible Official will be responsible for providing a copy of any evaluation documenting superior or deficient performance to the geographic area board managing the IRT in question.

IRT's performance evaluation should be based on objectives and direction provided by the Responsible Official and the IRT's ability to achieve strategic and tactical implementation.

For this reason it is important that the IC and the Responsible Official have a good common understanding of the IRT's direction and objectives.

Factors considered in a written evaluation of an IRT are:

1. Compliance with Delegation of Authority.
2. Compliance with Incident Strategic Analysis.
3. Compliance with Responsible Official directions.
4. Orderly transition; local administration to team/team to local administration.
5. Human resource management.
6. Personnel safety records.
7. Financial performance compared to ISA predictions.
8. Accountability and control of all accountable property.
9. Documentation of incident costs.
10. Completeness of claims investigations and documentation.
11. Media relations.
12. Interaction with cooperative agencies/office staff/neighbors.
13. Orderly demobilization.
14. Completeness of final incident package.

The performance evaluation process should be carried out in a businesslike and professional manner. The outcome can and should result in improvement in cost effectiveness and efficiency of large incident management.

Demobilization Plan Preparation Requirements

Planning

1. Identification and description of surplus resources
2. Names, quantities, and locations
3. Destinations and methods of travel to incident, Leader of Party
4. Probable release times.

Safety

1. Release priorities and personnel welfare
2. Physical condition of personnel
3. Probability of and fitness for a new assignment
4. Adequacy of transportation
5. Length of travel time and method
6. Personal needs.

Agency Dispatcher

1. Release priorities and facilitating arrangements
2. Local or out-of-region situation
3. Communications limitations

Finance

1. Processing, legal and fiscal
2. Payoff needs
3. Time recording
4. Claims
5. Contractual obligations

Operations

1. On-going suppression needs
2. Personnel needs
3. Equipment needs
4. Home unit takeover

Logistics

1. Release priorities and logistics needs and capabilities
2. Capabilities of local agency
3. Transportation availability
4. Facility needs and availability
5. Communications limitations
6. Capability of supply to re-supply resources before leaving incident

Incident Response Team Release Checklist

Release date and time of an IRT must be approved by the Responsible Official or a representative. It must be as smooth as possible and local team members should be assigned and start working with team members at the predetermined time. Local management team should be off duty 24 hours prior to takeover.

Outgoing team should start phasing in local team as soon as demobilization begins. Outgoing team should not be released from the incident until fire management activity is at the level and workload a local team can reasonably assume:

- Most incident responders, not needed for rehabilitation, are released.
- Incident base shut down, reduced, or in the process.
- Planning section chief has prepared a rough copy of incident report and narrative.
- Finance branch director should have most known finance problems resolved. Contact made with local unit budget and financial personnel.
- Resource rehabilitation work completed or done to local unit's satisfaction.
- Overhead ratings complete.

Logistics section chief & Finance branch director may have to stay longer or return to local unit to resolve problems.

IRT should have closed debriefing session prior to meeting with agency administrator.

Responsible Official and evaluation team should debrief team and prepare evaluation as soon as possible after release. Items to cover:

- Local Responsible Official should give team written performance evaluation.
- Were objectives met? (See approved ISA)
- Safety
- Were costs considered in selection of strategy and tactics.
- Outstanding or poor performance of individuals or crews.

Should an IRT be assigned to an incident and portions of the above procedures cannot be followed due to emergency conditions or other problems, the assigned IC and staff will work with members of the local unit to obtain information to make the transition period effective and organized.

Final Incident Documentation Package Contents

The package is divided into four (4) major sections:

1. General index
2. Command/Planning/Operations
3. Logistics including finance
4. Demobilization

Each section could contain the following elements.:

Command/Planning/Operations:

1. Index
2. Government direction/Delegation of Authority
3. Supplement agreements
4. Incident Situation Analysis (ISA)
5. Individual incident reports
6. Incident narrative
7. Transition plans
8. Incident Status Summary, IRS-002
9. Organization chart
10. Incident Action Plans (by date, include day & night operational periods)
11. Maps
12. Cultural resource maps
13. Strategy meeting notes
14. Operational Planning Worksheets, IRS-015
15. Weather forecasts/flood projections
16. Air Operations
 - 1) Summary
 - 2) Helicopter Operations Checklists
 - 3) Passenger/Cargo Manifests
 - 4) Aircraft Daily Cost Summaries
 - 5) Aircraft Initial Reports
 - 6) Air Operations Radio Logs
17. Safety summary/narrative
18. Area/road closures
19. Rest and Recuperation (R&R) Plan
20. Incident Information
 - 1) News releases
 - 2) News clippings
 - 3) Incident Information Officer Summary

21. Human Resources/Training Summary
22. Letters of appreciation
23. Incident Rehabilitation Plan

Logistics

1. Index
2. Resource Orders - Overhead
3. Resource Orders - Crews
4. Resource Orders - Equipment
5. Resource Orders - Supplies
6. Resource Orders - Aircraft
7. Check-in List
8. Passenger/Cargo Manifests
9. Support Vehicle Inventory
10. Transportation Plan
11. Motor Pool Dispatch Logs
12. Vehicle/Equipment Inspections
13. Cache inventory
14. Cache returns
15. Cache Issue Records
16. Property Transfers
17. Property returned to host agency
18. Property Damaged or Destroyed
19. Unit Logs, IRS-003
20. Radio Logs
21. General Messages
22. Medical Plan
23. Medical Issue Records
24. Medical Summary
25. Medical Resource Orders
26. Security Summary
27. Investigations
28. Land Use Agreements
29. Potential Claims
30. Motor Vehicle Accident Reports
31. Written justification for operational periods exceeding 16 hours
32. Volunteer agreements
33. Equipment inspections
34. Rental Equipment Use Records
35. Fuel/Oil Issue Records

36. Commissary Issue Records
37. Cost Unit Records
38. Incident Time Reports - Overhead/Casuals
39. Incident Time Reports - Crews
40. Crew Time Reports - Overhead/Casuals
41. Crew Time Reports - Crews

Demobilization

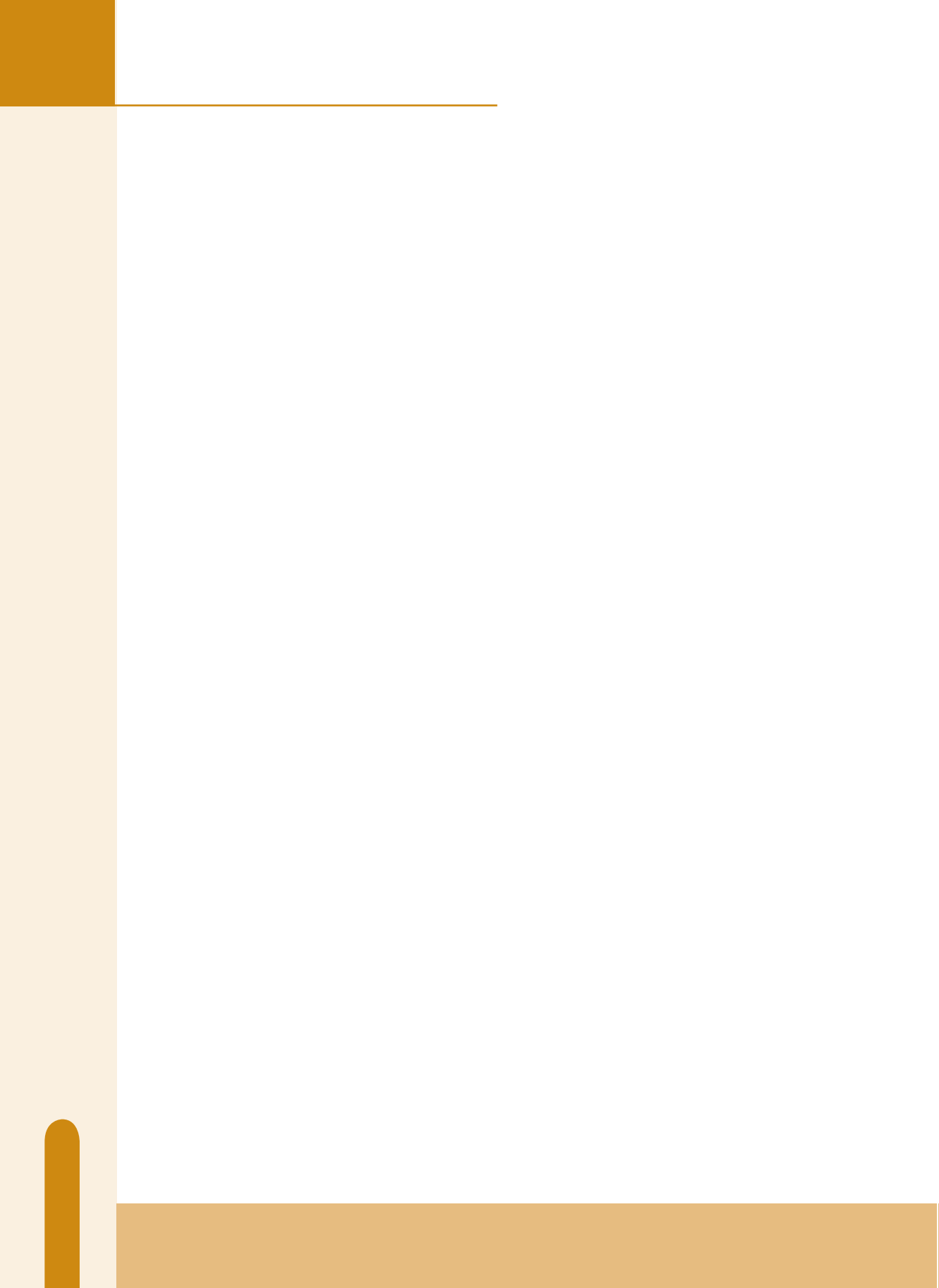
1. Demobilization Plan
2. Demobilization T-Cards
3. Demobilization Check-Out
4. Performance ratings

Incident Response System Incident Commander Course

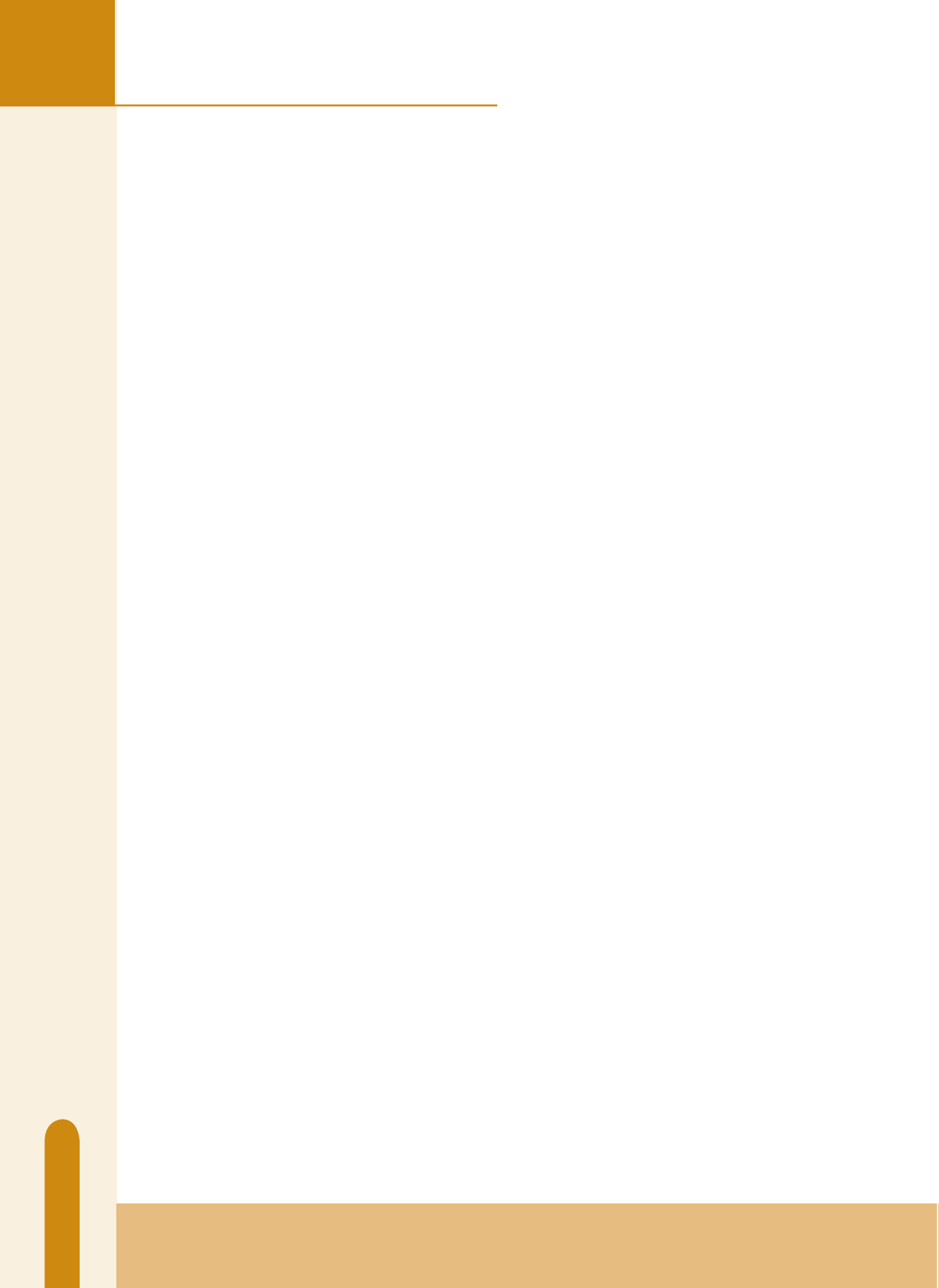
Unit-5 Lessons Learned

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Participants may use this sheet to jot down the lessons learned during the course.

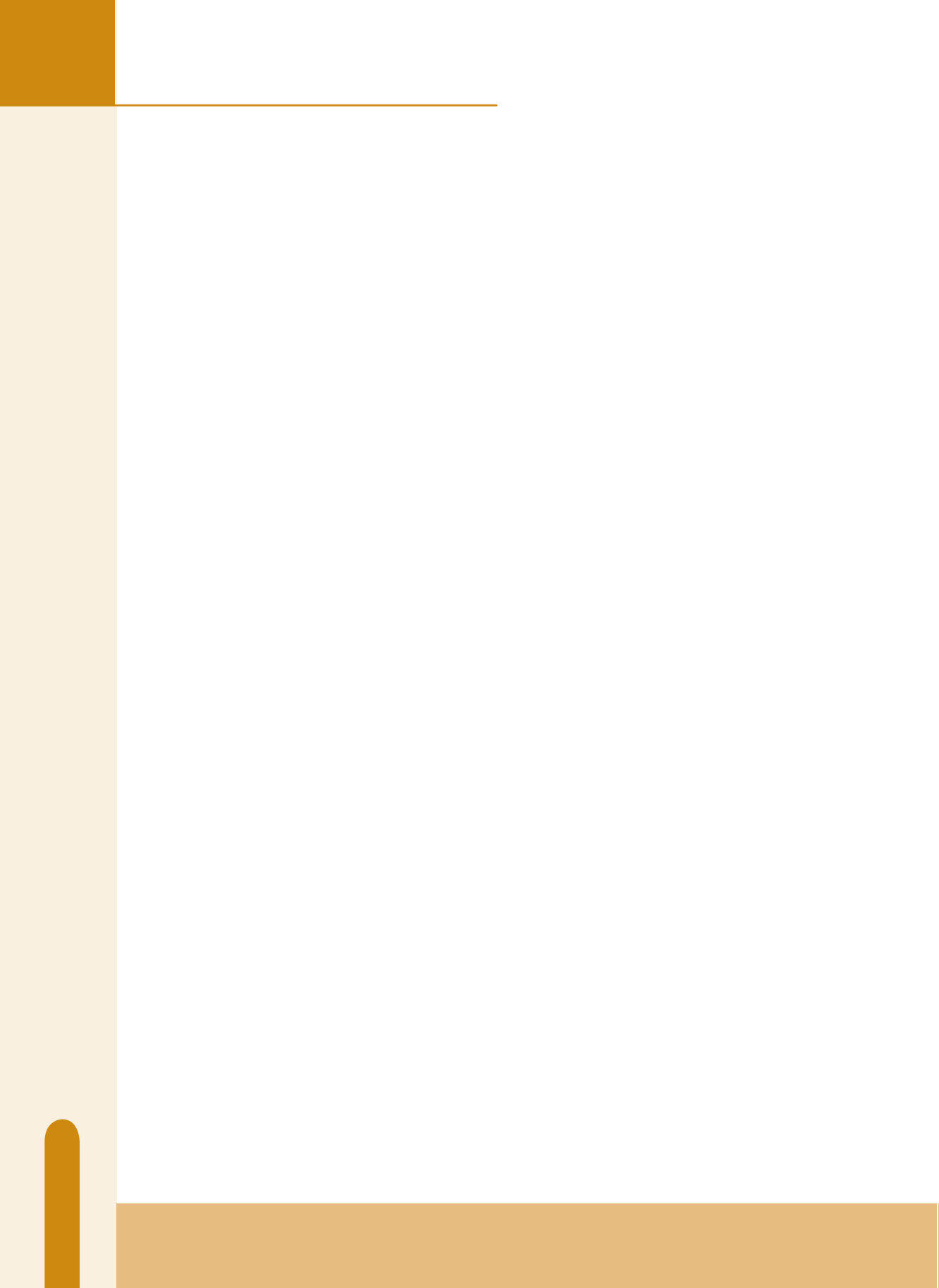


Incident Response System Incident Commander Course

Exercises

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Unit 1A: Incident Commander Responsibilities and Team Administration Exercise 1A-1

Divide the class into two groups.

Group one will list on flipchart paper the orientation procedures an incident commander should provide for new team members. The group should keep in mind the list they prepare could be used as a guide for an incident commander.

Group two will list on flipchart paper the methods and associated indicators that could be used to measure the success of a team's management of an incident. The group should keep in mind the list they prepare could be used as a guide for an incident commander.

Each group will select a spokesperson to present their solution to the class.

The groups will be given 20 minutes to prepare their solutions and 10 minutes for each group to make their presentation.

Unit 1A: Incident Commander Responsibilities and Team Administration

Exercise 1A-2

In your opinion, what is the roll of the Incident Commander?

Please break up into your groups and take 10 minutes to outline the priority tasks with which an Incident Commander should be involved. Be prepared to share these priorities with the group of participants.

Unit 1C: Staffing

Exercise 1C-1

Incident Commander Kit

Have the class break into small groups.

Given your knowledge of Incident Management in India, and the information you have received in this series of training courses, take ten minutes to develop a list of the items you would include in an Incident Commander's kit. Select a spokesperson to share the list with the class.

Unit 2B: Transfer of Command

Exercise 2B-1 Information Sharing

The IC has just gone through the transition plan process and received an initial briefing from the outgoing IC. List the general kinds of information the IC should share with the command and general staff. List how the IC can use this information to prepare for the initial planning meeting which occurs later.

Have participants work in groups and list items on flip chart. The group spokesman will present solution to the class.

The intent of this exercise is for the participants to identify what items they feel should be covered before the initial planning meeting.

There is no set answer and responses may vary from group to group. The instructor should be prepared to draw on his own expertise to fill in voids.

Emphasize that incidents are dynamic in nature, and that the original facts the incident commander gathers at the briefing may be quite different from those faced with later in the operational periods. Change early if change is necessary

Unit 2D: Planning and Meetings

Exercise 2D-1

Command and General Staff Interaction

Divide the class into groups. Instruct each group to make three columns on flipchart paper. Label column one, meeting/briefing name; label column two, length of meeting (time) and when held; and label column three, attendees.

Instruct the groups to list in column one the name of the incident response team meetings and briefings used to manage incidents. In column two estimate the time required for that meeting/briefing and when it occurs. In column three indicate who the mandatory attendees should be at that meeting/briefing. For example:

Meeting/Briefing Name	Time When Held	Attendees
Operational Period Briefing	30 minutes long. Held prior to each operational period.	Command and general staff, OPS through SUL, technical specialists, human resource specialist

Part 1

Each group is to prepare a solution through use of a flipchart and select a spokesperson to present their solution to the class.

Part 2

Identify and develop a process for the Command and General staff including the IC to reach a level of concurrence in preparing an IAP that can be implemented to meet the RO's expectations of performance to manage the incident.

Allow 20 minutes for the groups to prepare their solutions and 10 minutes for each group to make their presentation. After each group's presentation solicit input from the class. Present the lesson outline material as a possible solution/summary. Each group and the class may come up with other ideas and responses in addition to the lesson outline material.

Unit 2E: Staffing

Exercise 2E-1

Organizational Staffing

Scenario

The city of Kalyan is the largest city in Pipal Block and the hub for much of the infrastructure of the Block and District. There are six rural villages in the southeast area of Pipal Block with an estimated total population of 20,000 in that area. The State is prone to disasters and the current political party came into office with a promise to take care of the people. The newspaper has been tentatively supportive of the party, but seems to be looking for some failures to expose

You are the Block Development Officer and responsible for initial response to disasters in your area. It is 10:00 in the morning. About an hour ago Pipal block was struck by what felt like a moderate earthquake. You suspect the earthquake impacts were more widespread than your Block and are guessing a number of Blocks are damaged; however, communications have been disrupted in parts of the city and there is no current accurate assessment of the overall damage. You determine that Ham radios are still able to communicate. You have received a number of initial reports from police officers of some damage to buildings in the downtown section of Kalyan City and around hundred injured people. There are no fatalities reported yet. You realize very quickly your span of control for managing this earthquake emergency will be exceeded and request assistance from the Sub-Division Officer. You have also requested assistance from the adjacent Block Development Officer.

A couple of minutes ago, a villager came in from the southeast part of Pipal Block and reported that a few of the villages in that area had been impacted heavily. Apparently a few villagers had been reported missing and family members were searching through the rubble of destroyed houses.

One of your subordinates rushes into your office and gives you the following update information about infrastructure conditions in Kalyan City. The south part of the city seems to have been hit the hardest with communications disrupted and power outages. Water and sewer lines have been disrupted and there is a building fire resulting from a gas tank explosion. He confirms around one hundred persons injured in the south part of the city and adds there are two confirmed fatalities at this time. He guesses there will be additional fatalities confirmed as residents start searching through the rubble.

Another subordinate comes in with the following report. The main paved highway through Pipal Block has been blocked however there are secondary roads providing access to Kalyan and the villages in the southeast. The subordinate also said he heard rumor that a freight train carrying hazardous chemicals had derailed in the central part of the Block. He did not know whether the tank carrying the chemicals had been punctured, but heard the train crew was injured in the accident.

You assess your known response resources.

Resources Already on the Scene in the southern part of Kalyan:

- Police: Section 12, Section 13, Section 14, Section 15, Section 16, Section 17
- Fire: Tender 51, Tender 52, Tender 53, Tender 54, Tender 55
- Ambulances: AMB 41, AMB 42, AMB 43, AMB 44, AMB 45

In addition, many residents in the south part of the downtown area are already helping victims by removing rubble and digging out. You know in the southeast part of the Pipal Block, the villagers are digging through the debris of houses looking for victims and missing persons.

Some government employees have voiced their availability to respond, but many are pre-occupied with the whereabouts of family members and others can not be located.

You anticipate immediate needs and place an order for the following additional resources.

- Medical Supply Kits: 5
- Doctors: 5 teams (3 doctors per team)
- Heavy Equipment: 3 JCB and 3 dump trucks, 1 crane, 1 bulldozer
- SAR Teams: 2
- Medical Task Force Leader
- 3 Equipment Task Force Leaders

These resources will be traveling from a distance and will arrive late in the afternoon.

You decide to name the earthquake Pipalo. You know the incident has exceeded your span-of-control and is beyond your capabilities to manage. The Sub Division Officer is en route and will be meeting with you in 30 minutes. You need to prepare a briefing, as he/she will be assuming command.

Exercise Instructions

- In small groups, discuss how you would staff the IRT to respond to the earthquake.

Some/all groups will be asked to present their staffing proposals to the class. Please select a spokesperson for your group.

Unit 2G: Special Situations

Exercise 2G-1

During the planning meeting the Human Resource Specialist states that he has heard that Gender Equity issues have not been addressed in at least one of your three relief camps. The operations section chief indicates that she has heard that mentioned as well.

Answer the following questions:

1. As incident commander what is your responsibility at this time?
2. Who in your staff should be involved?
3. Are there information concerns?
4. Should the responsible official be notified?

Unit 2G: Special Situations

Exercise 2G-2

While in the command post you overhear radio traffic from one of the divisions working on an embankment break. A large crowd of men have gathered demanding to be put to work. The crew leaders working on the embankment are threatening to stop work because they don't feel safe with the crowd growing and seeming more agitated.

As the IC, what is your responsibility at this time?

Incident Response System Incident Commander Course

IRS Forms

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi

Incident Briefing – IRS Form 001

Attach a separate sheet under each heading in case space is not sufficient

1. Incident Name	
2. Map Sketch (Give details of the affected site)	
Date Prepared	Time Prepared

Source: Adapted from ICS Form 201

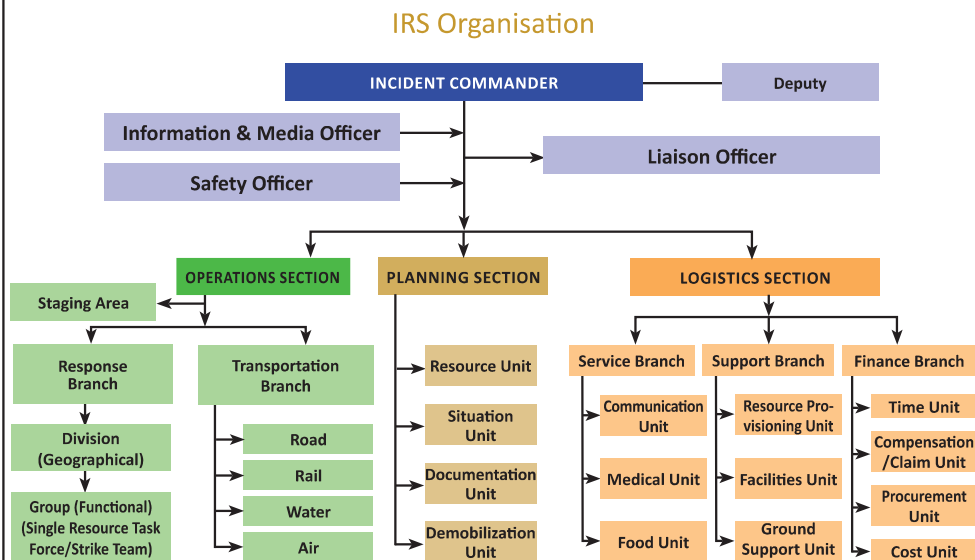
Contd...

3. Summary of Current Actions	
a. Action already taken	
b. Action to be taken	
c. Difficulties if any in response including mobilisation of resources and manpower	

Contd...

4. Current Organisation (Brief about activated section of IRT)

Highlight the activated Sections / Branches / Units



Contd...

Signature

199

(Major Components)

Attach a separate sheet in case space is not sufficient

1. Name of the incident : _____		2.Name of the IRT: _____		3. Operational Period _____		4. Prepared Date: _____ Time: _____	
5. Name of the IC: _____				6. Phone No. : _____			
7. Current Situation (Nos. of Casualty)							
(a)	(b)	(c)	(d)	(e)	Dead	Identified and cremated / buried dead bodies	Un-identified dead bodies
Locations	Injured	Treated	Discharged	Patients referred (Specify Hospitals with locations)			
8. Status of Infrastructure (Put tick mark)							
(a)	(b)	(c)	(d)				
Infrastructure	Not Damaged	Partially Damaged	Completely Damaged				
Road							
Railways							
Airport							
Water Supply							
Electricity Supply							
Communication Network							
Communities / Critical Infrastructure							
Residence							
Any Other (Specify)							
9. Threats, if any which may be increase severity of incident may be indicated							

Contd...

10. Resources deployed for response with descriptions						
(a) Locations	(b) Resources			(c) ESF involved		(d) Activities
	Human Resources	Equipments		Gov.	Non Gov.	
		Kind	Type			
11. Need for additional resources						
(a)				(b)		
Resource Details						
Kind	Type	Quantity	Source of Mobilization			
12. Remarks if any:						
13. Name and designation of officer Prepared by _____						

Source: Adapted from ICS Form 209

Unit Log – IRS Form 003

(Major Components)

Attach a separate sheet if space is not sufficient

1. Name of the incident:		2. Name of the Section:	3. Operational Period:		4. Prepared	
					Date:	
					Time:	
5. Name of the Units	6. Work Assigned with Resources	7. Name of the Site		8. Status of work		
				(a)	(b)	
				Completed	Not completed	
9. Specify accident / incident / weather conditions which may increase severity of incident						
(a)	(b)	(c)				
Time	Locations	Action taken or suggested				
10. Name and designation of officer Prepared by						

Source: Adapted from ICS Form 214

Record of Performed Activities – IRS Form 004

(Major Components)

(Attach a separate sheet, if space is not sufficient)

1. Name of the Incident: _____	2. Operational period _____	3. Prepared Date: _____ Time: _____																				
4. Name of the Section: _____ Branch / Division / Unit: _____																						
5. Name of the Facilities where <i>(ICP / Incident Base / Camp / Relief Camp / Staging Area, Medical Camp / Helibase / Helipad / Any other)</i> Division or Unit is deployed (Specify with exact location). _____																						
6. Work Assigned	7. Status of work <i>(Put tick mark)</i> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; text-align: center;">(a) Completed</th> <th style="width: 50%; text-align: center;">(b) Not completed</th> </tr> </thead> <tbody> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> <tr><td> </td><td> </td></tr> </tbody> </table>		(a) Completed	(b) Not completed																		
(a) Completed	(b) Not completed																					
8. Any incident / accident during the response and action taken																						
(a)	(b)																					
Incident / Accident (Specify, if any)	Action Taken																					
9. Name and designation of officer Prepared by <i>(Specify Name Position and Section):</i> _____ <i>(Prepared by all responders bellow the Section)</i>	10. Despatch: Date: _____ Time: _____ _____ 11. Signature of Receiving Officer																					

Organization Assignment List – IRS Form 005

(Major Components)

(Attach a separate sheet if space is not sufficient)

This assignment list will be prepared as per IAP and will be circulated among all the responders and supervisory staff at the beginning of each operational period by the respective Section chiefs.

1. Name of the Incident: _____	2. Operational Period: _____	3. Prepared: Date: _____ Time: _____
4. Name of the section to whom work assigned: _____		
5. Name of the supervisory Officer concerned: _____		
6. Name of the responder: _____		
7. list of task assigned (a) _____ _____ (b) _____ _____ (c) _____ _____ (d) _____ _____ (e) _____ _____ (f) _____ _____ (g) _____ _____ (h) _____ _____ (i) _____ _____		
8. Name and designation of officer Prepared by: _____		9. Approved by: _____

Source: Adapted from ICS Form 203

On Duty Officer List – IRS Form 007
(Major Components)
(Attach a separate sheet if space is not sufficient)
This will be maintained by all the Section and sent to RO through IC

1. Name of the incident:		2. Name of Section / Branch / Division / Unit (Specify):			3. Operational Period:		4. Prepared Date: Time:	
Sl	5. Name of Officer	6. Designation in Normal Period	7. Phone No. / E-mail ID	8. IRS Position for the Incident	9. Location of Deployment	10. Location of Camp with Contact Details	11. Any other Information	
12. Name and designation of officer Prepared by		13. Signature of the Section Chief			14. Dispatch			
					Date			
					Time			

Medical Plan – IRS Form 008 (Major Components)

Attach a separate sheet if space is not sufficient

1. Name of the incident:		2. Operational period:		3. Prepared		4. Total Nos. of medical aid camp to be established:	
				Date:			
				Time:			

4.3 Resources Available in the medical camp									
4.1 Sl.No.	4.2 Location (s)		(a) No. of Medical Officers	(b) No. of Paramedics staff	(c) Others (ANM & trained volunteers) Specify	(d) life saving drugs / Appliances		(e) Facilities of referral services and Blood Banks	(f) Any other (Specify)
						Yes	No		

6. Availability of Regular Medical Facilities (Specify in Nos.)															
5. Status of Ambulances Services															
(a)	(b) Address & Contact No.	(c)		6.1 Govt			6.2 Private								
		Paramedics	No	(a) Loca- tions	(b) Sub Centre	(c) PHC	(d) Hospitals	(e) Medical College	(f) Locations	(g) Clinic	(h) Nursing Home	(i) Hospitals	(j) Medical College	(k) RMP	

8. Referral Medical Facilities in the Neighborhood			
7. Road map of the area circulated among the ambulance service			
(a)	(b)	(c)	(d)
Yes	No	(a) Location	(b) Address

9. Name and designation of officer Prepared by (Medical Unit)		10. Approved by	

Source: Adapted from ICS Form 206

(Attach a separate sheet if space is not sufficient)

Source: Adapted from ICS Form 205

(Major Components)

(Attach a separate sheet if space is not sufficient)

[illegible]

Source: Adapted from ICS Form 221

IRS - 015-1

IRS - Operational Planning Worksheet - IRS 015																				
1. Incident Name:						2. Operational Period:								Date From: Time From:			Date To: Time To:			
3. Branch	4. Division, Group, or Other	5. Works Assignment & Special Instructions	6. Resources														7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time
			Req.																	
			Have																	
			Need																	
			Req.																	
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