



सत्यमेव जयते

Training Module

INCIDENT RESPONSE SYSTEM

Integrated Planning Section Chief



Towards a disaster free India

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
INTEGRATED PLANNING SECTION CHIEF

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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 Ms. Vasudha Mishra, IAS and express my gratitude for customizing the training module "Integrated Planning Section Chief". 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 Integrated Planning Section Chief (IPSC) Course

Module-I Planning Section Chief

Participant Manual Reference Text

National Institute of Disaster Management
Government of India, New Delhi



Incident Response System Integrated Planning Section Chief (IPSC) Course

Course Overview

Planning is a very important management function in the Incident Response System as it is understood that a proper planning process is absolutely essential for effective operation and overall response enabling the incident management teams to achieve the incident objectives.

While analysing the Incident command system for its integration into our response system with appropriate adaptations, Planning section was taken up with utmost interest as in many of our response to incidents, elaborate planning mechanism does not exist in all instances and it becomes specially very critical in cases of complex incidents.

While developing the courses and training strategies for IRS, a first level of adaptation is development of such integrated course itself. Normally, in original system there are separate courses for the four units in the Planning section e.g. Resource Unit, Situation Unit, Demobilisation unit & Documentation Unit and after their completion, one takes up the Planning section course. In view of our conditions and length of these courses to meet a practical timeframe, it has been decided to rearrange the materials, reducing the overlaps (which would have essential if these courses were to be run separately at different points of time) and to develop an integrated course.

Thus, this is called **Integrated Planning Section Course** consisting of the following sub courses:

- I. Planning Section Chief
- II. Resource Unit Leader
- III. Situation Unit Leader
- IV. Demobilisation Unit Leader
- V. Documentation Unit Leader

Each of these Sub Courses are organized into units covering various aspects. The first units of all of these courses provide Course Introduction & overview. There after other relevant learning inputs are covered in subsequent units. The learning objectives of each unit are mentioned in the beginning of the unit. Then, the brief outline of unit structure has been mentioned. It is advised that

the learner should try to revisit, at the end of the unit, the points given as the learning objectives of the unit.

The overall organisation of this integrated course is indicated below.

Sl. No.	Course	Number of Units	Remarks
1	Planning Section Chief	8	There are scenario exercises, Group Discussion & exercises at the end of some of all of the units except Unit1. In the end there is a final exercise as well. Some video clippings are also suggested at different points.
2	Resource Unit Leader	7	There are scenario exercises, Role play at the end of some of these units.
3	Situation Unit Leader	5	There is a scenario exercise at the end of the Unit 5.
4	Demobilisation Unit Leader	3	There are scenario exercises at the end of Unit 2 and 3.
5	Documentation Unit Leader	2	There is a scenario exercise at the end of Unit 2.
	Total	25	

DETAILED LESSON OUTLINE

COURSE: Planning Section Chief

UNIT: 1 - Course Introduction

OBJECTIVE:

Upon completion of this course the trainee will demonstrate the knowledge and tools necessary to perform the duties and responsibilities of the planning section chief in the Incident Response System (IRS).

COURSE STRUCTURE:

There are 8 units in this course including this introductory unit. **The individual units of this class are as follows:**

Course Structure: Planning Section Chief

Sl. No.	Unit	Remarks
1	Course Introduction	
2	Information Gathering	Scenario Exercises
3	Strategies	Incident Strategy Analysis(ISA) Format & Case Study Group Exercise
4	Meetings & Briefings	Exercise based upon a video clipping of a Plan Meeting
5	Incident Action Plan & Contingency Plans	Group Discussion on Sample IAP
6	Interactions	Scenario Exercise
7	Forms, Documents & Supplies	Group Discussion
8	Demobilisation & Close out	Group Exercise

At the end of these units groups can be asked to work on a final exercise for developing different kind of scenarios.

DETAILED LESSON OUTLINE

COURSE: Planning Section Chief (PSC)

UNIT: 2 - Information Gathering

OBJECTIVES:

1. List five key documents that the planning section chief (PSC) should obtain at the transition briefings.
2. Describe items of information that the PSC will receive from the incident commander's (IC) team briefing.
3. Describe items of information derived from the strategic plan.
4. Describe the ongoing information and evaluation process of the planning section throughout the incident.

STRUCTURE:

- I. Introduction
- II. Transition Briefing
- III. IC's Team Briefing
- IV. Strategic Plan
- V. Incident Operation
- VI. Summary

I. INTRODUCTION

Planning section is the archive for all information collected during the incident. Gathering information is a key component of the planning section, and the section relies on many positions outside the section as well as outside the incident organisation to help gather information.

II. TRANSITION BRIEFINGS:

There are several occasions of transition in managing an incident. These may be when the IC is being briefed by the Responsible Officer (RO) or when there is change in IC and outgoing IC may brief the incoming IC.

It is the IC's responsibility to ensure the Incident Response Team (IRT) receives an adequate briefing before assuming command of the incident.

- A. Types
 1. Responsible Officer's briefing
 2. Initial Response IC's briefing

- B. Usually takes place prior to team's taking over the incident
- C. Both may be done at the same time.
- D. General information gathered will include:
 - 1. Type of incident (e.g. flood, cyclone, landslide, earthquake, accidents etc). Even a planned event can also be managed by this system and hence can be one of the types.
 - 2. Incident's history
 - 3. Magnitude, potential, and estimated duration
 - 4. Political, environmental, and economic constraints
 - 5. Status of communications
 - 6. Facilities already established
 - 7. Current plan, priorities, and objectives
 - 8. Command structure (single vs. unified command)
 - 9. RO or agency administrator's representative, Resource Advisor and finance administrator.

(Resource Advisor: The Resource Advisor has local knowledge and is primarily responsible for identifying and evaluating potential impacts and benefits of operations on natural and cultural resources.)

- E. Checklists or briefing outlines may be available for use.
- F. Obtain copies of current resource orders or find out what has been ordered, what is confirmed, and what has arrived.
- G. Obtain a contact list with phone, mobile phones, e-mail addresses and fax numbers.
- H. The five key documents that the PSC should obtain at these briefings are:
 - 1. Incident Strategic Analysis (ISA)
 - a. Used to determine best strategy to manage the incident
 - b. Evaluates social, economic, environmental, and other criteria
 - c. Obtained at the RO's briefing
 - d. For agencies that do not use the ISA; strategies, constraints, overall incident management direction, etc. must be provided to the IRT from the RO.

These will be discussed in more detail in Unit 3.
 - 2. IRS Form 002 - Incident Status Summary
 - a. May not be available if transitioning from initial or extended attack to Incident Response Team (IRT)
 - b. Good information for determining overall scope of the incident

- c. Make sure information is shared with other command and general staff
 - d. Usually obtained at the RO's briefing
- The IRS Form 002 will be covered in greater detail in Unit 7.

3. Delegation of Authority:

Generally the Incident Response team will be delegated certain authority for its effective working. This will usually happen at the RO's Briefing. Sometimes, it may also take place during briefings by the area commands or by the HODs. Such delegation of authority may usually come in form of the Minutes of such meetings. If such delegation of authority is not very clear during the meeting, then IC may specifically enquire & clarify such issues.

- a. May come from RO, Area Command, or agency head (head of departments)
- b. Identifies the time at which the IRT takes command of the incident, and the limits of the IRT's authority including "fiscal limitations"
- c. A release of authority is usually done when the incident is turned back over to the local jurisdiction.
- d. A copy of the delegation of authority should be kept for filing in the final incident package.
- e. If no delegation of authority has been prepared, the PSC should assist the IC to document what verbal authorities have been conferred and try to get written acceptance by agency administrator.

4. Incident Map(s)

- a. A more detailed map than provided on the IRS Form 001
- b. Make sure that all symbols used are understood.
- c. Give to Situation Unit Leader (SUL)
- d. Obtained at the RO's briefing

5. IRS Form 001 - Incident Briefing Form

- a. Used when the incident transitions from initial or extended response to a Type II (Lower level) IRT or Type I (Higher level)
- b. This Incident Briefing form has four parts.
 - (1) Map
 - (2) Summary of current actions
 - (3) Current organization
 - (4) Resources summary
- c. Usually prepared by initial Response IC
- d. SUL uses the map and summary of current actions; Resource Unit Leader (RUL) uses the organization and resources summary.

- e. Make sure that the form is up-to-date.
- f. Obtain information from outgoing personnel (progress of tactical operations).
- g. Usually obtained at the initial response IC's briefing, but.
- h. You may not get an IRS 001 but you must get the information.

III. INCIDENT COMMANDER'S TEAM BRIEFING

- A. An opportunity for the incoming IC to meet with his/her team to discuss the incident situation.
- B. The items covered in this briefing include:
 - 1. IC's priorities, goals, and objectives
 - a. IC or Unified Command will set objectives. It can be mentioned in the Incident Action Plan appropriately.
 - b. Determine control strategies (Unit 3)
 - c. Establish immediate priorities
 - d. How to handle any operational, logistical, or monetary constraints
 - e. Goals for the team's development
 - 2. Initial instructions
 - a. Resource ordering procedure
 - b. Location of Incident Command Post (ICP) may be set if it hasn't already been done
 - c. Set situation status reporting requirements
 - d. Cost-sharing procedures
 - e. Policy for releasing information
 - 3. Expected time frames
 - a. Operational periods and planning cycle may be set at this briefing
 - b. Set the team's meeting schedule
 - c. Set off-incident reporting requirements
 - d. Determine Rest and release requirements
 - 4. Recognize and mitigate safety concerns

IV. STRATEGIC PLAN

This is developed primarily during the interaction of IRT with RO and generates critical ideas & informations necessary for effective incident management.

The IRT and RO develop a strategic plan for the incident which considers overall incident strategy and management. The strategic plan is not necessarily a

separate written document and can be communicated orally between the RO and IRT. **The RO's briefing, ISA, and delegation of authority all provide input for the strategic plan.**

As a minimum the strategic plan should consider the following:

- A. Safety of public & incident responder, hazards, public restrictions
- B. Tactical constraints: resources available, weather, protected areas, topography, etc.
- C. Geographic limits: inaccessible terrain, jurisdictional boundaries
- D. Monetary constraints: cost-effectiveness of tactical resources, funding sources
- E. Time frames: urgency of control, is it safe to operate at night?
- F. Natural resource risks: endangered species, watersheds, etc.
- G. Social concerns: human life, historical areas, evacuations, air quality, interface areas
- H. Political concerns: multiple jurisdictions, demographics, infrastructure (road systems, power grids, drainage systems)
- I. Economic considerations: effect on the local economy

V. INCIDENT OPERATIONS

Information gathering and evaluation are ongoing processes throughout the incident. The PSC shall ensure that planning section staff both gather and evaluate the information needed to perform their duties and comply with the incident planning cycle. Responsibilities by position include:

A. Planning section chief

- 1. Determines the current status of the section's activities
- 2. Evaluates the need to activate or deactivate units within the planning section
- 3. Evaluates the need to replace, demobilize or order personnel for the section
- 4. Evaluates the current strategic plan against the incident's objectives
- 5. Evaluates the current strategic plan against the **ISA**
- 6. Gathers data on alternate strategies and contingency plans
- 7. Evaluates the need for technical specialists
- 8. Evaluates the planning section's job performance.

The PSC's job is in the nature of evaluation, while the unit leaders' jobs are more of information gathering.

B. Resources unit leader

1. Ensures completion of IRS Form 006 **Check-in List**
2. Completes Resource Status Cards or other method of displaying resource status
3. Tracks resources' condition for safety purposes, maintenance and release
4. Prepares resource summaries out of Incident status summary IRS 002 & Operational Planning Worksheet IRS 015
5. Collaborates with OPS in preparing resource assignments, reporting locations, control operations, and radio communications information (IRS Forms 004, 005, 009, and 015)

C. Situation unit leader tracks:

1. Incident information, e.g., size, origin, duration (IRS Form 002)
2. Incident facility and reporting locations (IAP and base map)
3. Incident perimeter, control lines, and branch and division boundaries (maps and IRS 001, 002)
4. Progress of tactical operations (IRS Form 002, IRS Form 004 and narrative if required.)
5. Internal and external traffic plan maps (IAP)
6. Weather data (IRS Form 002 and IAP)
7. Injuries and fatalities (IRS 002)
8. Field observer (FOBS) products such as water sources and various other mapped data
9. Products of the specialist/ experts such as projections on spread of hazardous materials (HAZMAT); or projections on USAR (Urban search & rescue), Expert on specialised kind of fire (Oil/ gas well fire etc) or technical accidents (Railway, Chemical industry etc.)

D. Documentation unit leader

1. Assembles, organizes and secures records of events, decisions, and working information regarding the incident.
2. Collects materials from all sections

E. Demobilization unit leader

1. Verifies resource condition, e.g., resource order number, request number, reassignable/non-reassignable
2. Determines travel method
3. Identifies home unit
4. Assigns transportation vehicles
5. Coordinates with local agencies or expanded EOC.

VI. SUMMARY

Information is crucial to the successful operation of the planning section. Any means necessary to obtain accurate, up-to-date information should be explored and used.

The requesting agency may not have completed an ISA and the planning section chief may need to help prepare this document.

The planning section chief should daily review and validate the ISA and delegation of authority.

DETAILED LESSON OUTLINE

COURSE: Planning Section Chief (PSC)

UNIT: 3 - Strategies

OBJECTIVES:

1. Describe the considerations that would require a change in the strategic plan (ISA).
2. Define the difference between strategy and tactics.
3. Identify who is responsible for preparing the strategic plan (ISA), and who is responsible for maintaining it.
4. List four sources of input to the strategic plan (ISA) evaluation.

STRUCTURE:

PART I

- I. INTRODUCTION
- II. DIFFERENCE BETWEEN STRATEGY & TACTICS
- III. ISA & CONSIDERATIONS FOR INCLUSION
- IV. USE OF TRANSITION BRIEFING TO ANALYSE & EVALUATE ISA
- V. ON GOING ACTIVITIES & ISA

PART II:

INCIDENT STRATEGY ANALYSIS (ISA) FORMAT

UNIT 3 PART I

I. INTRODUCTION

Development of strategies and strategic plans is a critical component of managing any types of disasters or incidents. Looking at the big picture and how the incident fits in the relative scheme of things is often overlooked in favor of deciding and implementing tactical actions. Thorough strategic planning and continuous evaluation of the situation provide the best opportunity for effective deployment of resources, safety of all incidents and other personnel, and most appropriate response to resource values to be protected.

II. WHAT IS THE DIFFERENCE BETWEEN STRATEGY AND TACTICS?

Sl. No.	Strategy	Tactics
1	Strategy is the general plan or direction selected to accomplish incident objectives.	Tactics are short-term, site-specific actions. The deployment and directing of resources on an incident to accomplish the objectives designated by the strategy.
2	Examples of Strategy can be 1: Prevent floodwaters from reaching X and Y villages. 2. Protect Godavari Creek fisheries values.	Examples of Tactics can be 1. Install sand bags from point A to point B between river and villages. 2. Limit use of aerial retardant to Division C only.

III. WHAT CONSIDERATIONS ARE INCLUDED IN THE INITIAL STRATEGIC PLAN?

Initial Strategic Plan depends upon the Incident Strategic Analysis (ISA). 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 main considerations included in the Initial Strategic Plan are:

- A. Current incident situation
- B. Current and predicted weather
- C. Resource values to be protected
- D. Availability and cost of suppression resources
- E. Safety considerations
- F. Environmental concerns
- G. Alternatives to the selected strategy

IV. USE TRANSITION BRIEFINGS TO CONFIRM THE VALIDITY AND APPROPRIATENESS OF THE STRATEGIC PLAN (ISA).

- A. RO / Agency administrator's briefing
 1. Information as presented
 2. Content of the plan
 3. Clarifying questions
 - a. Is the information correct and current?
 - b. Are the assumptions realistic?

- c. What alternatives were not selected?
 - d. Why were they not selected?
- B. Outgoing incident commander's briefing
- C. The incoming incident commander should be in agreement with the objectives of the strategic plan before accepting the assignment.

V. ON-GOING ACTIVITIES

- A. The agency administrator is responsible for preparing the strategic plan (ISA). There may be occasions when the IRT needs to assist the agency administrator prepare one.
PSC coordinates daily review and sign-off of the strategic plan (ISA) to confirm its adequacy of objectives, cost limitations, political acceptance.
- B. What considerations would require a change of the strategic plan?
 - 1. Incident escapes the planned boundary or threatens to.
 - 2. Probable expense will exceed the planned amount.
 - 3. Tactical resources not available to accomplish objectives.
 - 4. New opportunity to change tactical approach.
 - 5. Change in political climate.
- C. Who should prepare amendments to the strategic plan (ISA)?
 - 1. The agency administrator may, or
 - 2. The planning section chief may, as directed by the incident commander and the agency administrator.
- D. What sources of input are available to evaluate the strategic plan (ISA)?
 - 1. Operations section chief
 - 2. Logistics section chief
 - 3. Finance Branch Director
 - 4. Safety officer
 - 5. Agency administrator (HODs)
 - 6. Resource advisor (if any)
 - 7. Incident commander
- E. Who needs to know the content of the strategic plan (ISA)?
 - 1. Almost all incident personnel
 - 2. Agency administrator and resource advisors
 - 3. Adjacent or included land owners
 - 4. Media
 - 5. Cooperators
 - 6. Local governments

UNIT 3 PART II

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 its complexity. The key is to document the decision.

ISA INITIATION

INCIDENT NAME	
JURISDICTION(S)	
DATE AND TIME INITIATED	

DECISION
The selected alternative is:
RATIONALE:

RESPONSIBLE OFFICER SIGNATURE	
DATE/TIME	

I. INCIDENT STRATEGIC ANALYSIS	
A. JURISDICTION(S):	B. GEOGRAPHIC AREA:
B. UNIT(S):	D. ISA #:

E. INCIDENT NAME:	F. INCIDENT #:
G. FINANCIAL ACCOUNTING CODE:	
H. DATE/TIME PREPARED:	
ATTACHMENTS: ☐ Complexity Matrix/Analysis ☐ Risk Assessment ☐ Probability of Success ☐ Consequences of Failure ☐ Maps ☐ Decision Tree ☐ Projections ☐ Calculations of Resource Requirements ☐ Other (Specify)	

Section 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	
Aviation	
Responder	
2. ECONOMIC:	
3. ENVIRONMENTAL:	
4. SOCIAL:	
5. OTHER:	
B. CONSTRAINTS	

Section III. Alternatives

The Responsible Officer 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 March 1”.

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:			
B. NARRATIVE:			
C. RESOURCES NEEDED:			
RESPONDERS			
EQUIPMENT			
EARTH MOVERS			
AIRCRAFT			
POLICE			
OTHER			
D. ESTIMATED FINAL AFFECTED AREA SIZE:			
E. ESTIMATED DATE TO ACHIEVE OBJECTIVES			
F. COSTS:			
G. RISK ASSESSMENT: PROBABILITY OF SUCCESS/			
CONSEQUENCES OF FAILURE			
H. ATTACH MAPS FOR EACH ALTERNATIVE			

Section IV. Evaluation of Alternatives

The Responsible Officer 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 Rupee amounts 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 Rupee amounts.

IV. EVALUATION OF ALTERNATIVES			
A. EVALUATION PROCESS	A	B	C
SAFETY Responder Aviation Public			
Sum of Safety Values			
ECONOMIC Incident Business Other (specify)			
Sum of Economic Values			
ENVIRONMENTAL			
Sum of Environmental Values			

SOCIAL			
Employment			
Public Concern			
Cultural			
Religious			
Gender/Equity			
Other (Specify)			
Sum of Social Values			

Section 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 Officer 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 Officer(s) to evaluate each alternative. Assign information to the "other" category as needed by the Responsible Officer.

V. ANALYSIS SUMMARY			
ALTERNATIVES	A	B	C
A. COMPLIANCE WITH OBJECTIVES:			
SAFETY			
ECONOMIC			
ENVIRONMENTAL			
SOCIAL			
OTHER			
B. PERTINENT DATA:			
FINAL AFFECTED AREA SIZE			
COST			
RESOURCE VALUES			
PROBABILITY of SUCCESS			
CONSEQUENCES of FAILURE			
C. EXTERNAL/INTERNAL INFLUENCES:			
INCIDENT PRIORITY within State			
RESOURCE AVAILABILITY			
Other LONG-RANGE Projections			
PROJECTIONS			

Section VI. Decision

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

Decision Rational

Section VII. Daily Review

The Responsible Officer or designate completes this page.

The daily review is a process to validate 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

DETAILED LESSON OUTLINE

COURSE: Planning Section Chief (PSC)

UNIT: 4 - Meetings and Briefings

OBJECTIVES:

1. Identify four items to be completed within the planning cycle.
2. Describe the PSC's role in the planning meeting.
3. Describe the PSC's role in the operational briefing.
4. Describe other IRT meetings and briefings.

STRUCTURE:

- I. INTRODUCTION
- II. THE PLANNING CYCLE
- III. THE PLANNING MEETING
(INCLUDING PRE-PLANNING MEETING)
- IV. THE OPERATIONAL BRIEFING
- V. OTHER MEETINGS & BRIEFINGS (Command & General staff meeting, Transition Briefings, Public Meetings, Demob meetings, Debriefing)
- VI. ANNEXURES:
 - (a) Ten step Planning Meeting Checklist
 - (b) Sample Operational Briefing Agenda

I. INTRODUCTION

Facilitating meetings and briefings is a major portion of the PSC's job. Every meeting must have a clearly-defined objective and a predetermined audience. The PSC is responsible to see that meetings are conducted as productively and efficiently as possible.

II. THE PLANNING CYCLE

The purpose of the planning cycle is to establish timeframes for completion of the primary functions of the section. The example provided is only a guide and timeframes and products completed may need to be adjusted for your incident assignment.

The planning cycle requires completion of four major items:

- A. Planning meeting
- B. Incident action plan

- C. Operational briefing
- D. IRS Form 002, Incident Status Report

III. THE PLANNING MEETING

Incident Action Plan (IAP) is one of the key fundamental key feature and IRS considerable emphasis on developing effective IAP. A planning process has been developed to assist the PSC in developing a plan in an orderly and systematic manner.

A. Preparing for the meeting

IRTs should generally conduct the planning meeting in two parts.

Firstly, a **Pre-planning Meeting and then a formal Planning Meeting.**

A preplanning meeting is held between the planning section chief, operations section chief, and logistics section chief, and resources unit leader or a member of the documentation unit that can be the recorder. This is a detailed discussion of strategy and tactics and to “pencil in” the IRS Form 015, Operational Planning Worksheet.

The discussions in the Pre Planning meeting is helped & guided by using a template- Operational Planning Worksheet (IRS015). It helps in focussing attention upon each of the Divisions/ Groups, their prioritisation, work assignments necessary for moving closer to achievement of incident objectives. It also helps in resource management- deployment, working out additional requirement of resources, special requirements (if any). Through this tool, it is also possible to work out detailed plan for deployment & pick up of the resources. Special instructions such as safety considerations, special precautions and instructions for dealing with vulnerable groups, equity & gender considerations may also be discussed. At the end of pre planning meeting, the operational planning worksheet becomes the main nodal document to be further discussed and analysed in the Planning Meeting. In a way it is essential for setting the accurate & relevant agenda for the meeting.

The preplanning meeting may also be called a strategy meeting. But it may be noted that it is different from the discussion at initial stage regarding the strategic plan for incident response where the ISA is developed/ discussed. That is overall strategy to manage the incident. The pre planning meeting is a kind of strategy meeting where strategy for an operational period is being discussed. It is essentially a pre planning meeting.

Failure to have a completed (penciled in) IRS Form 015 prior to the planning meeting will:

- Force a discussion of tactics in an open forum.
- Promote a tedious and lengthy planning meeting.
- Promote excessive external influence.
- Promote a perception of disorganization.

The second part of the meeting is the formal planning meeting. The purpose of this meeting is to put the final touches to IRS Form 015, Operational Planning Worksheet and IRS Form 015, Incident Safety Analysis (LCES) and cover the steps necessary to develop an IAP.

1. Establish time for preplanning and planning meetings.
2. Key personnel providing input are:
 - a. Planning section chief (PSC)
 - b. Incident commander (IC)
 - c. Resources unit leader (RUL)
 - d. Operations section chief (OSC)
 - e. Logistics section chief (LSC)
(Also from Finance /Admin point of view.)
Finance branch director can also give these inputs himself.
 - f. Safety officer (SO)
 - g. Technical Specialists (e.g. meteorologist)
3. Establish and post location of preplanning and planning meetings.
 - a. Large enough and out of the weather
 - b. Free from distractions
 - c. Ability to hear each speaker
 - d. Ability to see any visual aids
4. Inform attendees of time and location and what is expected from them.
 - a. Post the planning cycle at ICP.
 - b. Distribute planning cycle to IC, command and general staff and other appropriate personnel.
 - c. Post agenda for meeting.
5. Ensure that maps and forms are displayed or available.
 - a. Large scale current, accurate map of incident.
 - b. Large IRS forms 015.
 - c. Flip charts, markers, etc.
 - d. Include confirmed, ordered resources that have not yet arrived.
6. Ensure that planning section staff are aware of assignments.

- a. SUL - current maps and situation
- b. RUL
 - (1) Current status of resources on incident as well as regionally and nationally
 - (2) IRS 015 filled in
- c. Technical specialist input – search and rescue, meteorologist, etc.
- d. Assign recording of meeting decisions
- e. PSC - agency policy, legal and fiscal constraints, political considerations, incident objectives, strategic plan still valid?

B. Conducting the preplanning and planning meetings

- 1. The planning section chief is responsible for conducting the preplanning and planning meetings.
- 2. Strong leadership must be evident.
- 3. Mobile phones or radios should be turned off/ kept at silent mode during planning meetings.
- 4. Stay focused and keep as brief as possible, use a checklist. Keep to approximately 30 minutes.
- 5. Plan for lighting if night meetings are necessary.
- 6. Ten Step Planning Meeting Checklist
- 7. PSC must:
 - a. Ensure operations decisions are properly displayed on IRS Form 015.
 - b. Compare resources needed to resources available and reconcile any differences.
 - c. Coordinate with all attendees to ensure plan can be implemented and supported.
 - d. Ensure LCES is incorporated into the planning process. (LCES: L-Look out, C-Communication, E-Escape Routes & S- Safety)
 - e. Resolve any conflicts or concerns.
 - f. Identify elements of the IAP required from other sections and time needed by planning section.
(e.g. Communication plan, medical plan to come from logistics section etc)
 - g. Establish deadlines for IAP input.
 - h. Obtain IC approval of the completed IAP prior to duplication.

IV. THE OPERATIONAL BRIEFING

An operational briefing is held **at the beginning of each operational period** to review the IAP with operations personnel. Each member of the command and general staff who has a part in the IAP makes a short presentation.

Operational Period: The period of time scheduled for execution of a given set of tactical actions as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually of 12 or 24 hours. Its length may vary on many factors e.g. nature of the incident, stage of incident as during initial stages operational period can be shorter and may increase later as the incident stabilizes; safety considerations etc.

The PSC and OPS share the responsibility for the operational briefing.

The PSC is responsible for conducting the briefing. OPS is responsible to ensure all operations personnel are adequately briefed. This may require additional briefings after the primary operational briefing.

A. Preparing for the briefing

1. Determine who should attend
2. Determine number of IAPs needed (down to single resource boss level)
3. Select briefing time and location
 - a. Large enough
 - b. Quiet
 - c. Map displayed
 - d. Audio system if needed
 - e. Allow adequate lead time for travel to assignment
4. Post time, location, and required attendees
5. Notify command and general staff
6. Review IAP for accuracy and completeness to assure correct publication and/or need for pen/ink changes
7. Determine briefing agenda and adhere to it
8. Key individuals providing input:
 - a. Planning section chief
 - b. Incident commander
 - c. Technical specialists
 - d. Operations section chief
 - e. Logistics section chief
 - f. Finance branch director
 - g. Safety officer
 - h. Communications unit leader
 - i. Medical unit leader
 - j. Demobilization unit leader
 - k. Natural resources advisor

B. The operational briefing

1. Hand out IAPs before starting.
2. Keep briefing focused and brief, less than 15 minutes.

3. Use agenda as checklist
4. Be sure to point out any changes to the written plan.
5. Assign someone to document any changes to the plan made at the briefing.
6. Arrange for divisional briefings after the operational briefing. (Identify places.)
7. Arrange for placement of unassigned resources.

V. OTHER MEETINGS AND BRIEFINGS

A. Command and general staff meetings

1. Timing (quieter, less busy times)
2. Level of involvement determined by IC
3. Various purposes

B. Transition meetings

1. Conducted when teams transition to other teams, or turn back to local control
2. IC may assign PSC to facilitate this meeting.

C. Debriefings

1. Usually done with agency administrator
2. May be done in conjunction with transition meeting
3. PSC may be assigned to facilitate this meeting by the IC.

D. Public meetings

1. Used to address public's concerns or to disseminate incident information.
2. Timing and involvement determined by the IC

E. Demobilization meeting

1. Used to develop demobilization plan
2. Conducted by PSC.
3. Command and general staff minimum attendees
4. Demobilization unit leader and resources unit leader usually involved.
5. Area command, if in place, is involved from the outset.

F. Agency-specific reviews and accident investigation

G. Planning section staff meetings and briefings

VI. SUMMARY

Meetings and briefings will not always be perfect but with proper planning they should run smoothly and efficiently.

ANNEXURE (a)**TEN STEP PLANNING MEETING CHECKLIST**

No.	Activity	Primary Responsibility
1.	Set/reaffirm incident strategy and objectives - policy issues.	IC
2.	Give current situation and resource briefing.	PSC, RUL, SUL
3.	State primary and alternative strategies to meet objectives.	OSC
4.	Designate branch/division/group boundaries and functions.	OSC
5.	Describe tactical operations for each division/group. Prioritize tactics in the event choices must be made in allocating scarce resources. Consider contingency plans.	OSC, SO
NOTE: MAKE SURE THAT THE OSC SETS TACTICS THAT ARE SAFE, SPECIFIC, MEASURABLE AND ARE IN LINE WITH THE OVERALL STRATEGY.		
6.	Make tactical resource assignments (including air).	OSC, PSC
7.	Specify reporting locations and times and additional facilities needed.	OSC, LSC
8.	Develop resources, support and overhead order.	PSC, LSC
9.	Consider additional support requirements needed because of communications, traffic, safety, medical, etc.	LSC, PSC
10.	Finalize, approve and implement the plan.	PSC, IC
Items 6, 8, 9, and 10 may be done in detail after the meeting to save time.		

ANNEXURE (b)**SAMPLE OPERATIONAL BRIEFING AGENDA**

Subject	Assigned To:
Brief Opening Statement	IC
Incident situation and control strategy	PSC
Current control actions (if 24-hour operation)	OSC (current period)
Work assignments for personnel going to the line	OSC (next period)
Air operations	ICS Term
Weather	IMET
Incident behavior	Specialists
Safety	SO
Logistical support	LSC
- Communications	
- Medical	
- Ground support	
Finance related matters	Finance Branch Director (FBD)
Information dissemination & Media Briefing	Information & Media Officer (IMO)
Human resources	HR Advisor
Wrap-up	IC

Note: The above agenda as well as the items in the check list for Planning Meeting highlights the fact of Incident Management being a team work. Every member has to perform their role in order to have effective team performance. It is to be noted that IC is not trying to speak on each of the items and gives chance to concerned functionary to brief so that they assume responsibility and IC is able to focus upon supervision and leadership. The tendencies of briefing in non specific terms, encroaching into others area and unnecessary prolonging discussions must be avoided at all costs. An effective, well trained and team with advance preparation should be able to complete the meeting in approximately 30 minutes.

DETAILED LESSON OUTLINE

COURSE: Planning Section Chief (PSC)

UNIT: 5 - Incident Action Plan and Contingency Plans

OBJECTIVES:

1. Describe the purpose of the IAP.
2. Describe the components of the IAP and who is responsible to prepare them.
3. Describe the PSC's role in the IAP.
4. Identify who approves the IAP.
5. List five people who need the IAP prior to publication.
6. Describe the PSC's role in development of contingency plans or risk assessment needs.

STRUCTURE:

- I. INTRODUCTION
- II. PURPOSE OF IAP
- III. STANDARD COMPONENTS OF IAP
- IV. ADDITIONAL COMPONENTS OF IAP
- V. IAP- FINALISATION, PRODUCTION & DISTRIBUTION
- VI. CONTINGENCY PLAN

I. INTRODUCTION

- A. Incidents vary in kind, size, complexity, and requirements.
- B. The Incident Response System (IRS) provides a planning process for accomplishing incident objectives.
- C. The product of the planning process is the Incident Action Plan (IAP).
- D. The IAP must be accurate and transmit information agreed upon during the planning process.
- E. IAPs are generated for incidents:
 1. Involving large numbers of resources.
 2. Exceeding one operational period.
 3. Requiring a Type 3 or larger organization.
 4. Requested by Incident Commander
 5. Agency requirement
- F. The planning section chief supervises the development, preparation, completion, duplication, and distribution of the IAP.

1. On smaller, less complex incidents the incident commander may perform this task.
 2. Every IAP does not need every component.
- G. The incident commander approves the completed IAP.

II. PURPOSE OF THE IAP : Four purposes as indicated below.

A. Formal Document	B. Informational Document	C.	D.
1. Diary	Provides Operational directions for incident personnel (Who, What, When, Where, How)	A Great Document for providing positive Communi-cation	The only document That contains Objectives, Strategies and Tactics
2. Part of archives of the incident	2.Provides a sequence of events meeting incident objectives		
3. Reviewed during court cases, lawsuits, etc.	3.The document everyone wants to see		

III. STANDARD COMPONENTS

A. Cover

Include incident name, date, and operational period. Check agency/department policy on cover art.

B. Incident Objectives

1. IC is responsible to prepare incident objectives. PSC may be delegated to prepare objectives for IC approval.
2. Considers total incident situation (political, legal, fiscal)
3. Describes basic strategy and control objectives
4. Normally not limited to a single operational period
5. May include a specific operational task or objective
6. Provides weather information
7. Provides safety considerations

C. Organization Assignment List IRS Form 005

1. Prepared by resources unit leader
2. Identifies operational units/positions activated with names
3. One of the important components originating in the planning section

D. Detailed Division/Group wise Assignment List

1. Prepared by resources unit leader
2. Identifies work assignments for operational resources
3. Approved by planning section chief
4. One of the important components originating in the planning section.

E. Incident Radio Communications Plan IRS Form 009

1. Prepared by communications unit leader
2. Identifies all radio frequencies assigned during the operational period

F. Medical Plan IRS Form 008

1. Prepared by medical unit leader
2. Reviewed by Safety Officer
3. Identifies incident medical aid stations, transportation services, hospitals, medical emergencies procedures

G. Incident map

1. Prepared by situation unit leader
2. Provides detailed incident information
3. Grid if possible
4. One of the important components originating in the planning section.

H. External traffic plan and map

1. Ground Support Unit Leader (GSUL) prepares plan.
2. Describes routes of travel
3. SUL prepares map.

IV. ADDITIONAL COMPONENTS AS NEEDED**A. Incident predicted potential (examples would be useful both of what sort of product this would be and what sort of technical specialist would create it.)**

1. Prepared by technical specialist
2. Identifies observed and predicted incident behavior

B. Weather forecast

1. Prepared by meteorologist
2. Provides current and predicted weather information

C. Expanded safety message

1. Prepared by Safety Officer
2. Addresses specific safety concerns in detail

D. Air Operations Summary Worksheet

1. Prepared by air operations branch director
2. Provides air resources operational assignments

E. Human resource message

1. Prepared by human resource specialist
2. Reminds incident personnel about mutual respect

F. Unit Log IRS Form 003

1. Prepared by supervisors, unit leaders, officers, chiefs
2. Identifies significant events
3. Blank 003 placed in IAP for distribution purposes

G. Miscellaneous optional attachments

1. Logistics notes
2. Finance notes
3. Demobilization notes
4. Rehabilitation specifications
5. Facilities map (internal traffic plan map)

V. FINALIZE, PRODUCE, DISTRIBUTE

The planning section chief, with approval of the incident commander, determines what components will be included in the IAP each operational period. The planning section chief is then responsible for the completion and distribution of the IAP.

- A. Identify who is responsible to develop what components.
- B. Identify when the components are to be completed and turned in to the planning section.
- C. Identify who is to receive the completed components.
- D. Review all components for completeness and approvals.
- E. Obtain incident commander's approval of completed IAP.
- F. Determine number of IAP's required.
 1. Incident personnel determined by the team; usually down to the unit leader and crew boss level.
 2. Bulletin boards
 3. Facilities outside incident base (camps, staging areas, Relief Camps)
 4. Military needs
 5. Outside world
 - a. Dispatchers
 - b. Agency administrators (RO)
 - c. VIPs

- 6. Extra copies
 - a. Complete IAP
 - b. IAP map only
- G. Arrange for reproduction of IAP
- H. Distribute IAP as soon as it is approved, if possible, to allow preparation time to the following:
 - 1. Ground support unit leader
 - 2. Food unit leader
 - 3. Supply unit leader
 - 4. Air operations
 - 5. Agency dispatch
 - 6. Medical unit
 - 7. Communications unit
- I. Review IAP prior to operational briefing for
 - 1. Completeness
 - 2. Last minute changes
 - 3. Up-to-date information
- J. Distribute IAP for operational briefing (team approach varies)
- K. Identify and document changes during briefing (thorough planning = minimum changes)
- L. Submit original and corrected IAP to documentation unit leader
- M. Evaluate procedures and IAP with your staff (make improvements or adjustments as necessary)
- N. Get ready to do it again

VI. CONTINGENCY PLANS

- A. Prepared by the planning section, with input from individual technical specialists
- B. Provide direction on specific, incident-related activities
 - 1. Serious accident/injuries
 - 2. Structural protection
 - 3. Evacuation procedures
 - 4. Hazardous materials procedures
 - 5. Risk assessment
- C. The incident commander approves the plans

DETAILED LESSON OUTLINE

COURSE: Planning Section Chief

UNIT: 6 - Interactions

OBJECTIVES:

1. Describe the PSC's responsibility in supervising and managing the planning section.
2. Describe opportunities for interaction and information exchange.
3. Identify non-IRS personnel/groups that the PSC may need to interact with on an incident.

STRUCTURE:

- I. INTRODUCTION
- II. SUPERVISION (MANAGING THE SECTION)
- III. INTERACTION & INFORMATION EXCHANGE

I. INTRODUCTION

- A. The planning section chief must interact with people from outside the formal IRT structure, with members of the IRT, and with section personnel.
- B. Managing the planning section requires strong supervisory and interpersonal skills.

II. SUPERVISION (MANAGING THE SECTION)

A. Brief Subordinates

1. Type of incident
2. Jurisdiction
3. Environmental constraints
4. Financial constraints
5. Political considerations
6. Demobilization constraints and considerations

B. Establish Section Priorities

1. What is needed?
2. Who is responsible?

C. Coordinate Units

1. When is it to be completed?
2. How is it to be delivered?
3. Where is it to be displayed?

D. Identify and Provide Training

1. Team
2. Agency

E. Performance Requirements

1. What is expected (task)?
2. When it should be accomplished (timing)?

F. Performance Deficiencies

1. Recognize and communicate immediately.
2. Take corrective action.

G. Performance Evaluations

1. Prepare performance evaluations.
2. Discuss evaluation with appropriate subordinate.

III. INTERACTION AND INFORMATION EXCHANGE**A. Interaction and information exchange opportunities****1. Meetings**

- a. Command and general staff
- b. Planning
- c. Team

2. Briefings

- a. Transitional
- b. Operational
- c. Line debriefing

3. Anytime**4. Casual conversation**

Valuable information may be obtained in casual conversations.

B. Interaction and information exchange under unified command and area command

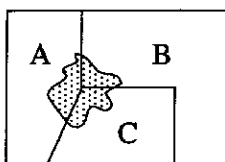
1. Unified command
2. Area command

C. Interaction and information exchange with non-incident management personnel/teams

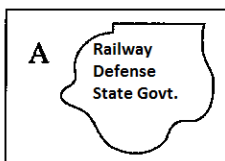
There are people/groups (e.g., land owners, resident associations, buying team, safety review team, cooperating agencies, local governments, etc.) that are involved with incidents that are not part of the Incident Response Team (IRT). These groups are important for the gathering of information either to support the IRT or for information that will support agency goals and objectives.

1. Local Law enforcement agencies & local authorities
2. Cooperating agencies including NGOs
3. Fire Prevention Teams (not in Indian context)
4. Administrative Payment Team (APT) not in Indian context.
5. Incident Finance Advisor (Comptroller)/ Buying teams etc.

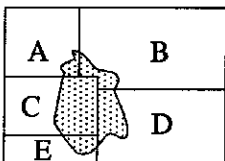
Unified Command Applications



Incidents that affect more than one political jurisdiction, for example, two adjacent states; one municipal and one rural area, a cantonment area within metropolitan limits etc.



Incidents involving multiple agencies within a jurisdiction

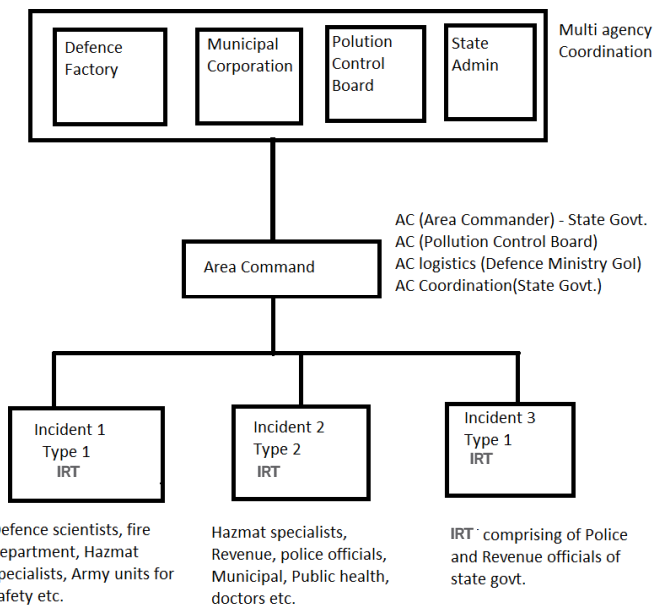


Incidents that impact on multiple geographic and functional agencies, for example, two state, telecom, powergrid etc.

Incident 1
Defence Factory
fire and gas leak

Incident 2
Gas leak spread to
neighbouring municipal
areas.

antisocial/antinationals
elements to close down
the defence factory,
attempts to manhandle
scientists, members of
certain communities in
another part of the city.



DETAILED LESSON OUTLINE

COURSE: Planning Section Chief (PSC)

UNIT: 7 - Forms, Documents, and Supplies

OBJECTIVES:

1. Describe categories of items to carry in a planning section chief kit.
2. List the five primary contributors for development of the IRS Form 002 Incident Status Summary.
3. Review an IRS002 for completeness and accuracy.
4. Describe the documents that each section contributes to the Final Incident Package.

STRUCTURE:

- I. INTRODUCTION
- II. PSC KIT PREPARATION
- III. ON-SCENE DOCUMENTATION
- IV. POST-INCIDENT DOCUMENTATION
- V. Annexures:
 - (a) Suggested forms for PSC Kit
 - (b) Final Incident Package content checklist

I. INTRODUCTION

Standardisation has been taken as one of the fundamental principle and feature of the Incident Response System (IRS). It relies on standardized forms and documents to communicate information to incident employees, agency personnel, the media and others. In this aspect, it is similar to election management where various documents have been standardised to a great extent. The planning section chief needs to consider these forms and documents at three distinct times:

- A. **Pre-Incident:** Having a kit with the appropriate forms and supplies assembled upon arrival at an incident is critical to begin planning functions without waiting for local authority supplied kits. This reduces delay in response.
- B. **On-Scene:** Preparation and use of the forms during the incident to accepted standards is essential.
- C. **Post-Incident:** **The Final Incident Package** contains the necessary documentation which the responsible agencies require. The planning section chief is responsible for assuring that all incident documentation is well organized, assembled, and indexed.

II. PSC KIT PREPARATION

- A. The planning section chief should arrive on the incident with his/her own kit.
- B. It should contain all the forms, documents, and supplies necessary to conduct the planning section for approximately three days (or up to six operational periods).
- C. The planning section chief may divide the responsibilities for carrying the forms and supplies among the team.
- D. The kit should be easily transportable and be within agency weight limitations. The kit should contain (as a minimum) the following:
 - 1. **Essential IRS forms** (these are the forms required to immediately begin preparing the Incident Action Plans (IAP) and accomplish required reporting).
 - 2. **Other IRS forms**
 - 3. **Sample documents and plans** (hard copy or electronic)
 - a. Delegation of Authority Letter
 - b. Incident Strategic Assessment/ISA
 - c. Rehabilitation Plan(s)
 - d. Evacuation Plan(s)
 - e. Transition Plan(s)
 - f. R&R Plan
 - g. Demobilization Plan
 - h. Return of Delegation Letter
 - i. Structure Protection Plan
 - 4. **References**
 - a. Latest compilation of extant Business Rules of Government
 - b. NDMA Guidelines on Incident Response System (IRS)
 - c. IRS Forms Catalog
 - d. IRS Position Descriptions for Planning Section (or planning section task books)
 - e. Individual checklists, reminders, time schedules
 - f. Individual Team Guidelines
 - g. Mnemonics and airport designators
 - 5. **Supplies**
 - a. Basic essential mapping supplies
 - b. Appropriate office supplies
 - c. T-card (as & when developed) holder/Resource identification documentation

6. Other

- a. Laptop computer with following software: (as being used)
 - (1) Word processing
 - (2) Data base
 - (3) Incident Strategic Analysis (ISA)
 - (4) Spreadsheet
 - (5) Road Atlas
 - (6) IRS Forms CD
 - (7) Resource tracking Forms
- b. Printer and supplies (paper, cartridges, cables)

III. ON-SCENE DOCUMENTATION**A. Incident Action Plan**

- 1. The IAP displays the real value of the IRS Forms.
- 2. This is the written documentation that assures all personnel have a common understanding of the approved objectives, strategy, and tactics.
- 3. It also provides documentation for post-incident review and litigation support.

B. Incident Status Summary, IRS Form 002

- 1. Completion and submission of this form to the agency is required at least once per day. It may be required more often at the discretion of the agency in charge.
- 2. This IRS 002 is the most important form that communicates to the “outside world” the current status, threats, and needs of the incident.
- 3. It is essential that this form is filled out completely, accurately, and honestly.
- 4. The planning section chief should take personal responsibility to assure timely and accurate completion, IC approval, and submission
- 5. The five primary contributors to the IRS 002 development are:
 - a. Situation unit leader
 - b. Finance Branch Director and/or cost unit leader
 - c. Resources unit leader
 - d. Planning section chief
 - e. Incident commander

COMPLETE EXERCISE

C. Unit Log, IRS Form 003

The planning section chief's responsibility is to prepare the section's unit log, and to assure that their unit leaders are properly completing their own.

D. The planning section chief should assure that all IRS forms are:

1. Completely and properly filled out.
2. In readable and clear format.
3. Approved prior to reproduction and issuance.

IV. POST-INCIDENT DOCUMENTATION

- A. The Final Incident Package is the product produced by the Incident Response Team (IRT) that leaves a lasting legacy regarding the performance of that IRT. A team that performs well on the incident but which leaves a poor quality Final Incident Package will not be fully successful.
- B. The Final Incident Package is essential for the responsible agencies to follow-up on fiscal matters, meet obligations agreed upon during the incident, plan and implement rehabilitation, address litigation, and other important management considerations.
- C. Responsibility for the Final Incident Package:
 1. The planning section chief is primarily responsible for supervising the coordination and assembly of the Final Incident Package.
 2. All sections are responsible for preparation of portions of the Final Incident Package.
- D. Structure
 1. The agency may specify a filing structure and if so, conform to it as they may want to have all incident packages consistent.
 2. Otherwise, use the structure previously covered, modified as necessary. No one structure will fit all incidents.
- E. The Final Incident Package should conform to the following standards:
 1. Indexed
 2. Neat and well organized.
 3. Eliminate duplicate copies if one will serve the need for documentation.

4. Placed in standard office storage file boxes and map tubes.
 5. Delivered to the Responsible Official when requested.
- F. If your IRT is being replaced by another Type I or Type II Team, do not deliver the records to the Responsible Officer unless requested.
 - G. Organization and initial preparation of the Final Incident Package should begin early in the incident.
 - H. If your team is being replaced by another team, then the package should be in a condition to allow the next team to continue accurate filing.

Annexure (a)**SUGGESTED FORMS etc for PSC KIT**

IRS Form No	Suggested No of Copies
001 - Incident Briefing (For new starts)	05
002 - Incident Status Summary	10
003 - Unit Log	20
004 - Record of performed activities	10
005 - Organization Assignment List	20
005 - A Division Assignment List	20
006 - Check-In & deployment List	10
007 - On Duty Officers List (Organization Chart)	10
008 - Medical Plan	10
009 - Incident Communication Plan	10
010 - Demobilisation Checkout	20
011 - Check-In List	10
013 - General Message	40
015 - Operational Planning Worksheet	10
015 - A Incident Safety Analysis	10
015 - WS (wall-sized) Ops Plg Worksheet	2
015-A WS, Incident Safety Analysis	2
Wall Sized Organisational Chart	2
For Incidents with Air Operations	
Air Operations Summary Worksheet	10
Air Operation Summary	02
Other IRS Documentations	
Resource status change cards	
Incident Personnel Ratings	

ANNEXURE (b)**Final Incident Package Content Checklist****1. Planning Section:**

- a. Original IAPs, in chronological order
- b. Weather records
- c. Resource data base summaries and reports
- d. Demobilization Plan and records (IRS010)
- e. IRS 002s
- f. Incident Narrative (if required)
- g. Maps including infra-red
- h. IRS 015 and IRS 015A (letter sized)
- i. Rehabilitation and contingency plans
- j. IRS 003, Unit Logs, by unit
- k. Delegation and Release of Authority
- l. Strategy/ISA
- m. Performance Evaluations by unit
- n. Training Records

2. Logistics:

- a. Resource Orders
- b. Camp drawings, utility and building modifications
- c. Vehicle Inspections and Logs
- d. Communication Logs (radio and phone)
- e. Medical records
- f. Property records
- g. Cache issue and return records
- f. Unit Logs
- g. Agreements/Pre-Contracts
- h. Claims (including photographic documentation)
- i. MOUs
- j. Payroll records
- k. Contracts & related records
- l. Equipment Inspections
- m. Rental equipment use records
- n. POL issue records
- o. Commissary issue records
- p. Cost unit data

3. Operations

- a. Aviation use records and radio logs
- b. Unit Logs

4. Safety

- a. Investigations
- b. Safety Narrative including analysis and reports
- c. Unit Logs

5. Information

- a. Public news releases
- b. Internal news flyers
- c. Official letters from the Team
- d. Unit Logs

Other information

The planning section chief should work with the agency, other command and general staff and the documentation unit leader to assure that all information is filed appropriately.

DETAILED LESSON OUTLINE

COURSE: Planning Section Chief (PSC)

UNIT: 8 - Demobilization and Closeout

OBJECTIVES:

1. Identify the IRS position responsible for preparing the demobilization plan.
2. Identify the positions providing input to the demobilization plan.
3. List the five components of the demobilization plan.
4. Describe the criteria for a final incident narrative.
5. Describe IRT closeout procedures with the incident agency.
6. Describe situations that require “after action reports.”

STRUCTURE:

- I. Introduction
- II. Contribution of Incident Organisation
- III. Developing the Demobilization Plan
- IV. Implementing the Demobilization Plan
- VI. Close out Procedures
- VII. After Action Reports

I. INTRODUCTION

Just as it is more difficult to pour water through the wrong end of the funnel, it can be sometimes more tricky to demobilize an incident than to mobilize one.

- A. Given the proposed strategy for the remainder of the incident and the objectives of the incident commander, the planning section chief will coordinate the demobilization effort.
- B. The demobilization unit leader prepares the incident demobilization plan. The plan should include specific demobilization instructions for all personnel and resources which require demobilization.
- C. The declining need for operational resources drives the demobilization effort.

II. CONTRIBUTION OF INCIDENT ORGANIZATION

- A. Demobilization can be a complex activity. The demobilization of resources and personnel from an incident is a team effort involving all elements of the incident command organization.

1. The incident commander has the overall responsibility for safe and efficient incident demobilization.
 2. The command and general staffs are responsible for determining those resources that are no longer necessary for incident operations.
 3. The planning section chief is responsible for the development of the demobilization plan.
 4. The demobilization unit leader prepares the demobilization plan, ensuring that an orderly, safe, and cost effective movement of personnel and equipment is accomplished from the incident.
 5. The logistics section is responsible for the physical implementation of the demobilization plan and to ensure that no prescribed financial protocols are violated.
- B. Determine the size of the demobilization effort as soon as possible.
1. Consult the resource unit and the command and general staff prior to developing the demobilization plan.
 2. Once the size of the demobilization effort is determined, make sure that the demobilization unit is staffed sufficiently. Personnel from the resources unit can often be shifted to the demobilization unit as the incident peaks.

III. DEVELOPING THE PLAN

- A. Development of the demobilization plan requires continuing coordination among incident and off-incident personnel. Demobilization planning needs to start well in advance (42-72 hours) of actual release.
- 1. Incident personnel**
- a. Obtain the incident commander's objectives, priorities, and constraints.
 - b. Contact the liaison officer and/or RO's representatives for agency specific requirements, which must be taken into account during the development of the demobilization plan.
 - c. The safety officer may have input regarding special safety requirements, which must be addressed.
 - d. The finance branch director will provide input regarding completion of resource time records, payment for rental equipment and supplies, and any agency specific requirements.

- e. The operations section chief should be consulted to verify surplus operational resources. Make certain that resources needed for continuing the incident are not scheduled for release.
- f. The resource unit will track resource status to confirm availability for release.
- g. The logistics section is a key element in the demobilization process. Close coordination with the logistics section chief is imperative. Have the demobilization unit leader and the unit leaders within the logistics section coordinate tasks during demobilization.

2. Off-Incident Personnel

- a. In Most of the cases, it may be necessary that all resource releases be confirmed by the local agency/ department dispatch centers or by the EOC. It is advisable to set up a release request procedure with dispatch or EOC prior to finalizing the demobilization plan. This usually involves a system of requested release times, Expected Time of Arrival (ETA)'s, and the possible reassignment of excess resources to new incidents. State EOC/ NEOC, Multi Agency Coordinator, and Area Command may need to review the demobilization plan or otherwise be involved in release of resources so that proper prioritisation is done among the needs of different incidents and optimal utilisation of resources take place.
 - b. Other off-incident personnel who should be contacted include other agency dispatch centers, commercial transportation carriers, highway patrol, and or department of transportation.
 - c. Identified critical resources will be confirmed by the area command.
- B. The written demobilization plan should include five parts: General Information, Responsibilities, Release Priorities, Release Procedures, and Travel Information.

Each section is necessary so that the plan is fully understood and covers the entire demobilization process.

- 1. **General Information:** short but informative to include:
 - a. Incident status
 - b. Probable time of major releases

- c. Brief description of the demobilization procedure.

2. **Responsibilities**

- a. Establishes the responsibilities for plan initiation and specific responsibilities by position for various activities.
 - 1) Determine excess resources.
 - 2) Establish tentative release time and date.
 - 3) Confirm release or reassignments.
 - 4) Confirm travel arrangements.
 - 5) Resources depart incident.
 - 6) Notify agency dispatch of departure of resources.

Items 1-6 may be included in a separate demobilization schedule and posted rather than being included in the demobilization plan.

- b. May include the responsibilities and procedures for payoffs, non-expendable supplies and equipment accountability, incident and facility rehabilitation, and performance rating requirements, agency dispatch, and demobilization center agreements.

3. **Release priorities**

- a. Priorities for the release of resources will be based on incident resource requirements, off-incident resource requirements, safety and rest needs, agency policy, and transportation cost requirements.
- b. Release priorities will be coordinated with the incident commander, local agency dispatch centers, area command, and the demobilization coordinator at the demobilization center.

4. **Release procedures**

- a. This section includes procedures to be followed for obtaining releases and/or checkout procedures for resources with confirmed releases.
- b. The use of IRS Form 010, Demobilization Checkout will aid in the orderly release of resources.

5. **Travel information**

- a. Includes any travel restrictions that should be followed on the return trip home. These may include specific requirements or other limitations on the return trip.

- b. Maps, travel routes, and emergency telephone numbers may also be included in this section.

IV. IMPLEMENTING THE PLAN

- A. The plan is approved by the IC after review by the command and general staff, and is then distributed to all persons involved in its implementation.
 - 1. Command staff
 - 2. General staff
 - 3. All units involved in the demobilization process
 - 4. Agency dispatch
- B. Monitor the implementation of the demobilization plan and assist in the coordination of the demobilization process until completed.
 - 1. Make sure that the process is going according to the plan.
 - 2. Keep the command and general staff advised of the ongoing demobilization.
 - 3. Coordinate closely with the logistics section chief and agency dispatch during implementation.

V. FINAL INCIDENT NARRATIVE

- A. The planning section chief may be required by the incident commander or the responsible agency to compile a final incident narrative. The narrative should be completed prior to the IRT closeout with the incident agency.
- B. Sometimes each member of the command and general staff will write portions of the narrative.
- C. Many times a separate narrative is not required as a neat and orderly Final Incident Package will meet the agency's needs.
- D. When a final incident narrative is required, the following items are suggested as part of the format:
 - 1. Summary of resource status
 - 2. Summary of planned strategy
 - 3. Significant tactical accomplishments and failures including aviation resources
 - 4. Summary of relevant weather
 - 5. Summary of safety, injury information
 - 6. Summary of financial data

VI. CLOSEOUT PROCEDURES

The IC will make arrangements (time & place) with the Responsible Official for a debriefing or closeout.

IRT participation will meet agency requirements.

- A. Minimum IRT participation should include:
 - 1. Command staff
 - 2. General staff
 - 3. Transport Branch Director/Air Operations Branch Director
 - 4. Documentation unit leader
 - 5. Other IRT members as needed
- B. Each member of the command and general staff and the air operations branch director should be prepared to give a short summary of the activities of their section.
 - 1. It is important that the presentations be:
 - a. Professional
 - b. Positive
 - c. Constructive
 - d. Deal only with major points
 - 2. Summaries should include:
 - a. Commendations
 - b. Incident actions
 - c. Significant events
 - d. Key decisions made
 - e. Effective outcomes
 - f. Problems with recommendations for future action
 - g. Items needing follow-up and who's responsible

VII. AFTER ACTION REPORTS

The completing of after action reports should be taken as an integral part of the system of disaster management in the overall Response plan in the course of application of IRS.

BREAK FOR EXERCISE

Incident Response System Integrated Planning Section Chief (IPSC) Course

Module-II Resource Unit Leader

Participant Manual Reference Text

National Institute of Disaster Management
Government of India, New Delhi



Resource Unit Leader (RUL)

COURSE: Resources Unit Leader (RUL)

UNIT:1 - Course Introduction

OBJECTIVE: This course consists of six units of lecture and several exercises. Upon completion of this course the trainee will demonstrate the knowledge and tools necessary to perform the duties and responsibilities associated with the Incident Response System (IRS) Resources Unit.

The individual units of the class are as follows:

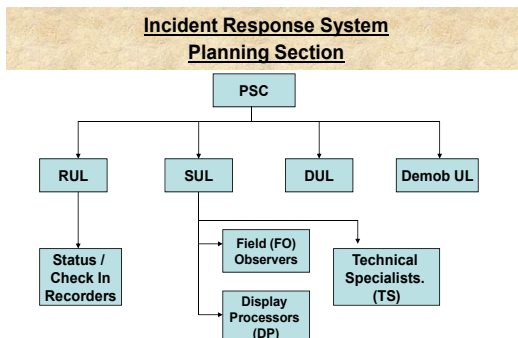
- Unit 1 : Course Introduction
- Unit 2 : Introduction to the resources unit
- Unit 3 : Check-in
- Unit 4 : Tracking resource status
- Unit 5 : Operational planning
- Unit 6 : Resources unit products
- Unit 7 : Managing the unit

A basic understanding of this unit can be obtained from the guidelines on IRS issued by NDMA.

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

Resource unit is a functional Unit within the Planning Section responsible for recording the status of resources committed to the incident. The Unit also keeps track of resources and evaluates resources currently committed to the

incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.



Resource Unit Leader (RUL) Task book:

This book gives specific details for the position of RUL and identifies

the key tasks for RUL. This is an important tool for training for this unit leader position.

An outline of this task book is given below.

PRIOR TO ASSIGNMENT:

1. Obtain and assemble information and materials needed for kit. Kit will contain critical items needed for the assignment and items needed for functioning during the first 48 hours.

ON ASSIGNMENT:

2. Establish and maintain positive interpersonal and interagency working relationships.
3. Provide for the safety, welfare, and accountability of assigned personnel during the entire period of supervision.
4. Obtain briefing from Planning Section Chief.
5. Coordinate with facilities unit and supply unit to obtain work facilities.
6. Organize work area.
7. Evaluate needs and order supplies and materials to keep unit operating.
8. Organize and supervise unit.
9. Complete all IRS forms and cards as appropriate following standard IRS procedures
10. Organize check-in locations.
11. Brief personnel assigned to check-in function and review duties and responsibilities.
12. Interact and coordinate with appropriate unit leader and operations personnel.
13. Verify that check-in function is being performed at each incident check-in location.
- 14- Display resource status cards to reflect the function, organization, status, and location of all resources on the incident.
15. Adjust resource status card display to reflect changes in status for incident resources.
16. Track restrictions/work requirements for each operational resource to maximize safe and efficient assignments during the incident.
17. Prepare resource availability information.
18. Provide resource information in the planning meeting.

19. Record operational and logistical information and decisions on IRS Form 015.
20. Work with Operations Section Chief and Safety Officer to complete IRS Form 015A, Incident Safety Analysis, for each operational period.
21. Prepare IRS Form 005, Organization Assignment List and IRS Organization Chart.
22. Submit complete and signed IRS Form 005 to Documentation Unit Leader for inclusion in Incident Action Plan (IAP) for next operational period.
23. Post IRS Organisation Chart in highly visible location. Display accurate information for the start of the current operational period.
24. Complete IRS Form 003, Unit Log.
25. Place resource orders upon direction from the Planning Section Chief to reconcile resource deficiencies and needs.
26. Assign specific resources to fill needs identified at planning meeting.
27. Prepare IRS Form 014, Division Assignment, for the next operational period.
28. Submit completed and signed IRS014 to Documentation Unit Leader for inclusion in IAP for next operational period.
29. Provide information to situation unit on current status of resources for completion of IRS Form 002, Incident Status Summary.
30. Attend incident operational briefings and record corrections to IAP.
31. Submit original documents to Documentation Unit Leader for each operational period
32. Provide information on individual resources for implementation of demobilization plan.
33. Adjust resource availability information to reflect implementation of demobilization plan.
34. Assist other units in the planning section to meet priorities and timeframes.
35. Interact with Planning Section Chief and other sections on resources unit release priorities.
36. Demobilize resources unit.
37. Brief replacement if necessary.

These tasks will all be addressed in one or more of the units that follow.

DETAILED LESSON OUTLINE

COURSE: Resource Unit Leader (RUL)

UNIT: 2 - Introduction to the Resources Unit

OBJECTIVES: Upon completion of this unit, students will be able to:

1. Identify the four main responsibilities (**mission**) of the resource unit leader (RUL).
2. List six **functions** of the resource unit.
3. List five **IRS positions** that **interact** with the resource unit.
4. List three of the four **basic duties** of the RUL.
5. Identify the **consideration** used in **staffing** the resources unit.

In this unit we take a broad, look at the resource unit, and the duties and responsibilities of the resource unit leader. We will go into more detail with the IRS forms that the RUL works with, and discuss some of the information that goes onto them, but most of the close work with the forms comes later in the course and in the exercises.

I. RESOURCE UNIT LEADER (RUL) MISSION

The mission of the Resource Unit Leader comprised of the following FOUR main responsibilities:

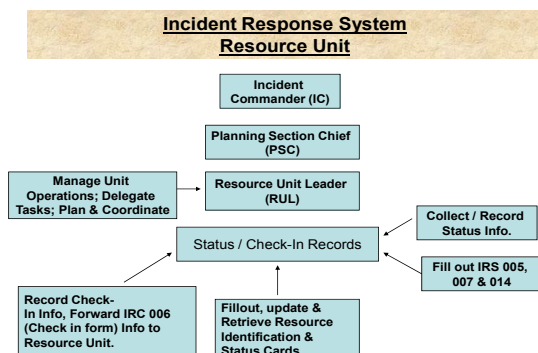
- A. Check In
- B. Track location & status of all tactical resources
- C. Prepare and Maintain Forms, Charts, Displays, Lists
- D. Maintain Master File of Check-in Sheets

The details of each one of these main responsibilities is explained below.

A. Check-In

1. Establish
2. Maintain

Incident build-up is critical. Bad or lost information can hinder resource unit.



B. Track Location and Status of all Tactical Resources

1. Document resources' location and any changes of duty status, and/or the mechanical status of its vehicle.
2. Sources of information
 - a. Operations section
 - b. Incident communications unit
 - c. Planning section chief (PSC)
 - d. Supply unit
 - e. IC and command staff
 - f. Incident briefing, IRS 001
 - g. Resource orders
 - h. Monitor command radio frequency

C. Prepare and Maintain Forms, Charts, Displays, and Lists

1. Planning meetings
2. Briefings
3. Incident Action Plan (IAP)
4. Demobilization
5. Respond to inquiries

D. Maintain Master File of Check-in Sheets (IRS Form 006)**II. RESOURCES UNIT FUNCTIONS**

Accomplishment of the resources unit mission involves the following functions:

- A. Display Resource Information.
 1. Post and maintain information about IRS organization.
 2. Display all of the tactical resources.
- B. Maintain Resource Status Cards .
 1. Ensure resource information is recorded on these cards.
 2. Update status as necessary.
 3. Add/remove cards as necessary.
- C. Retrieve Resource Status Information
 1. Know the status of all operational resources.

Four types of status: **Assigned Available Out of service**

En route. For resources on the incident, Status would be one of the first three.

2. Respond to requests about status and location.
 - a. Situation Unit Leader (SUL) for IRS 002

- b. OSC and PSC for IRS 015
 - c. Any others for any reason
- D. Prepare Organizational Assignment List (IRS Form 005), On Duty Officer list (IRS Form 007) and Incident Organizational Chart

These forms are used to display the “Who” on the incident.

- 1. IRS Form 005 (Organisation Assignment List) & IRS Form 007(On Duty Officer List)
 - a. Defines key IRS positions and names of personnel currently activated on the incident by operational period.
 - b. Included in the incident action plan (IAP)
 - 2. IRS Organisation Chart
 - a. Illustrates personnel responsible for managing various IRS units on the incident.
 - b. Posted in the incident command post (ICP) display.
 - c. Update as needed.
- E. Prepare Division Assignment Lists (IRS Form 014).
 - 1. Information obtained from operational planning worksheet (IRS Form 015).
 - 2. Identifies supervisors and contacts of a given division/group for one operational period.
 - 3. Identifies “TYPE”, “KIND”, and “NUMBER” of assigned resources for a given division/group for one operational period.
 - 4. Identifies transportation method, location, and timing.
 - 5. Identifies work and accomplishment standards for a given division/group for one operational period.
 - 6. Provides special instructions and additional information (communications) for a given division/group for one operational period.
 - 7. Included in the IAP.
- F. Establish and Maintain Check-in Function.
 - 1. Procedures properly set up and operating.
 - 2. Collection and organization of completed check-in lists.
 - 3. Transfer check-in information to Resource Status Cards.
 - 4. Filing
- G. PSC may assign the RUL to assemble the IAP.

III. ACTIVATE RESOURCES UNIT

- A. Attend Initial Incident Briefing.
- B. Arrange for Facilities and Equipment.
- C. Establish Check-in Operations.
- D. Participate in Planning Meetings.
- E. Set up System and Establish Contacts for Tracking Resource Status Changes.
- F. Set up the Basic System for Layout of Resource Status Cards.
- G. Record Initial Resource Status Information.
- H. Compile Information about Numbers and Types of Resources by Particular Agencies.
- I. Post Resources Information on the ICP Display Board.
- J. Attend Operational Briefings.

IV. RELATED IRS UNITS AND INTERACTION WITH RESOURCES UNIT

- A. The RUL must make direct contact with many positions in the organization.
- B. Incident organization and frequency of contacts will vary with the size and complexity of the incident.
- C. Command Staff
 - 1. Incident commander (IC)
 - 2. Safety officer (SO)
 - 3. Information & Media officer (IMO)
 - 4. Liaison officer (LO)
- D. Operations Section
 - 1. Operations section chief (OSC)
 - 2. Staging Area Manager (SAM)
 - 3. Air operations branch director (AOBD)
 - 4. Branch directors (BD) and division/group supervisors
- E. Logistics Section
 - 1. Logistics section chief (LSC)
 - 2. Service branch
 - a. Communications unit leader (COMUL)
 - b. Medical unit leader (MUL)
 - 3. Support branch
 - a. Resource Provisioning unit leader (RPUL)
 - b. Facilities unit leader (Fac.UL)
 - c. Ground support unit leader (GSUL)
 - d. Equipment manager

- 4. Finance Branch
 - a. Finance Branch Director (FBD)
 - b. Time unit leader (TUL)
 - c. Cost unit leader (CUL)
- F. Planning Section
 - 1. Planning section chief (PSC)
 - 2. Situation unit leader (SUL)
 - 3. Documentation unit leader (DUL)
 - 4. Demobilization unit leader (Demob.UL)
 - 5. Technical specialists
 - 6. Status check-in recorder (SCKN)

V. ROLES AND RESPONSIBILITIES

- A. The basic duties of the RUL are:
 - 1. Plan
 - 2. Coordinate
 - 3. Manage
 - 4. Delegate
- B. The basic tasks of status check-in recorders:
 - 1. Collect and record resource information from arriving resources on Check-in Lists, IRS Form 006.
 - 2. Forward check-in lists to the resources unit.
 - 3. Record resource status information on status cards.
 - 4. Retrieve and update status cards.
 - 5. File and perform other unit tasks as directed by the RUL.

VI. UNIT STAFFING

- A. Number of unit personnel depends on:
 - 1. Size of the incident.
 - 2. Complexity of the incident
 - 3. Number of resources assigned to the incident.
 - 4. Kind of resources assigned to the incident.
 - 5. At what stage of the incident are you. (Initial build-up Middle Demobilization).
- B. To calculate how many people are needed:
 - 1. 2 divisions = 1 RUL + 1 SCKN
 - 2. 5 divisions = 1 RUL + 2 SCKN
 - 3. 10 divisions = 2 RUL + 3 SCKN
 - 4. 15+ divisions = 2 RUL + 3 SCKN

Remember, this is for each operational period !

- C. The Number of SCKN's Needed.
1. Number of established check-in locations
 2. Location of established check-in locations
 3. Operational periods (day/night)

Surplus SCKN's can help demobilization.

DETAILED LESSON OUTLINE

COURSE: Resource Unit Leader (RUL)

UNIT: 3 - Check-In

OBJECTIVES:

1. List five potential check-in locations
2. List eight kinds of information collected on the IRS Form 006, Check-In List.
3. List three other IRS forms that use data from the IRS Form 006
4. List four methods of reporting check-in information.

I. ESTABLISH CHECK-IN

Seeing that incident resources are properly checked in is the first responsibility of the resource unit.

A. Location

1. Check-in for resources and preparation of check-in lists (IRS Form 006) may be accomplished at various locations at the same time
2. Check-in may occur at several key locations
 - a. Incident base or camp
 - b. Staging areas
 - c. Incident Command Post (ICP)
 - d. Airport
 - e. Division/Group
 - f. Other locations like agency dispatch, communications centers Assign a SCKN to each check-in location.
3. Post signs at all locations so that everyone can find them.

B. Reporting methods

1. Determine the frequency of reporting
2. Transmittal methods may vary
 - a. Runner pick-up
 - b. Radio
 - c. Telephones or cellular phones
 - d. Electronic/computers
 - e. Face-to-face

- C. **Monitor check-in activities**
 1. Ensure span of control is adequate.
 2. Provide for personal and material needs.

II. **IRS FORM 006 CHECK-IN LIST**

- A. Official log-in document for all resources.
- B. Supports demobilization.

III. **RELATED FORMS / DOCUMENTS**

- A. **Resource Status Cards:** Transfer information from the IRS 006 to the Resource Status Cards, for convenient display. One may later develop some colour coding for identifying the different kinds of resources.
- B. **IRS Form 002 (Incident Status Summary) :** Lists numbers of personnel as determined from the check in form and current Resource identification cards.
- C. **Support Vehicle Inventory**
 1. Uses data from IRS 006.
 2. Lists numbers and kinds of vehicles and equipment.
 3. Lists fuel needs (Some idea may come from IRS006, from available information & experience).

IV. **Technological Aids**

- A. Personal computers with off-the-shelf software
- B. "Smart Card" - Individual qualifications recorded on a magnetic strip or chip
- C. Special software & networks
- D. Others

Annexure – VI
Incident Check-in and Deployment list – IRS Form 006
(Major Components)
(Attach a separate sheet if space is not sufficient)

[illegible]

RUL -3-3

DETAILED LESSON OUTLINE

COURSE: Resource Unit Leader (RUL)

UNIT: 4 - Tracking Resource Status

OBJECTIVES:

1. List five sources for obtaining resource information.
2. Describe the Resource Identification system/ coding for the various resource categories.
3. Describe the difference between a task force and a strike team.

Resource units are normally activated some time after the incident has escaped initial control. Because there are resources on the incident before the resource unit is activated, the RUL needs to obtain information about the resources.

I. SOURCES OF INFORMATION

- A. Incident dispatcher or agency dispatch communication center.
 1. This communication center is the PRIME SOURCE of the latest information, especially during the initial Response (IR).
 2. Incident dispatcher should have copies of resource orders.
- B. Initial on-site briefings
 1. Planning section chief.
 2. Line officers
 3. Initial response IC
- C. IRS Form 001 IRS Forms Catalog;
 1. Map of incident
 2. Initial response organization chart.
 3. Initial response resources ordered.
 4. "Sometimes you don't get a 201."
- D. Debrief line personnel
Realize the Initial response is a busy time, but if possible get information from IA line personnel.
- E. Initial check-in
Check to see if check-in has been established. If not, this is the TOP PRIORITY of the resource unit leader.

II. RESOURCE IDENTIFICATION & STATUS CARDS

1. In ICS , resource identification is done through use of T- Cards which also uses color codings to indicate different kinds of resources.
2. For Example, Header cards -Gray, Crew -Green; Engine- Rose; Helicopter- Blue; Overhead ie. Human resources- White; Aircrafts- Orange, Dozer -Yellow, Tan- Miscellaneous Resources & Task Forces.
3. In IRS also resource identification through similar codings may get developed. It should be related to check in forms.
4. Task Forces & Strike Teams deal with a number of single resources put together and are dealt as one unit. The Task force or strike team leader is treated as 'overhead' resource & details of all other resources in the group is listed and attached below leader
5. The kind and Type of the Task Force or Stike Team should be identified. Incident name is indicated & numbering should be done sequentially. This number may not be used again on the incident, even if the strike team is disbanded.
6. Information for such purpose comes from Check In form IRS 006 and Initial Briefing form IRS 001
7. In case of support vehicles, Ground Support Unit is consulted for tracking such vehicles.
8. Maintain a list of incident-formed strike teams and task forces.
 - a. Number, leader, identifiers of individual resources, when created, when disbanded.
 - b. Copy to operations, communications, other appropriate units.
9. Disbanding: : Strike team/task force cards should be given to documentation unit. Individual resources should be tracked with individual cards.

III. RESOURCE STATUS CARD ORGANIZATION

For 24-Hour (two operational periods) operation, use two or more resource locators.

DETAILED LESSON OUTLINE

COURSE: Resource Unit Leader (RUL)

UNIT: 5 - Operational Planning

OBJECTIVES:

1. Identify the eight key participants in the planning meeting.
2. List the sequence and schedule of the planning cycle.
3. List the three purposes of the Operational Planning Worksheet (IRS Form 015).
4. List four responsibilities of the resources unit leader during the planning meeting.

The primary product of the planning section is the Incident Action Plan (IAP), which will serve as the “blueprint” for control of the incident. The resource unit plays an integral role by capturing in writing all strategic, tactical, and logistical decisions. These decisions by operational period are documented in the IAP, duplicated, and distributed to appropriate personnel.

I. KEY PLAYERS

A. Planning Section Chief (PSC)

1. Establishes when and where planning meeting will take place.
2. Conducts and controls planning meeting

B. Incident Commander (IC)

1. Provides overall control objectives.
2. Approves all decisions.

C. Operations Section Chief (OSC)

1. Determines resource requirements.
2. Determines incident boundaries
3. Determines tactics.
4. Determines division work assignments.

D. Logistics Section Chief (LSC)

1. Ensures that incident facilities are adequate.
2. Responsible for resource ordering.
3. Identifies transportation and communications capabilities.
4. Provides other logistical support.

E. Finance Branch Director (FBD)

1. Obtains information that affects the finance branch under Logistics Section.

2. Ensures that proposed strategy is cost effective.

F. Safety Officer (SO)

1. Identifies safety risks and hazards.
2. Coordinates the mitigation of safety risks and hazards

(IRS Form 015A - LCES).

(LCES: Look Out, Communication, Escape Routes, Safety)

G. Air Operations Branch Director (AOBD)

1. Determines air resource availability.
2. Declares the feasibility, suitability, and advisability of air resources.

H. Resources Unit Leader (RUL)

1. Attends incident briefing.
 - a. Collects information about resource commitment and planning.
 - (1) Status of resources assigned to incident, en route, or on order
 - (2) Status of initial response resources
 - b. If attendance is impossible, obtains the information when reporting in.
 - c. Obtains a copy of the incident briefing report (particularly pages 3 and 4, **IRS Form 001** which deal with **current Incident response organisation & Resource summary** respectively) for review of the status of resources already committed to the incident and what is on order.
2. Accomplishes pre-meeting activities.
 - a. Knows availability and status of resources.
 - (1) Kind, type, and numbers
 - (2) Constraints and capabilities
 - (3) Rest/work status
 - b. Meets with operations section chief.
 - c. Records operational information on IRS 015 WS (wall-size).

There can be some variation in preparation of the IRS 015 depending upon the operation of the team in manners of depicting & using this form as it is essentially a worksheet assisting in the operational planning which forms basis for safety related analysis, resource prioritisation etc.

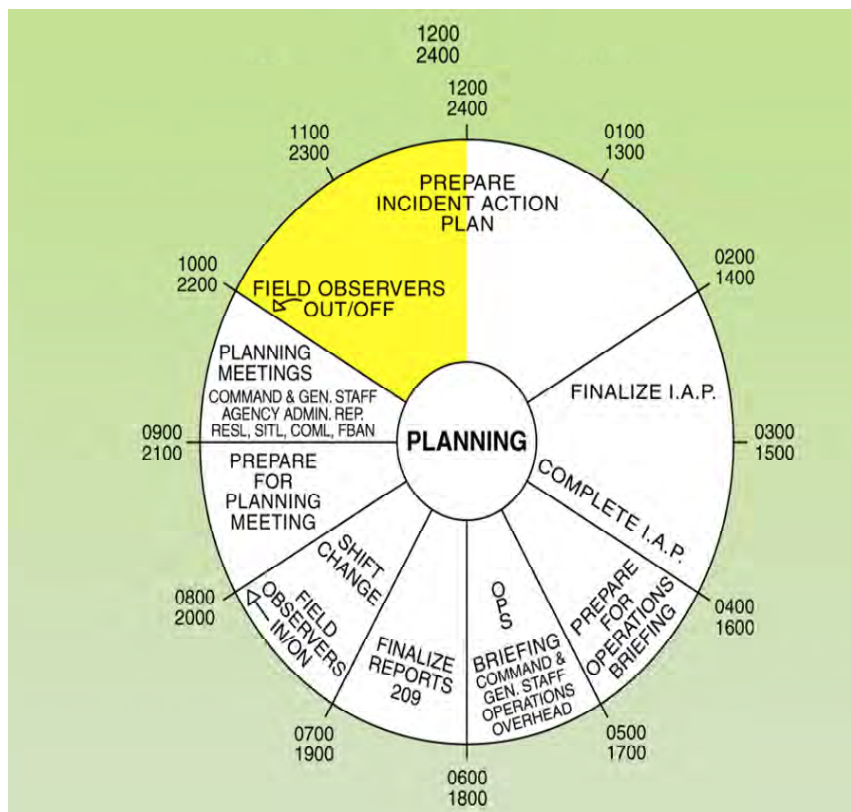
3. Participates in planning meetings.
 - a. Provides resource status information as requested.
 - b. Presents IRS015 information (either in detail or highlight).
 - c. Records changes on the IRS 015.
 - d. Identifies excesses or shortages in resources.
4. Accomplishes post-meeting activities.
 - a. Clarifies the information needed to develop work products.
 - b. Initiates order through Resource Provisioning unit leader for needed resources.
 - c. Develops work products to include in IAP.

II. OPERATIONAL PLANNING WORKSHEET IRS FORM 015

- A. Purpose
 1. Documents the decisions made during the planning meeting.
 2. Used to complete **Division assignment lists (IRS Form 014)**.
 3. Identifies shortages or excess resources.
- B. Types of information
 1. Incident name
 2. Date and time prepared
 3. Operational period
 4. Designation of division or group
 5. Work assignments
 6. Resources required (kind, type, and numbers)
 7. Reporting locations
 8. Pickup points and times
 9. Special instructions
 10. Resources on hand, ordered, and required
 11. Record information accurately, completely, and legibly.
- C. Distribution

Documentation unit leader copies information from wall-sized IRS 015 onto letter-size, and files it.

The Planning Cycle



DETAILED LESSON OUTLINE

COURSE: Resource Unit Leader (RUL)

UNIT: 6 - Resources Unit Products

OBJECTIVES:

1. List nine information sources the RUL might use.
2. List two forms the RUL prepares for the incident action plan.
3. List three other resources unit products.

I. SOURCES OF INFORMATION

- A. Agency incident briefing
- B. Incident briefing
- C. Incident Objectives, prepared by the incident commander and the general staff
- D. Status change information
 1. Status change card, records changes in assignment or location of resources.
 2. General Message Form, IRS Form 013, may also be used for communicating status change information.
- E. Check-In Lists, IRS Form 006
- F. Support Vehicle Inventory
 1. Prepared by the ground support unit.
 2. Indicates status of transportation and support vehicles.
- G. Operational Planning Worksheet, IRS Form 015WS
- H. Communications Plan, IRS Form 009
- I. Air Summary Worksheet
- J. Resource Status Card
- K. Other sources
 1. Agency dispatchers for designator and estimated time of arrival (ETA) of resources dispatched to the incident.
 2. The logistics section chief for information relative to resources ordered by the logistics section; and
 3. The situation unit for resources status information noted by field observers (e.g., damaged vehicles).

II. INCIDENT ACTION PLAN

- A. DUL usually receives all the components and assembles the IAP. PSC may assign this to the RUL.
- B. Resource unit must complete two forms for the IAP.
 - 1. Organization Assignment List, IRS Form 005, On Duty Officers List IRS Form 007
 - a. Fill in the appropriate names of the personnel by position.
 - b. If the position is not filled, leave blank.
 - c. When identifying divisions and groups in the operations section, circle the appropriate delineation.
 - d. Submit completed document to documentation unit.
 - 2. Division Assignment Lists, IRS Form 014.
 - a. Prepare a separate IRS 014 for each division/group for each operational period.
 - b. Types of information:
 - (1) The **branch number** and **division letter**.
 - (2) Incident name.
 - (3) Operational period
 - (4) Operations personnel
 - (5) Resources assigned
 - (6) Transportation method, location, and timing
 - (7) Control operations
 - (8) Special instructions
 - (9) Communications summary
 - c. Planning section chief approves
 - d. Submit completed document to documentation unit.

III. OTHER RESOURCES PRODUCTS

- A. Incident Organization Chart,
 - 1. Prepare initially, and update as necessary.
 - 2. Include names of overhead personnel down to unit leader. In operations, show positions down to division supervisor or equivalent.
 - 3. Section chiefs provide the information.
 - 4. Post in ICP.
- B. Incident Status Summary, IRS Form 002
 - 1. Prepared by the situation unit.

2. Resources unit completes section on currently assigned resources.
 3. Provide information in a timely manner.
- C. Unit Log, IRS Form 003
1. Diary of the resources unit activities.
 2. Complete a unit log each operational period.
 3. Include significant events.
 4. Submit to documentation unit or planning section chief.
 5. A legal document

IV. OTHER DOCUMENTS (Optional, Informal)

Some resources unit leaders may use some other additional documents common to certain agencies etc or some documents useful for collection of certain type of information.

DETAILED LESSON OUTLINE

COURSE: Resource Unit Leader (RUL)

UNIT: 7 - Managing the Unit

OBJECTIVES:

1. Identify the nine routine resource unit activities.
2. Describe how to respond to requests for resources.
3. List six supervisory duties of the RUL.

I. ROUTINE ACTIVITIES

- A. Arrange for facilities and equipment.
 1. Coordinate work area with logistics (facilities unit leader).
 - a. Resource unit
 - b. Check-in
 2. Arrange for communication
 - a. Radio
 - b. Telephone (Landline and mobile)
 - c. Fax machine
 - d. Personal computers
 - e. Copy machine
 - f. Secure communications if a national police matter (terrorism, crime incident)
 3. Work area relationship with other units
 4. Adequate supplies and materials
 5. Weather conditions
 6. Adequate lighting
- B. Establish contacts.
 1. Check-in
 2. Interact with other units or functions.
 3. Dispatch centers
- C. Respond to requests.
 1. Status and locations of assigned resources
 2. Status of unassigned resources
 3. Status of additional resources en route
 4. Requests come to the RUL in different forms.
 - a. Oral

- b. Radio
 - c. General Message (IRS 013)
- D. Update ICP display boards.
 - 1. Resource locator:
(This includes assigning incident-formed strike teams and task forces; providing designator numbers).
 - 2. Incident Organization Chart
This should be made in small and large (wall) sizes.
 - 3. Other resource status information that command staff or general staff might require.
 - 4. Post duplicate information at other locations.
For example, on display boards near the kitchen area and near incident information.
- E. Attend planning meeting.
 - 1. Participate
 - 2. Obtain information about future plans and requirements.
- F. Prepare components of the IAP.
- G. Attend operational briefing.
 - 1. Roll call of assigned resources
OSC may do this instead of RUL.
 - 2. Provide information as requested.
 - 3. Record corrections to IAP.
 - 4. Track unassigned resources.
- H. Provide input to the Incident Status Summary, IRS Form 002.
- I. Supervise status/check-in recorders (SCKN).
 - 1. Brief SCKNs on the incident situation.
 - 2. Provide for work areas and materials.
 - 3. Assign specific duties to SCKNs.
Best if written.
 - 4. Set performance standards.
Be sure to discuss these with SCKNs.
 - 5. Identify how and when information is provided to resource unit Post the schedule.
 - 6. Monitor the check-in operation.
 - 7. Provide for personal needs.
 - 8. Re-assign SCKNs as necessary.
Usually with Demob.UL

II. INTERPERSONAL WORKING RELATIONSHIPS

The number of resources and IRS command structure expand or contract to meet the needs for controlling the incident. Therefore, the resource unit may consist of only one person or many, depending on the size and complexity of the incident.

The unit leader is responsible for all operations with tasks being delegated as personnel are assigned to the unit. ***The resource unit leader is the supervisor of all personnel assigned to the unit for the duration of the incident.***

One of the most important tasks in your role as resource unit leader is to maintain positive interpersonal working relationships between you and the personnel within your unit and the personnel all of you interact with.

It is essential that you understand the basics of communications, leadership, delegation and conflict resolution. This course is not designed to go into the details of these skills, but only to give you a brief overview.

Listed below are several things you can do to maintain positive interpersonal working relationships:

- A. Brief your unit on the following:
 - 1. Avoiding discrimination. (special attention on gender issues)
 - 2. Sensitivity issues.
 - 3. Your standards and expectations.
 - 4. Provide resources unit staff with the “big picture”, i.e., political situation.
- B. Be certain that individual agency values and policies are addressed throughout the incident. Arbitrate differences in these values and policies that affect the operation in a manner that fosters continuous positive working relationships.
- C. Understand and practice effective communications skills by:
 - 1. Listening.
 - a. Listening is a mental process.
 - b. Listening is an active process.
 - c. Listening is a learned process.
 - d. Listening and agreeing are separate acts.
 - 2. Recognizing the barriers to listening.
 - a. Doing too many things at once.
 - b. Premature dismissal of ideas.
 - c. Preparing a reply when you are supposed to be listening.

- d. Focusing on vocal and physical characteristics.
- 3. Knowing some patterns of response in listening.
 - a. Silence b. Hmmm
 - c. Reflecting d. Probing
 - e. Supporting f. Advising
 - g. Paraphrasing
- 4. Giving constructive feedback.
 - a. Focus on behavior.
 - b. Be specific.
 - c. Be descriptive.
 - d. Be open and honest.
 - e. Be tactful and constructive.
- 5. "Give clear instructions"
 - a. Avoid jargon, slang, and bureaucratic buzzwords
 - b. Use good grammar
"We are all better off when language is specific. It improves our chances of knowing what is going on."
Edwin Newman
 - c. Take time enough to ensure that your instructions are clear.
 Don't let emergencies or the press of business stampede you into brief, shouted, disorganized instructions.
 - d. State instructions in a positive, versus a negative, format.
 Say "Do this", not "Don't do the other thing".
 Say "Stay on this side of the river", not "Don't cross the river". People are inclined to blank out the "Don't", and only hear the positive part of the instruction.
 - e. Make sure that written instructions say exactly what you want, and are not open to misinterpretation.
- D. Practice effective supervisory skills by;
 - 1. Well-balanced direction and control.
 - 2. Defining goals and objectives.
 Meet with unit personnel to involve them in setting goals and objectives.
 - 3. Flexibility.
 Work with rules, regulations and policies to be flexible, yet consistent and fair.

4. Discipline.
Collect the facts, present the facts and get the employee's side of the story. Take disciplinary actions as necessary.
 5. Performance evaluations.
 - a. Periodically meet with employees so they know what to expect when you evaluate them.
 - b. Base evaluation on documentation of periodic meetings and employee performance of assigned tasks.
- E. Delegation
1. Some benefits of delegation for the unit leader are:
 - a. More tasks can be accomplished in less time.
 - b. Ability to concentrate on more critical tasks that cannot be delegated.
 - c. Increases unit morale and productivity.
 - d. Better time management.
 - e. Subordinates are being groomed to become RULs, which is a benefit for the supervisor in the long term.
 2. Some benefits of delegation for the employee are:
 - a. Opportunity to increase job knowledge.
 - b. Opportunity to develop leadership skills for future roles.
 - c. Increased motivation.
 3. Some benefits of delegation for the unit are:
 - a. Use employees more effectively.
 - b. Develop future leaders.
 - c. Unit is more effective; abilities of personnel increase and they can take on more and varied responsibilities.
 - d. Employees can make more autonomous decisions.
- F. Resolve conflicts.
1. Conflict is normal.
 2. Conflict, approached openly, candidly, and confidently, may be productive.
 3. Effective conflict resolution must meet the needs of all parties involved.
 4. You must diagnose the basis of the conflict before you can resolve it.

III. DEMOBILIZATION ACTIVITIES

- A. Interaction with demobilization unit
 - 1. SCKNs shift to demobilization unit.
 - 2. Provide resource status cards to Demob UL as needed.
 - 3. RUL may become Demob UL
- B. Demobilizing the resources unit
 - 1. Organize files and lists and send to the DUL.
 - 2. Inventory expendable supplies, and order replacements from RPUL on IRS 013.
 - 3. Return borrowed equipment to the appropriate unit.
 - 4. Scale down unit as needed.
 - 5. Brief replacement as necessary.
 - 6. Prepare Performance Evaluations.
 - 7. Meet with trainees and sign task books as necessary.

Incident Response System Integrated Planning Section Chief (IPSC) Course

Module-III Situation Unit Leader

Participant Manual Reference Text

National Institute of Disaster Management
Government of India, New Delhi



DETAILED LESSON OUTLINE

COURSE: Situation Unit Leader (SUL)

UNIT: 1 - Unit Mission and Function

OBJECTIVES:

1. Identify the two parts of the situation unit's mission.
2. Identify functions of the situation unit.

I. SITUATION UNIT MISSION

- A. Provide incident personnel with timely and accurate information on the status of the incident on a scheduled basis.
- B. Respond to requests for information.

II. SITUATION UNIT FUNCTIONS

The functions of Situation Unit Leader are manifold and are outlined in the following table.

Situation Unit Leader Functions

1. Collect & organize status information
- 2- Analyze & evaluate information
3. Prepare & display information
4. Provide mapping services
5. Manage & supervise unit
6. Submit reports & documentation
7. Assist Resources Unit Leader with IAP

These functions are further explained below.

- 1. Collecting and organizing status information** relevant to the incident, such as the following:

- | | |
|------------------|--------------|
| • Origin | • Location |
| • Area affected | • History |
| • Magnitude | • Weather |
| • Duration | • Topography |
| • Transportation | • Extent |

- 2. Analyzing and evaluating incident information**, such as:

- i. Incident predictions
- ii. Verifying conflicting information

- 3. Preparing and displaying incident information** such as:
 - i. Incident Action Plan maps
 - ii. Briefing maps
 - iii. IRS 002
 - iv. Display boards
- 4. Providing mapping services**, such as:
 - i. Detailed operation maps
 - ii. Ad hoc map requests
- 5. Managing and supervising situation unit**, such as:
 - i. Organizing and staffing unit
 - ii. Providing direction and leadership
 - iii. Supervising staff.
 - a. Field observers
 - b. Display processors
 - c. Technical specialists
- 6. Submitting reports and providing documentation** such as:
 - i. Incident Status Summary (IRS Form 002).
 - ii. Unit Log (IRS Form 003).
 - iii. Maps and displays.
- 7. Assist Resource Unit Leader (RUL)** where possible, e.g., in assembling the IAP.

III. Review Task Book

This book gives specific details for the position of SUL and identifies the tasks for SUL. This is an important tool for training for this unit leader position. The task book makes a good job aid and checklist of all the SUL's duties.

Incident Status Summary is given in **IRS form 002**. This proforma is given below.

Annexure- II
Incident Status summary (ISS) – IRS Form 002
(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)					9. Threats, if any which may be increase severity of incident may be indicated			
(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)								

Contd...

Incident Status Summary IRS 002 (Continued)

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

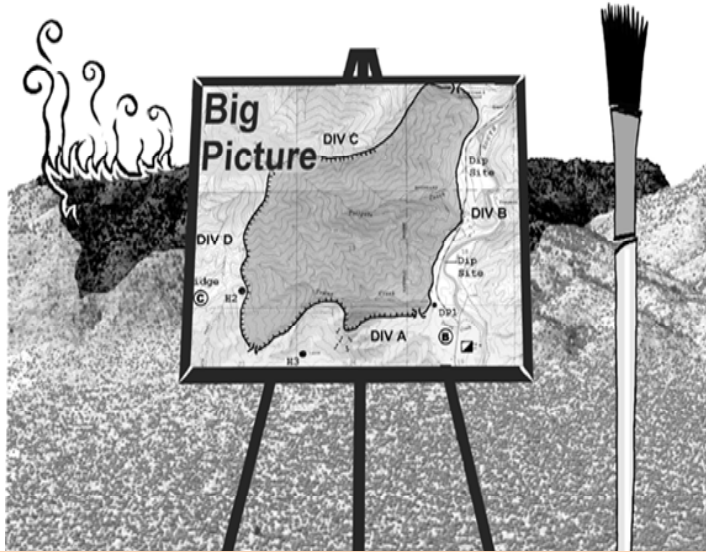
The **Unit log** in IRS is given by **IRS Form 003** which is attached below for reference.

Annexure – III
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. Works 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	Location		Action taken or suggested				
10. Name and designation of officer Prepared by							

REVIEW

Unit One: Unit Mission and Function



Objectives:

1. Identify two parts of the mission
2. Identify the functions of situation Unit

DETAILED LESSON OUTLINE

COURSE: Situation Unit Leader (SUL)

UNIT: 2 - Unit Mobilization and Activation

OBJECTIVES: Upon completion of this unit, trainees will be able to:

1. List items to be included in a situation unit leader's kit.
2. List items the SUL should obtain from the initial briefing with planning section chief.
3. List things the SUL needs to set up a work area.

I. SITUATION UNIT LEADER (SUL) KIT

It is essential that the SUL brings at least the minimum amount of required resource materials with him/her to an incident so that he/she can begin to function as a situation unit leader even if a full planning section kit has not arrived at the incident.

This is known as the situation unit leader kit and the following items are the minimum necessary to be able to function as a situation unit leader:

- A. Incident Status Summary (IRS Form 002)
- B. General Message (IRS Form 013)
- C. Unit Log (IRS Form 003)
- D. Felt tip pens
- E. Alpha numeric grid map overlays
- F. Laptop Computer
- G. Printer
- H. GPS Unit
- I. Office Supplies (Stapler, scissors, duct tape, ruler, erasers, masking tape)

A more complete list can be included in the Position Task Book for Situation Unit Leader

II. INITIAL BRIEFING WITH PLANNING SECTION CHIEF (PSC)

The situation unit leader (SUL) may or may not attend the initial command briefing with the agency responsible for the incident. In either case, SUL is likely to have a more detailed briefing with the planning section chief. It is important that he/she should obtain the following information in this briefing:

- A. Incident type and extent
- B. Number of resources assigned to the situation unit
- C. Incident potential
- D. Logistical considerations, including:
 - i. Location of work area
 - ii. Supplies
 - iii. Map sources
 - iv. Duplication services
- E. Timelines and priorities
- F. Status of staffing for the situation unit
- G. General orientation to the incident base
- H. Expectations, special instructions and incident specific considerations
- I. Incident Briefing (IRS Form 001), Incident Status Summary (IRS Form 002), and Incident Action Plan (IAP), as available

III. WORK AREA SETUP AND LOGISTICAL SUPPORT

It is important for SUL to have a work area setup that will facilitate accomplishing his/her assigned tasks and responsibilities.

As a minimum, a SUL needs to consider the following steps as he/she set up the work area:

- A. Acquire communications equipment such as radio, telephone, computer, telefax machines, etc.
- B. Acquire table(s), seating, and any supplies not in the planning section kit.
- C. Establish incident information/intelligence display areas.
 - i. Situation unit display
 - ii. Planning meeting display
 - iii. Debriefing display
 - iv. Operational briefing display
- D. Locate work area away from traffic, distractions, dust, noise, etc.
- E. Provide for night operations, i.e., lighting.
- F. Provide protection from adverse weather.
- G. Obtain transportation around incident base and incident, as needed (GSUL).
- H. Determine location of base facilities (Fac.UL).
- I. Identify support facilities available.
 - i. Copy machines
 - ii. GIS services/equipment
 - iii. Map sources
 - iv. Aerial photographs
- J. Organization

Establish procedures for organizing and maintaining unit maps and records.

- i. Protect original copies of maps and documents.
- ii. Note date and time on all maps and records.
- iii. Avoid unnecessary clutter of work area.
- iv. Maintain a supply of base maps.

K. Documentation.

- i. Prepare Unit Log (IRS Form 003).
 - a. Submit one IRS Form 003 for each operational period.
 - b. List names of assigned personnel.
 - c. List assignments given.
 - d. Describe times and nature of major events.
 - e. The IRS 003 is a legal document. Be professional.
- ii. Submit maps and records no longer needed to documentation unit leader.

Situation Unit Leader's Kit

- Incident Status Summary (IRS Form 002)
- General Message
- Unit Log (IRS Form 003)
- Felt tip pens
- Alpha numeric grid map overlays
- Laptop Computer
- Printer
- GPS Unit
- Office Supplies



DETAILED LESSON OUTLINE

COURSE: Situation Unit Leader (SUL)

UNIT: 3 - Unit Staffing and Supervision

OBJECTIVES: Upon completion of this unit, trainees will be able to:

1. Identify critical items to consider in staffing, organizing, and supervising the unit.
2. List positions in the situation unit and two duties of each position.
3. List criteria for assigning work, setting time frames, schedules and priorities.
4. List methods of maintaining positive interpersonal working relationships.
5. List considerations to provide for personnel welfare and safety.

I. STAFFING, ORGANIZING, AND SUPERVISING THE UNIT

One of the features of the IRS is flexibility and modular organisation. The number of resources and IRS command structure expand or contract to meet the needs for controlling the incident. Therefore, the situation unit may consist of only one person or many, depending on the size and complexity of the incident. The unit leader is responsible for all operations with tasks being delegated as personnel are assigned to the unit.

The situation unit leader must communicate staffing needs to the planning section chief based on the size of the incident, number of operational periods and support required by the incident commander.

The situation unit leader is the supervisor of all personnel assigned to the unit for the duration of the incident.

- A. Identify the need for unit personnel.
- B. Order personnel. "Staff it or do it yourself." Order what you need.

Under IRS, all duties are the responsibility of the supervisor at the highest level. If that person does not order personnel to accomplish those duties, he/she will have to do them. For example, if the SUL does not order a display processor to make the maps, the SUL will have to make them.

- C. Brief and keep subordinates informed.
- D. Establish unit time frames and schedules.

Schedule briefings with unit staff.

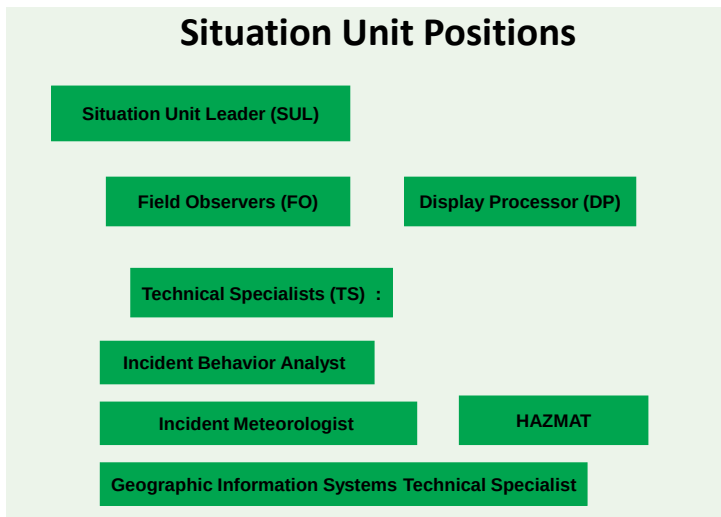
- E. Make assignments.

Interview and evaluate incoming personnel for previous experience, and try to match duties to experience. Assign line duties to those who have line experience, and office duties to those who have office experience.

- F. Insure that unit personnel have appropriate Personal Protective Equipment (PPE).
- G. Evaluate and provide feedback for performance.
- H. Review and approve time report.
- I. Develop teamwork.

II. POSITIONS AND DUTIES IN THE SITUATION UNIT

The situation unit can be one of the most complex units within the planning section, depending on the incident. The following are positions within the unit and some duties associated with those positions.



- A. **Situation unit leader (SUL)**
 1. Responsible for unit operation and outputs.
 2. Delegates tasks to subordinates.
 3. Usually attends planning meetings.
- B. **Field Observer (FO)**
 1. Performs field reconnaissance operations.

2. Collects and provides information about incident to unit.
3. May assist situation unit leader in display of information.
4. May assist operations section on incident.

A brief account of this position is given in **Annexure 3(a)** to this unit

C. **Display Processor (DP)**

1. Receives data from field observer and operations personnel.
2. Analyzes and evaluates data for completeness and accuracy.
3. Displays data.

A brief account of this position is given in **Annexure 3(b)** to this unit.

D. **Technical specialists (TS)**

Examples of technical specialists include Meteorologist, Geologist, etc.

1. Collect specialized data and information on the incident.
2. Analyze the data and information collected.
3. Present data and expected effects to appropriate incident personnel.

SULs are required to supervise positions in which they have never served, and in which they may not have expertise. This demands that the SUL make extra efforts to understand and communicate with those positions.

III. ASSIGN WORK, SET TIME FRAMES, SCHEDULES, AND PRIORITIES

The situation unit leader is responsible for assigning work, setting time frames, schedules and priorities, usually in coordination with other incident personnel. It is essential to clearly define when data and information is due to the situation unit leader from all sources (i.e., field observers, operations personnel, etc.). Consider the following when assigning work, setting time frames, schedules and work priorities, based on the plans time cycle.

- A. What needs to be done?
- B. Who needs to do it?
- C. When is it to be completed?
- D. What are the objectives?
- E. Organize personnel to effectively accomplish the work.
- F. Give clear and consistent direction and follow up to see that direction is being met.
- G. Establish ordering procedures.

- H. Establish reporting schedules.
- I. Establish briefing and debriefing schedules.

IV. INTERPERSONAL WORKING RELATIONSHIPS

One of the most important tasks of situation unit leader is to maintain positive interpersonal working relationships among him/her, the personnel within situation unit, and all the personnel he/she interact with. It is essential that SUL understands the basics of communications, leadership, delegation and conflict resolution. A brief overview of these skills is given below.

Listed below are several things you can do to maintain positive interpersonal working relationships:

- A. Brief your unit on the following:
 - 1. Avoiding discrimination
 - 2. Sensitivity issues
 - 3. Your standards and expectations
 - 4. Provide situation unit staff with the “big picture”, i.e., political situation.
- B. Be certain that individual agency values and policies are addressed throughout the incident. Arbitrate differences in these values and policies that affect the operation in a manner that fosters continuous positive working relationships.
- C. Understand and practice **effective communications skills** by:
 - 1. **Listening.**
 - a. Listening is a mental process.
 - b. Listening is an active process.
 - c. Listening is a learned process.
 - d. Listening and agreeing are separate acts.
 - 2. **Recognizing the barriers to listening.**
 - a. Doing too many things at once.
 - b. Premature dismissal of ideas
 - c. Preparing a reply when you are supposed to be listening.
 - d. Focusing on vocal and physical characteristics.
 - 3. **Giving constructive feedback.**
 - a. Focus on behavior.
 - b. Be specific.
 - c. Be descriptive.
 - d. Be open and honest.
 - e. Be tactful and constructive.

4. **Give clear instructions**

- a. Use good grammar
- b. Take time enough to ensure that your instructions are clear.
- c. State instructions in a positive, versus a negative, format.

Say "Do this", not "Don't do the other thing".

Say "Stay on this side of the river", not "Don't cross the river". People are inclined to blank out the "Don't", and only hear the positive part of the instruction.

- d. Make sure that written instructions say exactly what you want, and are not open to misinterpretation.

D. Practice **effective supervisory skills** by;

1. Using well-balanced direction and control.
2. Defining goals and objectives.
Meet with unit personnel to involve them in setting goals and objectives.
3. Being flexible.
Work with rules, regulations and policies to be flexible, yet consistent and fair.
4. Disciplining.
Collect the facts, present the facts and get the employee's side of the story. Take disciplinary actions as necessary.
5. Making performance evaluations.
 - a. Periodically meet with employees so they know what to expect when you evaluate them.
 - b. Base evaluation on documentation of periodic meetings and employee performance of assigned tasks.

E. **Delegation**

1. Some benefits of delegation for the unit leader are:
 - a. More tasks can be accomplished in less time.
 - b. The ability to concentrate on more critical tasks that cannot be delegated.
 - c. Increase unit morale and productivity.
 - d. Better time management.
2. Some benefits of delegation for the employee are:
 - a. The opportunity to increase job knowledge.
 - b. The opportunity to develop leadership skills for future roles.

- c. Increased motivation.
- 3. Some benefits of delegation for the unit are:
 - a. Unit makes more effective use of employees.
 - b. Develop future leaders.
 - c. Unit is more effective; abilities of personnel increase and they can take on more and varied responsibilities.
- F. **Resolve conflicts**
 - 1. Conflict is normal.
 - 2. Conflict, approached openly, candidly, and confidently, may be productive.
 - 3. Effective conflict resolution must meet the needs of all parties involved.
 - 4. You must diagnose the basis of the conflict before you can resolve it.

V. PERSONAL SAFETY AND WELFARE

You are responsible for the welfare and safety of the personnel assigned to your unit. The following items are essential in providing for the welfare and safety of personnel in your unit.

- A. Determine level of experience of assigned staff (especially line experience for field-going staff).
- B. Recognize potentially hazardous situations.
- C. Inform subordinates of hazards.
- D. Ensure that special precautions are taken when extraordinary hazards exist.
- E. Ensure adequate rest is provided to all unit personnel.

Annexure 3 (a)

Field Observer (FO) Position Overview

OBJECTIVES:

1. Explain the position of field observer in the Incident Response System .
2. Describe roles and function of the field observer position.
3. Describe the types of information the field observer collects and reports.
3. Discuss safety considerations.
5. Describe how information is collected and reported.

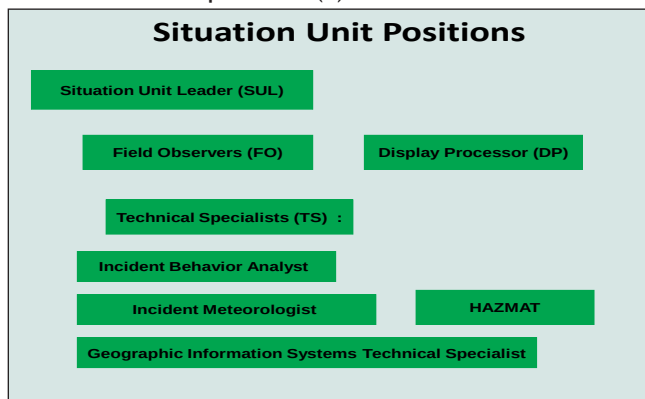
I. THE POSITION OF FIELD OBSERVER IN IRS.

- A. Planning Section in IRS** is responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of Incident Action Plans. The section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident.

This section Includes the Situation, Resources, Documentation and Demobilization Units as well as Technical Specialists.

- B. Field Observers are part of Situation Unit in the Planning Section** as shown below. They give timely information from field crucial for operations & logistics. The field observer works for the situation unit leader, but may work closely with:

- Meteorologist(s), GIS and other specialists.
- Other field observers.
- Operations personnel.
- Technical specialist(s).



C. Field Observers' Duties

The field observer is responsible for collecting incident information from personal observations and providing this information to the situation unit. The observer will be asked to travel to the incident area (by foot, vehicle, air, or other) to make field observations. The information collected by the field observer may impact operational and logistical strategies. It is similar to administration collecting field intelligence which is quite common in case of law enforcement agencies.

II. INCIDENT OBSERVATIONS**A. Importance of Incident Observations**

A field observer is important to the planning section. Without timely information from the field, the command and general staff cannot formulate a plan of action for the incident. Inaccurate, erroneous, or late information could result in an incomplete incident action plan and could jeopardize the lives of incident personnel and the public. In addition, the inability to recognize changing conditions could jeopardize the field observer's safety.

Field observers' observations may be also used in post-incident reviews and in legal actions.

B. Types of Incident Observations

1. Flood levels
2. Rainfall
3. Disease locations and rates of spread
4. Stranded populations
5. Structural damage to buildings and other infrastructure
6. Landslide activity
7. Other

III. OPERATIONAL AND LOGISTICAL OPERATIONS**A. Operational Location**

It is the responsibility of the operations section to determine where operational lines are to be located. The field observer may be asked to identify and recommend operational tactics.

B. Access Routes & Other aspects / facilities etc.

Resources may not be used to their maximum capabilities if access routes are not known.

1. **Access routes** should be identified and marked on the ground and on maps.
2. The **ground support unit leader** and the **situation unit leader** are responsible for much of the road access information. Close working can avoid duplication of effort.
3. The local agency road in charge department such as R&B, PWD, Transport etc. can be consulted for advice on specifics and also for General **Road Condition** Considerations:
 - a. What type of surface is it? It may not support heavy loads.
 - b. What level of maintenance does it have?
 - c. Where does it go? Roads are not always shown on maps.
 - d. What percent grade is it? Steep grades will limit use.
 - e. Is there non-incident traffic? (Time and amount of use, need to post a flag person etc)
4. **Turnaround Areas:** This should not obstruct equipment and resource movement or escape routes. Arterial roads make the best turnaround areas. Ground near water sources must be able to support operations and emergency vehicles. Staging areas for transport storage may be considered.
5. **Bridges and Culverts:** Width for wide loads, weight limitations etc should be considered.
6. **Locations for Incident Facilities:** Field Observers can help in proper identification and evaluation of different options for this purpose. They can give useful feedback on possible locations, accessibility, size, water availability, nearby phone lines etc.
7. **Drop Points**
 - (a) It is the responsibility of the **operations section** to designate drop points, **ground support unit** to mark on the ground, and the **situation unit leader** to identify on the appropriate maps.
 - (b) A **field observer** may have to identify and recommend **potential drop points** for crews and/ or equipment. Drop points are located to meet logistical & operational needs and this information is coordinated with operations& ground support.

C. Threatened Resources and Improvements

1. A **field observer's responsibility** is to identify, map, and advise the incident team on infrastructure and improvements that may be threatened by the incident.
2. **Possible contacts for identifying threatened resources and improvements are:** local agency resource specialists, local citizens, maps, and aerial reconnaissance.
3. **Planning section chief** should contact local agency representatives concerning specific resource protection requirements.
4. **High value resources include:**
Human life, Livestock and farm animals, Structures, buildings, improvements, archeological and historical sites, sacred sites and structures, sensitive watersheds, etc.
5. **Improvements Include:**
Buildings, roads and bridges, wells, livestock facilities, above-ground telephone/electrical systems.

D. SAFETY OBSERVATIONS

1. Safety Zones

The **field observer** is responsible to **identify potential safety zones** for operations personnel. This information should be documented and conveyed to appropriate operations personnel including the division supervisor and the situation unit leader.

Safety zones are refuges from identified dangers and are established at all times during incident operations. Some physical criteria to consider when identifying the potential safety zones include Large cleared area free of hazards and hazardous material. Anticipate secondary hazards: the heavy rainfall that caused the flooding may create landslides as well.

Examples of potential safety zones include: Parks , Parking lots, Empty fields, Facilities located on high ground etc

2. Potential Hazards

The **field observer** is responsible for **identifying, documenting, and communicating potential hazards** that may affect incident responder and public safety, and that may limit the ability of the staff to manage the incident.

- a. **Natural Hazards:** changing weather conditions, rising flood waters, snakes and other wildlife, landslide activity, etc.
- b. **Human-related Hazards:** diseases, mineshafts, power lines, road conditions, old dumps, hazardous materials, illegal activities, map accuracy, gasoline and propane storage tanks, law & order situation etc.

IV. RECONNAISSANCE METHODS

The Field Observer needs to balance deadlines with accuracy. Also need to consider exposure to hazards.

- A. Foot - most accurate but slow. Terrain and hazards can limit feasibility. Consider traveling in pairs in rough terrain.
- B. Vehicle - faster than foot but may not access all areas of incident.
- C. Helicopter - can fly low and slow, hover, and sit down but often hard to schedule.

V. SAFETY

- A. **Personal Safety** Equipment - use standard field gear and personal protective equipment for assignments. It is important for Field Observer position as he would be continuously exposed to field conditions. Some examples are-
 - 1. Appropriate clothing (e.g. hazmat suits if needed), hard hat, breathing apparatus, eye protection and leather gloves.
 - 2. Good & suitable boots - you will often do more walking than any other position on the incident.
 - 3. Tools.
 - 4. Headlamp.
 - 5. Foul weather gear.
 - 6. Extra food and water.
 - 7. Incident action plan and map.
 - 8. Portable radio - to monitor tactical operations around you and to transmit data.
 - 9. Field observer gear such as compass, GPS unit, and mapping tools.
 - 10. Mobile phone and IAP.
- B. **Incident Safety**
 - 1. Personal knowledge and experience.
 - a. On incidents you must rely on your own knowledge and experience to keep you out of trouble.

- b. Don't jeopardize your own safety or the safety of others.
 - c. Ensure that your recommendations to other incident personnel are safe and clearly understood.
 - 2. Awareness of surroundings and changing situations.
 - a. Changing or worsening weather conditions.
 - b. Incident behavior (e.g. landslide activity, rising flood waters, frequency/scale of aftershocks).
 - c. Risk of disease.
 - 3. Traffic conditions, escape routes and safety zones
- C. **Take Appropriate Action with Safety Hazards**
- 1. You may come across or observe the development of a life-threatening situation. Examples of such situations may include:
 - a. Unstable buildings.
 - b. Downed power lines.
 - c. HAZMAT situation.
 - d. Snakes etc.
 - e. Desperate citizens affected by the incident.
 - 2. Actions to take include:
 - a. Protect yourself first.
 - b. If possible, talk directly to the supervisor of any threatened incident personnel.
 - c. Relay through incident communications unit. Use term "Emergency Traffic" to clear other radio traffic.
 - d. If necessary, remain at the location to warn others.

VI. COMMUNICATIONS

FO should discuss assignment with the situation unit leader during the morning briefing. **Establish timeframes for getting the field data back to the planning section.**

A. Methods of Transmitting Data:

- 1. Radio – Speak clearly. Use legal descriptions, latitude and longitude, map grids that the planning section may be using.
- 2. Telephone – know the planning section's phone number;. Someone may have a cellular phone you can use or you may find yourself next to a phone booth at a location where you never planned to be because of changing conditions.

3. Runner/Driver - use a runner or a driver to get the map and/or data into the planning section. If this has to be oral, make sure the messenger knows your name and title (field observer) so the planning section knows how much weight to give to the input.
4. Oral debriefing.
5. Written documentation - date and sign all forms, documents, and maps. All of your documents should end up in the historical files of the incident which are normally managed by the documentation unit leader.

B. Communicating Field Observations to Operations Personnel:

1. Establish communications with the division supervisor when entering or leaving his/her division. Visit face to face if possible.
2. Be aware that you may be asked to perform additional or alternate duties once on the division that may conflict with your other FO assignment. Make sure operations and plans resolve any conflicts and proceed as directed.
3. FO should let the operations personnel know his mission within their division & arrange for sharing important informations.
4. Exchange information with incident personnel.

VII. DEBRIEFING

Debriefing of the field observer is done to obtain up-to-date incident information.

A. Importance : This is very important as it has a **bearing on working of many organisational units** in the IRS organisation as discussed below.

1. The FO job is not done until the **information gathered is relayed to the situation unit leader** and other appropriate personnel.
2. Some information may be useful for other functions such as:
 - a. **Operations:** status of assigned resources, crew effectiveness, incident observations, etc.
 - b. **Logistics :** location of warehouses, medical facilities, heavy equipment locations, drop points, road conditions, trash dumps, etc. Information on resources may be useful for **Finance branch** as well.

- c. **Command:** media in area, landowner problems, general population control, etc.
- d. **Safety:** hazards, unsafe working practices.
- e. **Resources:** resources FO located in the area, where the resources are and what they are doing.
- f. Use IRS 013, General Message to relay information to other functions.

B. Timeframes

- 1. As designated by situation unit leader, information may be requested to be reported periodically throughout the shift.
- 2. Methods of reporting information such as radio, cellular phone when in-person is not possible.
- 3. IAP inputs.
- 4. Operational period briefing.
- 5. Incident status summaries, IRS 002.

- C. Use Forms to Aid in Debriefing :** Examples may be Unit logs (IRS 003), weather observation records in standard proforme, Information collection forms, take good & clear notes.

annexure 3 (b)

DISPLAY PROCESSOR (DP) POSITION OVERVIEW

OBJECTIVES:

1. Explain how the display processor position fits in the Incident Response System (IRS).
2. Describe roles and function of the display processor position.

I. THE DISPLAY PROCESSOR IN IRS

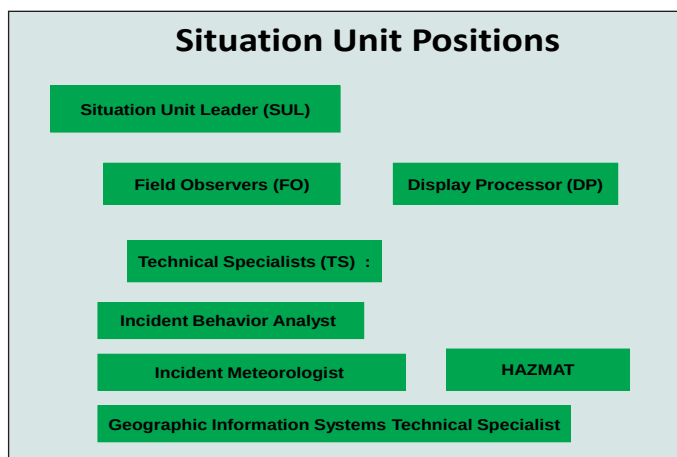
- A. Planning Section in IRS** is responsible for the collection, evaluation and dissemination of information related to the incident and for the preparation and documentation of Incident Action Plans. The Section also maintains information on the current and forecasted situation, and on the status of Resources assigned to the incident.

This section Includes the Situation, Resources, Documentation and Demobilization units as well as Technical Specialists.

- B. Display Processors (DP) are part of Situation Unit in the Planning Section** as shown below.

The **Display Processor** works for the situation unit leader, but may work Closely with:

- Technical specialists
- Meteorologist(s)
- Field observer(s)
- Operations personnel



C. Display Processor Duties

The display processor is primarily responsible for the displaying of maps and other information that illustrates incident status information obtained from field observers and other incident personnel.

D. Qualifications & Position Task Book of Display Processor Position:

He/She has to have knowledge & skills regarding different kinds of maps and other display methodologies. He/She should also have IT skills required for making certain presentations etc. The position task book should be developed for training personnel for this and their proper supervision during the same.

II. DISPLAY PROCESSOR ROLE & FUNCTIONS**A. Display Processor Kit :** Recommended contents of kits are mentioned below.

- a. Specialized pens (i.e. fine-tipped permanent markers in black, red, & blue).
- b. Clear overlay material; a few 8 1/2" X 11" sheets minimum.
- c. Sketch or flip chart paper (few sheets).
- d. Laptop computer with GPS software.

B. Briefing with Situation Unit Leader

1. Discuss time frames and priorities for section meeting schedule.
2. Review current situation.
3. Discuss logistical considerations.
 - a. Work area and supplies available.
 - b. Ordering procedures.
 - c. On and off-base support equipment.
 - (1) Copy machines.
 - (2) Computers.
 - (3) GPS equipment.
 - (4) GIS equipment.
4. Determine current staffing of section and responsibilities.

C. Logistical Needs; Work Area and Materials

1. Obtain supplies as appropriate.
2. Develop list of needs and generate order per appropriate incident procedures.
Use IRS 013 form (General Message) and save a copy.
3. Organize work area.

- a. Organize and secure original maps and displays.
 - (1) Originals are needed for quality map production.
 - (2) Maps and supplies tend to “walk off” if left lying around.
- b. Secure specialized supplies (i.e. Laptops, pens, office supplies, and rolls of Mylar). (Note: Mylar Roll is a polyester based film with a matte translucent drawing surface on one side. This film is anti-static and accepts ink or lead, erases cleanly)
- c. Use Accordion Files



D. The Planning Cycle and Deadlines

1. Review the 24 hour planning cycle
2. Implementing deadlines.
 - a. Schedule and prioritize your efforts around the deadlines based on the planning cycle.
 - b. Understand that the priorities can change during the operational period, based on meeting and briefing schedules and IAP copying time constraints.
 - c. Develop “to do” lists.
 - d. Notify the **SUL** (as early as possible) during the operational period if it appears that a required product will not be completed within the time line expected.
 - e. **Balance the need for accuracy and neatness with time constraints.**

E. Sources of Data and Collection of Data for Maps and Displays:

This is very important as DP has to interact and depend upon many of the organizational elements in the IRS.

1. **Field observers**
2. **Existing maps**

- a. Planimetric:
 - (1) Agency/administrative maps
 - (2) Commercial maps
 - (3) Landowner maps, i.e., industry maps
 - (4) Aviation maps
 - b. Topographic
 - c. Orthophotos
- 3. Incident Action Plan:**
- a. Organization Assignment List (IRS 005)
 - b. Division Assignment List (IRS 014)
 - c. Incident Communication Plan (IRS 009)
 - d. IAP map
- 4. Operations personnel (esp. operations section chief and division supervisors)**
- a. Location of resources, shelters, medical units, hazards, etc.
 - b. Expected changes
 - c. Often the best source of current information
 - (1) May have a “dedicated” helicopter and see the entire incident
 - (2) Seek them out, e.g., in food line
- 5. Resources unit. (Planning Section)**
- a. Type and number of resources assigned to the incident
 - b. Let them know if field observers report information different than shown in IAP
- 6. Facilities unit.(Logistic section)**
- a. Incident Base - location and layout
 - b. ICP - Incident Command Post
 - c. Camps
 - d. Staging areas
 - e. Relief Camps
- 7. Air operations**
- a. Helibase
 - b. Helipads
- 8. Ground support unit.(Logistic section)**
- a. For location of drop points
 - b. Condition of roads
 - c. Travel and evacuation routes
- 9. Local residents:**

- a. Their knowledge and understanding of situations peculiar to the local area can be very valuable (i.e., unusual local weather, historical flooding effects).
 - b. Roads and structures within incident area.
- 10. Local **landowner/ industry** or their representatives for understanding the internal details and subsequent correct display of these details & maps including traffic related details.
- 11. **Technical Specialists** such as:
 - a. Meteorologists
 - b. Engineers
 - c. Resource advisors
 - d. Search and rescue experts
 - e. Hazardous materials experts
 - f. Flood specialists
 - g. Multi-casualty experts
 - h. Heavy rescue specialists
 - i. GPS/GIS operators
 - j. Structural protection specialists
- 12. **Incident Radio Traffic.** (Communication Unit, Logistics section)
 - a. Scan frequencies to stay current on incident events
 - b. Anticipate request for new maps, especially with rapidly expanding incident
- 13. **Local news**
 - a. Radio, television, and print
 - b. May have air/ground crews with latest information

F. Debriefing

- a. A centralized location, usually near the situation unit, should be established for receiving data.
- b. If DP is responsible for collecting data, he/she should be sure that everybody know the location for turning in information (announce at briefings and planning meetings) & list request in IAP, with a debriefing form.
- c. Have a set of maps (with overlay) and appropriate pens available for debriefing
- d. Note date and time information was gathered and who submitted.

- e. Sort data by unit or section of incident with interest;
 - (1) Resource information regarding equipment/ personnel goes to resource unit leader.
 - (2) Safety concerns to safety officer.
 - (3) Logistical problems, i.e. transportation or food and water issues, contact logistics section.
 - (4) Impacts to natural or cultural resources to planning section chief.
- f. Note discrepancies to situation unit leader and request verification of information. **(Do not show unconfirmed information on situation unit map.)**

G. IRS Maps and Displays

You will be assisting the situation unit leader with preparing maps and displays.

The primary mission is to provide maps and displays that are accurate and timely to the operations section to assist them in meeting the incident objectives.

- 1. Primary maps and displays.
 - a. Situation unit map b. IAP map
 - c. Operational briefing map d. Traffic map
 - e. Facilities map

These maps are discussed in detail in Unit 5.
- 2. Maps and products from the Situation Unit need to be posted.
 - a. In briefing areas
 - b. Around ICP near places emergency response personnel gather (food lines, etc.)
- 3. Maps and Situation Unit products are distributed as current information is made public.
 - a. To Command and General Staff
 - b. Information Officer
 - c. Webmaster

H. Documentation

- 1. Develop daily documentation file
- 2. Put “one of everything” in file. (When in doubt, save a copy)

III. ADDITIONAL CONCEPTS

- a. **Help to keep the Situation Unit orderly:** The situation unit depends upon Field Observers (FO) and Display Processors (DP). While the FOs are deployed in field, the SUL depends upon DP to a large extent for conduct of essential functions of the situation unit including conduct of various meetings like Planning & Operational briefing meetings.
- b. Situation Unit Inventory of Supplies and Equipment.
(Use list to determine ordering needs, e.g., re-supply list)
- c. Rehabilitation Plan: Use field observers to develop needs early on during incident. Use rehab outline and checklist to record needs.
- d. **Plan ahead. Anticipate the needs of the Situation Unit.**
Consider the magnitude of the incident. Consider the duration of the assignment.



- e. Limitations of "High Technology":
 1. Not always available.
 2. Does not replace basic job. (Clear and accurate maps and displays provided in a timely manner.)
 3. **Check output to guard against garbage-in, garbage-out. (GIGO)**

DETAILED LESSON OUTLINE

COURSE: Situation Unit Leader (SUL)

UNIT: 4 - Collecting, Analyzing, and Evaluating Incident Information

OBJECTIVE : Upon completion of this unit, the trainee will be able to:

1. List items of information needed and five sources of information.
2. List reasons for debriefing and two debriefing methods.
3. List methods of verifying information for accuracy.
4. Describe how incident information should be analyzed and sorted.
5. List items that SUL must prepare before the planning meeting.

The primary function of the situation unit is to provide accurate and timely incident information to incident personnel to assist in meeting the incident objective(s). This includes information on **incident history** (what has happened), **current status** (what is happening now), and **predicted events** (what will or might happen).

This unit will cover types of information to be gathered and sources of this information, procedures for getting the information, how to evaluate and sort the information, and what will be needed in preparation for the planning meeting.

I. TYPES AND SOURCES OF INFORMATION

A. Types of information

1. Incident status; past, current, and predicted
 - a. Location of incident and origin, including accuracy of existing maps being used
 - b. Topography, including slope, aspect
 - c. Weather, including wind speed and direction, temperature, humidity, inversions
 - d. Potential control locations
 - e. Escape routes and potential safety zones and shelter locations
 - f. Incident facilities, including base, staging areas, drop points, helispots, etc.
 - g. Potable water sources, including accessibility, amount, resource issues
2. Operational progress

- Progress being made toward incident objective(s). IRS 002 Form information.
3. Information relevant to other units
 - a. Safety concerns
 - b. Discrepancies in resource deployment based on IAP
 - c. Costs to date
 - d. Fatalities and injuries
 - e. Displaced persons
 - f. Damaged/destroyed structures
 4. Areas threatened and values at risk
 - a. Life and property
 - b. Cultural and historical
 - c. Livestock
 - d. Watershed, potable water
 - e. Other
 5. Hazards
 - a. Power lines
 - b. Health
 - c. Traffic
 - d. Hazardous materials
 - e. Terrain
 - f. Unique conditions, such as unusual local wind or weather patterns
 6. Transportation
 - a. Access and evacuation routes and conditions
 - b. Methods being used, e.g., vehicles, aerial (helicopter, fixed wing), foot travel, rail, ship.
 - c. Limitations, e.g. bridges, need for four wheel drive or ATV, steep grades, narrow roads
 - d. Confirm that routes and drop points are marked on the ground (also division breaks).
 7. Rehabilitation needs
 - a. Areas
 - b. Equipment needs/constraints
 - c. Need for resource specialists
 - d. Start mapping rehabilitation information early during incident.

8. Communication
 - a. Methods being used, e.g., radio, face-to-face, telephone, computers, e-mail
 - b. Effectiveness
9. Specialized technology (Detailed discussion at the end of this unit)

B. Sources of information

1. Operations personnel
 - a. Operations section chief
 - b. Division supervisors and other line personnel
2. Other planning section personnel
 - a. Field observers
 - b. Resource unit personnel (for information on resources assigned and location on incident)
 - c. Weather forecasters
 - d. Display processors (for current maps)
 - e. Documentation personnel (for current and past IAPs, IRS Form 001)
3. Other incident personnel
 - a. Ground support unit personnel (for information on drop points, roads, etc.)
 - b. Facilities personnel (for information on base layout for displays)
 - c. Public information officers
 - d. Air operations personnel
 - e. Safety officer
 - f. Finance branch staff
 - g. Medical unit
4. Off-incident sources
 - a. Local agency personnel or private landowners
 - b. Police and Fire Departments
 - c. NGOs
 - d. Residents
5. Technical specialists
 - a. GPS/GIS
 - b. Infrared
 - c. Resource advisors
 - d. Other experts (hazmat, engineers, search and rescue).

II. ESTABLISH PROCEDURES FOR RECEIVING INCIDENT INFORMATION

A. Within the situation unit

1. Organize the unit to facilitate the flow of information.
 - a. Establish adequate work space.
 - b. Protect unit displays from theft or damage.
 - c. Obtain computers, fax, phones, etc.
2. Review time lines, schedules, and priorities as discussed in unit 3.

B. At briefings and meetings, advertise need for information

1. Stress importance of accurate and timely input into planning process.
2. State goal of situation unit to provide accurate and timely maps and displays to incident personnel.
3. Explain the many ways information can be submitted.

C. Established debriefing procedures

1. Centralized location
 - a. Designate and clearly mark an area, i.e.; table or wall space, for debriefing.
 - b. Provide maps of incident to note debriefing information.
 - c. If possible, dedicate one person in the situation unit to receive information.
 - d. Advertise debriefing procedures at briefings and in IAP.
2. Other areas for debriefing
 - a. Contact personnel on the line during their shift.
 - b. Seek out personnel at base, including in feeding area.

D. Other Sources

1. Monitor tactical and command radio frequencies.
2. Local news media

III. ANALYZING, EVALUATING, AND SORTING INFORMATION

A. Evaluating information for accuracy

1. Analyzing for discrepancies
 - a. Note differences from different sources.
 - b. Do not display information of questionable accuracy.

2. Methods of verification of information
 - a. Send out field observer to obtain accurate information.
 - b. Contact operations personnel for confirmation.
 - c. In sensitive or critical situations, SUL may have to verify information.
- B. Sorting information and disseminating to appropriate personnel**
 1. Information for other units within planning section (IRS Form 013)
 2. Information not pertaining to planning section
 - a. Note all incident information received.
 - b. Notify reporting person of appropriate incident personnel to contact.
 - c. If necessary, notify appropriate personnel with IRS Form 013.

IV. ATTENDING PLANNING MEETING

- A. Information and displays needed prior to meeting**
 1. Current incident status
 - a. Often the operations section chief will provide current incident status.
 - b. Have latest infrared information, if available.
 2. Predicted activity
 - a. Work with appropriate technical specialists to obtain information.
 - b. Obtain updates / intelligence reports / weather forecasts as needed.
 3. Maps and displays
 - a. Copy of situation unit map, or the original with *additional* overlay
 - b. Sketch map with current incident information
- B. Anticipated role at meeting**
 1. If requested, be prepared to brief on current and predicted incident status, especially latest IR.
 2. Listen carefully for requests for special maps or displays.

DETAILED LESSON OUTLINE

COURSE : Situation Unit Leader (SUL)

UNIT : 5: Reports, Displays, and Services

OBJECTIVES : Upon completion of this unit, trainees will be able to:

1. List examples of reports, displays, and services to be provided.
2. List the five primary IRS maps.
3. List items needed on ALL incident maps.
4. Identify important pieces of information to have on the IAP map.
5. Complete an IRS Form 002, Incident Status Summary.

I. IRS MAPS, DISPLAYS, AND SERVICES

The SUL is responsible for preparation of incident maps and displays. The primary mission is to provide maps and displays that are accurate and timely to the operations section to assist them in meeting the incident objectives. In producing each map and display, it should be considered **who is the user of the product, how accurate they need it, and when they must have it.**

A. The five primary maps and displays are:

1. Situation Unit Map
2. Incident Action Plan (IAP) Map
3. Operational Briefing Map
4. Traffic Map
5. Facilities Map

There are a variety of other maps that can be used, depending on the type and extent of the incident. Examples include routing maps, maps of special facilities.

B. Guidelines for producing maps and displays in a standard format

These guidelines cover the following maps and displays.

1. Situation Unit Map
2. Incident Action Plan Map
3. Operation Briefing Map
4. Traffic Map
5. Facilities Map
6. Other maps & Display
7. Display Boards
8. Incident Status Summary (IRS 002)

1. Situation Unit Map

- a. This is the master map. Other maps are derived from this map.
- b. Should be updated before planning meetings.
- c. Preferably should not be taken away from the situation unit.
- d. Map consists of a base map and a clear mylar or acetate overlay.
- (1) Base Map
 - (i) Select maps based on situation and predicted progression of incident.
 - (ii) Scale will depend on size of incident.
 - (iii) Cut and tape (use transparent tape) multiple maps; do not cut bottom margin off because of information shown, such as scale.
 - (iv) Ensure legends and symbols are as consistent as possible for all map products.
- (2) All incident information is marked on the overlay. Do not make marks on the base map. (In some cases, information that will not change is put on the base map.)
 - (i) Make “registration marks” at a few landmarks, such as or mountain peaks to allow consistent placement on base map.
 - (ii) Put date and time on all overlays for documentation purposes.
 - (iii) Use fine-tipped permanent pens to prevent smearing. There are different tip sizes, as needed. Use special erasers or rubbing alcohol to make changes.
- e. **Use standard IRS symbols and colors**
 Additional symbols may be created if needed and defined on all map legends.
 - (1) **Branches**
 - (a) Roman numerals; I, II, III....
 - (b) Clockwise
 - (c) Start at point of origin (e.g. epicenter upstream limit of flooding)
 - (d) Breaks shown with brackets,][
 - (e) Should never be renumbered.
 - (f) Determin
 - Be sure to get branch locations established on the map after the planning meeting and before the OSC goes back to the incident

(2) **Divisions**

- (a) Letters; A, B, C
- (b) Clockwise
- (c) Start at point of origin.
- (d) As additional divisions are formed, they are usually given the next unused letter of the alphabet, regardless of the branch they are assigned to. May be combined during later stages, i.e. Division A/B. May also need to start on opposite side of an incident expanding on one direction with Z, Y, X.
- (e) Breaks are shown with parentheses,)(
- (f) Determined by operations section chief.
Be sure to get division locations established on the map after the planning meeting and before the OSC goes back to the incident.
- (g) Divisions are used for geographical areas (while groups are based on functional criteria).
- (h) Ideally, division designations (letters) should not be reused or relocated on the map, to avoid confusion of line personnel.

(3) **Drop Points**

- (a) Need determined by operations personnel.
Should be located on the map after the ground support unit has approved them.
- (b) Designated by, DP-1, DP-2
- (c) Should be grouped in logical progressions if possible.
- (d) Designations ideally should never be changed; add new numbers; do not re-use numbers from previous drop point locations.
- (e) On large incidents may have narrative listing by division.

(4) **Helipads**

- (a) Operations personnel determine need. Air operations branch director should locate them on the map after approving them on the ground.
- (b) Designated by H-1, H-2
- (c) May also show type of helicopter that can use, i.e. H-1/II meaning helipad number one that can

be used by IRS Type II, or smaller, helicopters. Type I will be larger capacity Helicopter.

- (d) Should be grouped in logical progressions if possible.
 - (e) Designations ideally should never be changed, as with drop points.
- (5) **Incident status**, e.g., completed and uncompleted operations
- (6) **Incident facilities and features**
- (a) Incident command post
 - (b) Incident base
 - (c) Camps
 - (d) Staging Areas
 - (e) Relief Camps
 - (f) Helibase
 - (g) Hazards
 - (h) Water Sources
 - (i) Origin
 - (j) Restricted areas, e.g., cultural, bioreserves, National Parks etc.
 - (k) Other items that justify identification. Create a map symbol if necessary.

f. Map legend must include;

- (1) Name of incident.
- (2) Date/time when intelligence was gathered.
- (3) All map symbols used and their meaning. Ensure these are consistent between all maps.
- (4) Hectares.
 - (a) Report hectares based on accuracy of information; do not report an area of 12,347 hectares on a rapidly spreading flood with mapping done by “eye” and calculated using a dot grid. An estimate of 12,000 or 12,300 hectares would be adequate.
 - (b) Dot grids that have been made from copies of an overlay should be calibrated due to changes in scale as a result of copying. Count every other dot on the line as “in”. “X” out blocks on the dot grid as counted.

g. All maps and displays should “S.T.A.N.D.” alone.

- (1) **“S” = show the scale on all maps.** Use a bar graph because most line personnel do not carry rulers and map scale may change with the copying process. Hand drawn **maps not to scale should so state, i.e. “Not to scale” written on map.**
- (2) **“T” = the title** should be listed based on map use and incident name, i.e. Ramgarh Earthquake Incident, IAP Map.
- (3) **“A” = the author’s initials** should appear somewhere on map.
- (4) **“N” = all maps should show a north arrow**, even if north is toward the top of the map. (May wish to show local declination.)
- (5) **“D” = date and time.** Some maps will show two dates and times; one showing when information was gathered and one listing the operational period the display is intended for.

For example, an IAP map would be labeled for the operational period coming up but should also show the date and time the intelligence was actually gathered, such as from incoming line personnel from the previous operational period .

h. Trace map details directly from the **source map** of the same scale, rather than mapping freehand. If a light table does not exist in the situation unit the field map can be placed under the overlay or a vehicle or building window can serve as a light table (work inside during daylight hours and work outside at night when building is lit).

i. Other IRS maps and displays that may be duplicates of the situation unit map:

On some incidents the situation unit map may also serve as one or more of the maps listed here. (If that is the case, make sure to put a clean overlay over the unit map to protect details.) As **copies of the situation unit map are used for the purposes below**, they will need frequent updating as information is added to the unit map.

- (1) Planning meeting detail map
- (2) General display map
- (3) Incident command post map
- (4) Information & Media officer's map
- (5) Debriefing map
- (6) Incident progression map.

This is the only map that depicts past incident perimeters. Start this map early during incident. Record perimeter locations by operational period with date, time, and hectares, and map large "runs". Color code for clarity.

2. Incident Action Plan Map

- a. One of the most important maps as it will be the primary map used by the operations personnel in completing their mission tasks. (The credibility of the planning section is largely based on this map.)
- b. Should be a black and white map with the same information on the situation unit map.
- c. On A4 paper if possible
- d. Should be reduced as little as possible. May be made foldable or on multiple pages if incident is very large.
 - (1) On multiple page maps have each division in entirety on at least one IAP map page (for ease of use by line personnel).
 - (2) Use index map if necessary to orient following map pages.
- e. Can emphasize features, such as roads, topography, hazards, etc., as needed. (Use as fine tipped pen as possible that still clearly shows details on copies.)
- f. Can use small labels to highlight the legend or important details such as divisions, but do not put labels directly in front of the predicted spread of the incident.
- g. Provide map area ahead of the predicted spread to allow use of map throughout operational period.
- h. Methods of preparing IAP map.
Goal is to provide first or second generation copy of original master map to each individual on the line who requires a map. Be sure to check the quality of these copied maps, as will be what are actually included in the IAPs.

- (1) Use self-adhesive clear overlay on original map and copy from this master (yields first generation copies).
 - (2) Make master “clean” copies from the original map and use these to map details. (Copies of these maps will be second generation.)
- i. Alphanumeric Grid
 - (1) Sometimes used to assist location of points on the map.
 - (2) Should cover the entire incident area and be open towards the most likely direction of spread.
 - (3) Letters across the top and numbers down the side.

3. Operations Briefing Map

- a. Large sketch maps used during briefings to discuss work assignments & other details for upcoming operational period.
- b. Usually drawn on flip chart.
- c. North is oriented towards the top unless significant justification exists. If so, make it evident to all that the map has been reoriented.
- d. Use large felt tip markers and color coding for clarity. Watercolors will not “bleed” through to the next page. Use standard IRS symbology and color coding.
- e. Leave room for notations during briefings.
- f. Display important incident information including perimeter, prominent topography, branch/division locations, incident facilities (such as drop points, helipads, camps, etc.). Emphasize details proportionate to significance.
- g. This map may be used during the planning meeting.
- h. Do not take too much time plotting detail on this map.

4. Traffic Map

- a. Situation unit is responsible for preparing a map to assist resources in getting to their assignment. SUL has to work closely with ground support unit to develop a traffic map.
- b. Usually is a hand drawn map, but may be copy of administrative or local road map. (Avoid published maps if overly cluttered.)
 - (1) Usually North is at the top.
 - (2) Keep to one page if possible.
 - (3) Sometimes narrative directions complement a map.

- (4) Use an “inset” detail map to highlight confusing areas.
- c. Traffic map includes access to and from the incident facilities and operational areas.
- d. Includes routes for arriving resources and traffic flow within the incident. Note one-way travel areas and routes requiring four wheel drive vehicles, as well as any weight and/or width restrictions, e.g., bridges.
- e. The planning and logistics section chiefs may review the traffic map.
- f. The ground support unit is responsible for support & implementation of the traffic plan.
- g. Large scale maps may be needed by the ground support unit or others on the incident.
- (1) Check local agency or industrial landowners for large scale road maps.
- (2) Consider ordering an engineering copy machine that can copy large maps on one piece of paper.
- h. The traffic map is sometimes referred to as the external traffic plan.

5. Facilities map

- a. Usually a hand drawn sketch of the incident base and incident command post to show where various areas, such as feeding and sleeping areas, are located.
- b. If possible put North at the top of the map.
- c. Not always included in the IAP.
- d. Coordinate with facilities unit leader. (They may supply this map, but it may need to be redrawn.)
- e. Sometimes referred to as the internal traffic plan.

6. Other maps and displays

- a. **Air operations map.** (Check with air operations Nodal Officer for desired scale and information to be shown.)
- b. Rehabilitation map. (Start this map early and note rehab needs.)
- c. **Handout maps.** Maintain adequate supplies of copies of any maps that may be requested.
- d. **Detailed area maps**, e.g., **division map** at 4"=1 mile.
- e. Land estate/ industry/ private establishment maps
- f. **Special requested maps.** Situation unit commonly receives requests from both on and off incident due to mapping expertise and supplies within unit.

- g. **Incident progression maps.** Show how the incident has grown according to some convenient time scale; for example, day or operational period.

7. General Display Boards

- a. The situation unit is responsible for assisting setting up and maintaining the general display boards **at key locations** to keep all personnel informed. (Usually the IOF will initiate the setup.)
- b. This may be a part of the **responsibilities of the display processor.**
- c. **General displays** usually include:
 - (1) A copy of the **situation unit map.**
 - (2) **A traffic map.**
 - (3) **A facilities map**
 - (4) **The IRS organizational chart**
 - (5) A message area
 - (6) The **demobilization plan**
 - (7) **Current incident status summary (IRS form 002)**
 - (8) **Current IAP**

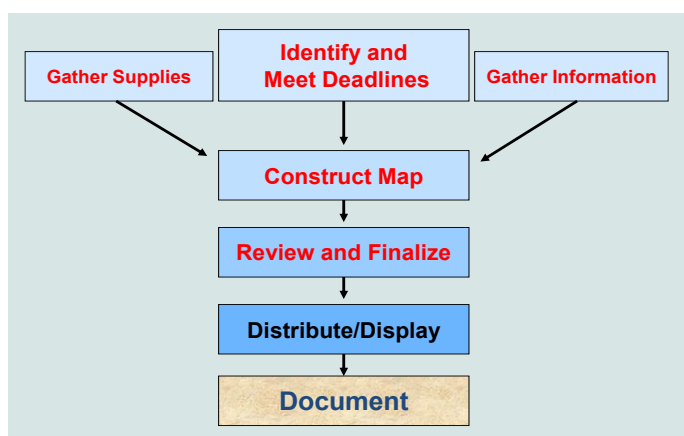
8. Incident Status Summary (IRS -002)

- a. The top portion of this form is the responsibility of the situation unit leader.
 - (1) Incident operations completed is often a greater distance than the total perimeter due to previous lines and secondaries.
 - (2) Progress made in mitigating the impacts of the incident is usually determined by the planning or operations section chiefs or incident commander.
 - (3) See discussion in Section I.B.f about reporting hectares.
- b. The resource unit leader is responsible for the resources information.
- c. IC or PSC should have input to "Remarks".
- d. The **IRS 002:**
 - (1) Is posted on general display boards.
 - (2) Provides command staff with information for planning the next operational period.
 - (3) Provides information for information officer to prepare media releases.

- (4) Provides information for dispatch and coordination centers which may be used to prioritize resource requests for multiple incidents.
- (5) May be part of the incident action plan.
- e. **IRS 002 distribution**
 - (1) Incident commander and staff
 - (2) All section chiefs
 - (3) Dispatch and coordination centers
 - (4) General display boards
 - (5) Information & Media officer (IMO)
 - (6) Agency administrator
 - (7) Internal and/or external web sites
- f. Extremely important to meet required deadlines as resource allocation to multiple incidents may depend on information contained on the form.
- g. Do not release incident information unless approved by IC or IMO.

II. STANDARD MAP MAKING PROCESS:

This is indicated through following flow chart mentioning various steps and activities.



III. KEY AGENCIES/ORGANISATIONS/INITIATIVES FOR SUPPORTING MAPPING, GIS, GPS ETC.

1. Survey of India (SOI): The National Survey and Mapping Organisation of the country under the Department of Science and Technology, set up in 1767 is the Oldest scientific department of the Govt of India. It is the nation's Principal Mapping Agency. The responsibility for producing, maintaining and

disseminating the topographic map database of the whole country, which is the foundation of all spatial data vests with the Survey of India (SOI). High quality spatial data is necessary for planning for disaster mitigation and management.

National Map Policy 2005 has been formulated with the objectives of (i) providing, maintaining and allowing access and make available the National Topographic Database (NTDB) of the SOI conforming to national standards and (ii) promoting the use of geospatial knowledge and intelligence through partnerships and other mechanisms by all sections of the society and work towards a knowledge-based society.

There are two series of maps available: Defence series maps (DSM) & Open series maps (OSM).

SOI is involved in creating, developing and maintaining the **National Topographical Data Base (NTDB)** in analogue and digital forms consisting of following data sets:

- (a) National Spatial Reference Frame,
- (b) National Digital Elevation Model,
- (c) National Topographical Template,
- (d) Administrative Boundaries, and
- (e) Toponymy (place names).

Both the DSMs and OSMs will be derived from the NTDB

Survey of India (SOI) issues guidelines time to time on various aspects of mapping as mandated by the National Map Policy. Certain aerial photographs are also available with the SOI. Details can be referred at their website www.surveyofindia.gov.in.

2. Geographical Information System(GIS) : A well-organized GIS provides an invaluable tool for collecting data form a variety of sources, organizing it into a usable format, and efficiently redeploying the data to those who need it most. In the field of emergency management, a GIS can reduce response time, eliminate redundancy, streamline the allocation of personnel and resources, and provide crucial information for planning future operations. The GIS data base is an effective tool for emergency responders to access information in terms of crucial parameters for the disaster affected areas. The crucial parameters include location of the public facilities, communication links and transportation network at national, state and district levels.

The GIS data base already available with different agencies of the Government is being upgraded and the gaps are proposed to be bridged. A project for this purpose is being drawn up with a view to institutionalising the arrangements. The data base will provide multi layered maps on district wise basis. Three maps taken in conjunction with the satellite images available for a particular area will enable the district administration as well as State Governments to carry out hazard zonation and vulnerability assessment, as well as coordinate response after a disaster. (Ref MHA, GOI Status report on disaster management in India)

3. National Remote Sensing Agency (NRSA), Hyderabad: NRSA is a Department of Space sponsored organization devoted to the acquisition, processing, and dissemination of remote sensing data. Data is acquired primarily via India's own IRS 1-A and 1B, as well as satellites belonging to other countries, such as USA's Landsat. The reception and processing facilities are available at NRSA and the development of the sensors and the payloads are developed at ISRO's Satellite Application Center (SAC).

NRSA's data is used by a number of agencies of the Government of India in the areas of ground water targeting, flood mapping and damage assessment, soil mapping, watershed management, crop estimation, ocean studies, etc., to name just a few. An integrated mission for sustainable development has begun to chart out all the details pertaining (to start with) to 136 districts, with the help of NRSA data. The goal is to develop a comprehensive Geographical Information System (GIS) about these districts and subsequently increase the coverage to the rest of India.

NRSA also imparts training to scientists and decision makers in these skills and application through Indian Institute of Remote Sensing, Dehradun.

4. Indian Institute of Remote Sensing, Dehradun (IIRS)

IIRS under **Indian Space Research Organisation (ISRO)**, Govt. of India is a premier training and educational institute set up for developing trained professional in the field of Remote Sensing, Geoinformatics and GPS Technology for Natural Resources, Environmental and Disaster Management.

The main area of the function of the Institute is capacity building through technology transfer among user community, education at post-graduate level in the application of Remote Sensing and Geoinformatics for Natural Resources Management and promote research in Remote Sensing and Geoinformatics.

The Institute provides value-added services in the field of natural resources management, remote sensing, GIS and GPS technology. (www.iirs.gov.in)

5. Many state governments have also been developing their own capabilities on GIS, GPS and remote sensing and have their own agencies. Many of them also take the assistance of consultants in this endeavour. The utilization of geographic intelligence has been particularly evident in the field of disaster management and response, where GPS technology has long played a critical role and where Geographic Information Systems (GIS) are now becoming common. Response agencies at different levels are learning that the efficient management of data plays a critical role in all aspects of disaster management from mitigation to recovery.

Annexure- II
Incident Status summary (ISS) – IRS Form 002
(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)					9. Threats, if any which may be increase severity of incident may be indicated			
(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)								

Contd...

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

**Incident Response System
Integrated Planning Section Chief
(IPSC) Course**

**Module-IV
Demobilisation Unit Leader**

**Participant Manual
Reference Text**

National Institute of Disaster Management
Government of India, New Delhi



Demobilisation Unit Leader

I. COURSE DESCRIPTION

This course consists of three units of lecture followed by a final exercise. In the exercise, the trainees will plan for the demobilization of resources from the incident, including developing a demobilization plan.

The individual parts of this course are as follows:

- Course introduction
- Unit 1-Organizing the unit
- Unit 2-Developing and writing the demobilization plan.
- Unit 3-Implementing the plan.
- Final exercise

II. COURSE OBJECTIVE

Upon the successful completion of this course, the trainee will display the skills, knowledge, and tools necessary to be a demobilization unit leader.

III. COURSE MATERIALS

The course is designed to be interactive, and allows the instructors much latitude in the choice of instructional devices. The Reference Text contains the unit objectives, a note-taking guide, and handouts. Most handouts and reference materials are included with the Reference Text. In addition there are powerpoint presentation & scenario exercise.

DETAILED LESSON OUTLINE

COURSE : Demobilization Unit Leader (Demob.UL)

UNIT : 1 - Organizing the Unit

OBJECTIVES:

1. Identify five functions of the demobilization unit.
2. List five forms or documents that can be used to collect information on the complexity of the demobilization effort.
3. Discuss where to secure the additional help needed as demobilization accelerates.

I. DEMOBILIZATION UNIT LEADER (DEMOB.UL) FUNCTIONS

- A. Developing the Demobilization Plan
 - B. Working simultaneously with all sections on an incident
 - C. Coordinating with off-incident dispatch centers
 - D. Managing the demobilization unit in a professional and business like manner.
 - E. Solving demobilization problems.
 1. Vehicle breakdowns
 2. Foul weather
 3. Late Airplane/ Train schedules
 4. Emerging incidents
- II.**
- A. Demobilizing resources and personnel from an incident is the responsibility of the Demobilisation unit leader (Demob.UL). He/ She is responsible for the **safe** and **orderly** release of all resources from the incident.
 - B. Though Demob.UL is responsible for it, this is actually a **team effort** involving all elements of the incident response organization. While every one in the team contributes and supports the system, making one person responsible brings about a focus approach and increased accountability for this function.
 - C. It has been seen from the experience that **generally mobilisation is managed better than demobilisation**. Apart from the culture of taking more interest & according priority towards bringing out resources to manage response as compared to sending back the resources; there are many other factors as well for this difference in level of performance. Some of them are mentioned below.

1. Many people are sending resources to one location — Demob. UL is one person sending people to many locations.
2. Resources arrived over an extended period — Demob.UL is returning them in a much shorter time.
3. Resources came the quickest way possible, usually traveling alone — Demob.UL is sending resources home with cost efficiency in mind, grouped if possible. (cost efficiency is not the only consideration however)
4. People are in a hurry to get to the incident — people are also in a hurry to get home. To that extent, this behaviour is same in both cases but demand attention for smooth functioning.
5. We plan for mobilisation from different sources year round — we don't plan at that intensity for demobilisation. Poor planning often delays demobilisation and

III. ARRIVING AT THE INCIDENT

- A. Receive **briefing** from supervisor.
- B. **Gather information** — who is on the incident, how did they get there, where do they go, when it's over?
- C. **Sources of information**
 1. **Incident briefing (IRS 001)**
 - a. Initial response resources on the incident (usually the most difficult to access and round up).
 - b. Many of these resources don't have request numbers or are just 'initial response'.
 2. **Check-In List (IRS 006)**
 - a. Extent and scope of the demobilization effort
 - b. Home unit/destination
 - c. Method of travel
 - d. Traveling alone or with others
 - e. Request number
 - f. Number of travelers, as in crews
 3. **Resource Identification Cards**
 4. **Incident action plan**
 - a. Worker groups and equipment assigned ("I didn't know we had 10 worker groups.")
 - b. Overhead assignments
 - c. Operational periods
 5. **Resource orders**

IV. STAFFING THE UNIT

A. Number of people needed depends on:

1. Size of the incident/number of personnel working
2. Types of resources
3. Transportation needs — everyone drove/everyone flew (rail travel)?
4. Number of other simultaneous incidents
7. Have resources come from near or far?

B. General rules

1. **Simple Demobilization** - One Demob.UL with support from status/check-in recorders (SCKN) (local resource, <100 people, short duration)
2. **Moderately Complex**-One lead Demob. UL for busiest shift with one assistant DMOB or Trainee to help cover additional operational period times with support from SCKN. (resources from within district EOC, 100-500 people, several air travelers)
3. **Very Complex** - One lead Demob.UL with 2-3 assistant Demob. UL to provide qualified coverage 24 hours/day with support from SCKN. (>500 people from multiple agencies and areas, complex aircraft needs, probable reassignments, etc.)

Note: there is always one lead DMOB who is in charge and responsible for the function of the unit. Other Assistants work under him and the lead Demob.UL should be known to all in the incident organisation.

V. OTHER CONSIDERATIONS

- A. Order additional personnel through the planning section chief. Whenever possible use status/check-in recorders.
- B. Locate near the resources unit as they have much of the information you will need.
- C. Order supplies through the supply unit.
- D. Make sure your unit log is turned into the documentation unit following each operational period.

Scope Of the Demob.UL Job

	<u>SIMPLE</u> // <u>COMPLEX</u>
People.....	<500 vs. >500
Travel Distances....	Short vs. Long
Transportation.....	Ground vs. Air
Resource Types.....	Same vs. Different
Agencies.....	Few vs. Many
Incident Location	Close vs. Far

Staffing Guidelines

<u>POSITION</u>	<u>SIZE OF INCIDENT</u>		
	<i>Simple</i>	<i>More Complex</i>	<i>Complex</i>
DMOB	1	1	1
ASST Demob.UL.....	0	1	2-3
SCKN	As needed		

DETAILED LESSON OUTLINE

COURSE : Demobilization Unit Leader (Demob.UL)

UNIT : 2 - Developing and Writing the Demobilization Plan

OBJECTIVES:

1. Identify the position on the Incident Response Team (IRT) who sets release priorities and time frames.
2. Identify five positions on the command and general staff from whom the Demob.UL will seek information.
3. List five entities outside of the IRT with whom it may be necessary to coordinate the demobilization process.
4. Identify the five sections of a demobilization plan.
5. List four considerations used in establishing release priorities.

I. INCIDENT COMMANDER'S RESPONSIBILITIES

A. Setting priorities and time frames

1. Checking adequacy of demobilization plan
2. Approving the demobilization plan

B. Coordinating planning efforts

1. Managing agency(ies) considerations
2. Managing the demobilization process

II. CHARACTERISTICS OF DEMOBILIZATION

- A. High workload at end of incident
- B. Planning and organization prior to demobilization is required to reduce impact and improve efficiency.

III. SETTING PRIORITIES

A. Incident Commander will set release priorities.

1. Coordinated with host agency/departments
2. Coordinated with dispatch system
 - a. State dispatch / EOC systems
 - b. Agency dispatch
 - c. District EOC
 - d. National/ Regional level agencies (NDRF etc)

B. National and regional needs may affect release of resources and travel requirements.

1. Numerous incidents, no large-size aircraft available
2. Needs for crews/specialized overhead

C. Other considerations

1. Rest & Relaxation requirements
2. Costs
3. Personnel welfare
4. Agency agreements

D. Contact local dispatch supervisor.

1. Discuss local dispatch's demobilization procedures and requirements.
2. Dispatch organization may have good information on national or regional incident needs.

IV. DEMOBILIZATION PLANNING MEETING

- A. Usually done at an incident planning meeting.
- B. May be special meeting to discuss demobilization only.
- C. Full command and general staff may be present.
- D. Dispatch representative should attend or have been consulted.
- E. A basic demobilization plan should be available to insure nothing is overlooked.
- F. Achieve command and general staff concurrence.

V. OBTAIN INPUT**A. Agency or expanded dispatch / EOC**

1. Overall situation, locally and nationally
2. Released resource returns to home unit, other incidents, or staging areas
3. Transportation situation and time frames
4. Communications limitations
5. Notification procedures
6. Tracking of released resources

B. Safety Officer

1. Special or unusual safety conditions that affect demobilization and travel
2. Physical condition of personnel
3. Current policies on work, rest and travel

C. Planning section chief

1. What information is available on assigned resources?
 - a. Check-in lists
 - b. Computer print-outs
2. Documentation requirements prior to demobilization
3. Location of demobilization unit

4. Time requirements for demobilization planning and implementation

D. Liaison Officers / Agency Representatives

1. Any agency-specific demobilization requirements
2. Specific R&R, travel or assignment requirements

E. Logistics Section Chief

1. Must approve demobilization plan
2. Must be assured of coordination with logistics units
3. Ensure cooperation of all logistics units
4. Establish procedures for checking demobilizing resources through logistics units.

a. Resource Provisioning Unit

- (1) Establish procedures with Resource Provisioning unit. Demob.UL is still RESPONSIBLE for releasing all resources, but can delegate in the demobilization plan.
- (2) Demob.UL releases personnel and equipment assigned to operations.
- (3) Resource provisioning unit releases supplies, camp support equipment. (Delegated from Demob.UL in the demobilization plan.)
- (4) Establish procedure to notify Resource provisioning unit to close resource orders.
- (5) Establish procedures to insure return of property and non-expendable items to cache.

b. Facilities unit

- (1) Notification to food unit
- (2) Changes in meal numbers
- (3) Packed lunches required for travelers
- (4) Procedures to inspect sleeping/camping areas
- (5) Special needs for shower or other facilities

c. Ground support unit

- (1) What transportation is available or will be required?
- (2) Vehicle safety inspections
- (3) Regulatory requirements for heavy equipment
- (4) Holiday weekends
- (5) Sunday travel requirements

- d. Communications Unit
Establish procedures for return of communications equipment
- e. Medical Unit
Establish procedures for follow-up on medical and accident reports
- f. Finance Branch
 - 1. Notifications required to ensure time sheets will be completed
 - 2. Checkout times and procedures for resources going through time unit and commissary
 - 3. Establish procedure for processing claims
 - 4. Costs of resources
 - 5. Priority to release high-cost resources

VI. GROUPING RESOURCES

A. Begin working with resources unit to group resources

- 1. Going to same area (In this also women travellers may be grouped where ever possible)
- 2. Air/ Train travel that can be combined
- 3. Resources that traveled together
- 4. Resources that will require special transportation
- 5. Crews (large vehicles)
- 6. Personnel with disabilities
- 7. Special arrangements for women
- B. May include grouping resources from several incidents to fill large charter vehicles/vessels
- C. Out-of-geographic area crews (Out of state resources)

VII. WRITING THE DEMOBILIZATION PLAN

A. Start with a pre-written plan

- 1. Paper copy of good plan, or a computer copy in common word processing format
- 2. Prevents omitting critical information
- 3. Saves time

B. Sections of the Demobilization Plan

- 1. General Section
- 2. Responsibilities
- 3. Release Priorities
- 4. Release Procedures

5. Travel Information

C. General Information Section

1. General information about incident
2. Incident commander's expectations
3. Condition of resources
4. Safety considerations

D. Responsibilities Section

1. Responsibility of unit leaders for demobilization plan development
2. Requirements for approval of demobilization plan
3. Notification procedures for dispatch organization and supply unit
4. Transportation arrangements
5. Property accountability
6. Personnel responsible to initiate release of resources

E. Release Priority Section

1. Basis for priority of releases
2. On-going incident resource requirements
3. Off-incident resource requirements
4. Safety needs and R&R needs of resources
5. Cost and transportation considerations
6. List current release priorities
7. May discuss factors that could potentially change release priorities

F. Release Procedures Section

1. Method for units to identify surplus resources and notify demobilization unit
2. Required information on release notification
 - a. Name
 - b. Order number
 - c. Demobilisation point
 - d. Need for travel arrangements
 - e. Availability for re-assignment
 - f. Date/time available for release
 - g. Special needs (In case of women etc.)
3. General message form
 - a. Common method
 - b. Does not require special form.

4. Special release form
 - a. Easier to get required information
 - b. Creates another form on incident
 - c. Often lost by many leaders on large incidents
5. Incident commander or section chief approves surplus lists.
6. Describe check-out system.
7. Describe notification system for agency dispatch and supply unit.

G. Travel Information Section

1. Directions to party chiefs
2. Travel restrictions to be followed
3. Incident and agency dispatch telephone numbers, radio frequencies
4. Maps
5. Routes of travel

NOTE: Consider making the travel information section a handout to party chiefs, so they have written instructions and contact information in case of delays en route.

DETAILED LESSON OUTLINE

COURSE : Demobilization Unit Leader (Demob.UL)

UNIT : 3 - Implementing the Plan

OBJECTIVES:

1. List four units or individuals who should receive a copy of the demobilization plan.
2. Identify the two responsibilities of the Demob.UL with regard to the demobilization plan.

I. DISTRIBUTING THE DEMOBILIZATION PLAN

A. No less than 24 hours before the first anticipated releases.

1. The sooner the plan is handed out the better.
2. Allows unit leaders to begin planning for the release of their resources.

B. Distribute the plan to:

1. Incident commander
2. Command and general staff
3. Expanded or agency dispatch centers/EOC
4. All check out locations
5. If in place: demobilization centers
6. R&R centers
7. Area command
8. Make sure a copy of the plan is posted in a prominent location so all interested people can see the information.

II. IMPLEMENTING THE DEMOBILIZATION PLAN

- A. Demob.UL relies on a number of elements in the IRS.
- B. The **team approach** is more successful.
- C. Make sure responsibilities are understood by all involved.
- D. Have a process in place to notify released resources of their travel plans. Indicate where to go to get airline information, transportation to the airport, how and when to begin the demobilization process, etc. If you don't have a clear, easy- to-understand process they will continue to interrupt the work flow by asking for information.
- E. Monitor the implementation; keep abreast of how the demobilization is going; anticipate problems.

- F. Coordinate the plan and make sure the process is accomplishing the safe and orderly flow of resources off the incident.
- G. Keep the command and general staff advised, especially if you see potential slow-downs in the process.
- H. Tricks of the trade; anticipate these points:
 - 1. What is the travel time from ICP to the usual point of departure for air travel?
 - 2. How much lead time do you need to prepare a resource for travel?
 - 3. When you show the release time of a resource, does that include the mandatory rest period or the time off shift?
 - 4. What are the flight weights for resources being chartered?
 - 5. Do you have appropriate photo ID for resources flying on commercial aircraft?
 - 6. Make sure you understand the transportation process well enough to answer questions.
 - 7. Don't waste time chasing local, driving resources. If you have the information pass it on but spend your time on higher priority travel.
 - 8. Be ready for emergency releases. Have a plan in place early.

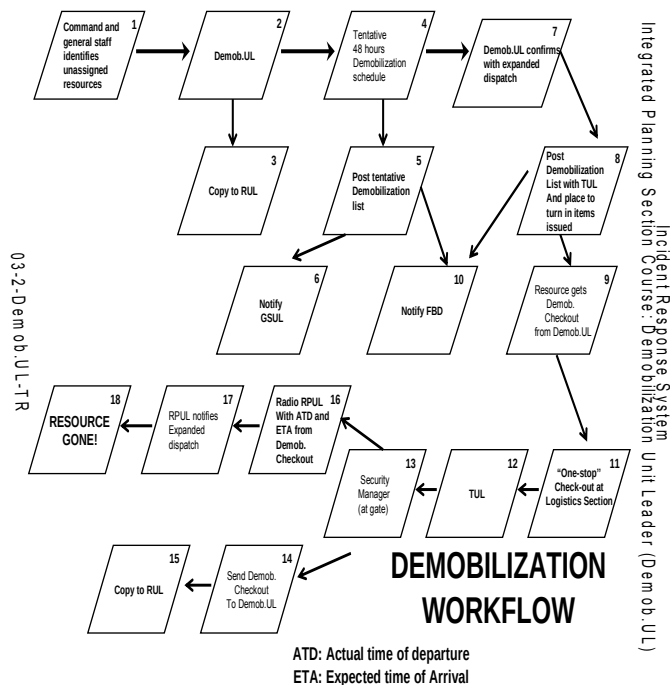
III. DEMOBILIZE YOUR OWN UNIT WHEN NO LONGER NEEDED BY THE PSC

- A. Declare unit personnel surplus.
- B. Complete all records prior to departing.
 - 1. Performance ratings
 - 2. Unit Log
- C. Submit package to documentation unit.
- D. Inventory supplies and restock through supply unit.

IV. DEMOBILIZATION WORKFLOW

- 1. Command and general staff identifies surplus resources and posts on tentative release list.
- 2. Command and general staff submits tentative release list to **Demob. UL**
- 3. **Demob. UL** submits copy of tentative release list to **RUL**.
- 4. **RUL** submits copy of tentative release list to expanded dispatch for 48-hour waiting period.
- 5. **Demob. UL** posts list on bulletin board of resources for tentative release.

6. **Demob. UL** notifies **GSUL** and **FBD** of tentative release.
7. Expanded dispatch confirms releases to **Demob. UL**
8. **Demob. UL** posts released-resources list with release information on bulletin board, with notice to turn in all items issued at the incident and to clean up camp. **Demob. UL** sends copy of release list to **FBD**.
9. Released resources receive Demobilisation Checkout from **Demob. UL** and check in with **LSC**.
10. **LSC** calls **Com. UL**, **SUL**, and **Fac. UL** to verify Demobilisation checkout cleared of all items.
11. Released resources check in with **TUL**
12. Released resources check in with Security Manager at the gate.
13. Security Manager radios **RPUL** with name of released resource, actual time of departure, and estimated time of arrival at home unit, as noted on Demobilisation checkout.
14. **RPUL** notifies expanded dispatch if there is more than one hour's difference between estimated and actual times of departure.
15. Security manager sends Demobilisation checkout to **Demob. UL**
16. **Demob.UL** gives a copy of Demobilisation checkout to **RUL**
17. **Resource is GONE!**



**Incident Response System
Integrated Planning Section Chief
(IPSC) Course**

**Module-V
Documentation Unit Leader**

**Participant Manual
Reference Text**

National Institute of Disaster Management
Government of India, New Delhi



DETAILED LESSON OUTLINE

Documentation Unit Leader Reference Text

COURSE : Documentation Unit Leader (DUL)

UNIT : 1 - Overview

OBJECTIVES:

1. Understand the importance of the Documentation Unit on an incident.
2. Describe the Documentation Unit Leader position and responsibilities.



INTRODUCTION

In Indian response management, often there is a great rush to act and perform tactical operations. In this approach, there is a risk of not recording various developments and decision making processes. But, actually during the course of any incident or emergency, many activities and actions need to be documented for future reference.

This documentation serves a number of purposes.

It provides an historical record of the emergency. It can be used to provide personnel with written plans so that their actions can be coordinated.

It can also be used for legal purposes if, after the emergency, problems arise which may have to be settled in a court of law or a commission of enquiry is ordered.

Under the Incident Response System (IRS) the responsibility for gathering and organizing the files for an incident is assigned to the documentation unit leader in the planning section.

DOCUMENTATION UNIT LEADER POSITION DESCRIPTION

The documentation unit leader is responsible for:

- Maintaining accurate and complete incident files.
- Providing duplication service to incident personnel.
- Packing and storing incident files for legal, analytical, and historical purposes.

On a small incident the documentation tasks may be quite simple and can easily be done by the incident commander or by an agency communications center. As an incident increases in complexity, so do the documentation procedures and requirements. The complexity of an incident governs when a documentation unit is activated. In most cases the documentation unit will consist of only the documentation unit leader.

Duties & Responsibilities of Documentation Unit Leader:

The duties to be performed by the documentation unit leader are mentioned below-- This list can be augmented as necessary based on incident needs. Note that some activities are one-time actions while others continue for the duration of the incident.

- Obtain briefing from planning section chief.
- Establish and organize incident files.
- Establish duplication service and respond to requests.
- Retain and file duplicate copies of official forms and reports, including those generated by computers.
- Check on accuracy and completeness of records.
- Provide duplicates of forms and reports.
- Prepare incident documentation when requested.
- Maintain, retain, and store incident files for after- incident use.
- Maintain Unit Log (IRS Form 003).

DETAILED LESSON OUTLINE

COURSE : Documentation Unit Leader (DUL)

UNIT : 2 - Major Duties

OBJECTIVE : Describe the major duties of the Documentation Unit Leader.

1. Obtain and assemble information and materials needed for kit

Before mobilization, prepare a kit with the basic supplies needed to perform as a documentation unit leader. The kit should contain items needed for functioning during the first 48 hours after your arrival on an incident. The kit should be such that it can be easily transported.

The following is a list of general supplies that might be needed:

- Pens, pencils
- Pads of paper
- Marking pens for paper or white board
- Stapler, stapler puller
- Tape
- Sticky notes
- Laptop with assorted computer supplies
- Paper clips, rubber bands, etc.

In addition a documentation unit leader kit may also contain certain additional items that may be required and more recommendations will come from section chief and IC.

The important idea is that you arrive with the supplies needed to do your job for 24-48 hours, or until you can obtain more supplies. Is this timeframe accurate in the Indian context? Need to be longer?

2. Arrive at incident and check in

- Arrive properly equipped with your kit and personal gear.
- Check in at the designated check-in location when you arrive at the incident.
- Obtain the name of the planning section chief and location of the planning section.
- Report to the planning section once you have completed check-in.

3. Obtain briefing from planning section chief

Ask for the following information:

- Expected duration of assignment.
- What duplication services are currently available or on order.
- What are the immediate needs for organizing and storing of documentation records.
- General orientation of camp, base, and/or incident command post.
- A copy of the current incident action plan.

Use available “waiting time” to refresh training, improve organization and communications, check equipment.

4. Organize the work area

Ensure that your work area has enough room to allow you to do your job properly. You will need a place to set up and store files, an area for your work materials and space to set up and store duplicating equipment. You will also need access to electricity and communications.

You can expect that requests for your services will be received while you are setting up your unit. You must be prepared to perform unit duties at the same time as setting up the unit.

The following actions may need to be done when setting up your area:

- Acquire table(s) and chairs.
- Obtain additional supplies not in your kit; e.g., storage boxes for files.
- Acquire communications equipment: telephone, radio, and data communications equipment; e.g., fax machines, computers).
- Arrange work area allowing adequate space for files.
- Develop a method to collect forms outside of your work area.
- While setting up the unit, switch over from using your kit supplies to using incident supplies.
- Order supplies to restock your kit to the same condition it was in when you came to the incident.

5. Establish and organize incident files

Establish incident files to allow for quick and easy retrieval of documents.

The complexity of an incident determines what files need to be created and organized. For the sake of this job aid we will be dealing with the situation where the incident complexity is such that a documentation unit leader has been ordered and filled.

Separate file folders should be created for each different type of document received. Sometimes separate files will be needed by date, for example a new folder for each day's incident action plan.

Collecting documentation:

Search out and obtain copies of any documentation which might have been produced before you arrived on the incident. Some of this documentation may have been collected by the incident management team when they arrived, some may still be in the responsible dispatch office (even initial response logs will be helpful when preparing the final incident narrative). If you find any information that is not in the files, obtain a copy and file it.

Set up procedures for personnel to turn in information which needs to be filed. This can be as easy as a folder attached to a wall, door, etc., or a box where documents can be deposited. This will make it easier for items to be dropped off for filing without your having to be personally handed each item. Consider posting a list of documentation which needs to be turned in to the documentation unit. This should help speed up the demobilization process when that time arrives. Make sure these procedures are communicated to personnel on the incident.

Reviewing documentation received:

In addition to setting up the incident files, you will need to act as a reviewer at times. As various documents are turned in to your documentation unit, you should give them a brief review to see if there are any obvious errors or omissions, for example; the operational period not being filled in on a unit log. Mark each item that you file with the date that you received it.

Electronic documentation:

If computers are being used on the incident, check with the planning section chief to clarify whether the team wants you to coordinate electronic filing.

Prepare and maintain index of incident files:

An index of the incident files is critical to allow for quick retrieval of incident records. The index serves two purposes; 1) it should allow persons on the incident to retrieve needed files during the incident and 2) it should allow for easy retrieval of information after the incident is completed.

There are many ways incident files can be organized. No one way is the only correct way. Some agencies and incident management teams may have a

preference for organizing files which has worked for them in the past. Inquire with host agency how they would like the files to be organized. This can make the indexing of the files on an incident fairly simple. If you have recommendations that you feel would improve the organization of filing system discuss them with the planning section chief.

Some documentation will be maintained by other sections until the final incident package is prepared. You might offer to assist other sections with organization of their files, especially if you have talked with the hosting agency.

If the index is hand written, ensure that it is legible. If a computer is available, a very professional looking index can be created and then printed out for inclusion with the files.

- Build and maintain the index as files are created and documents are received by the documentation unit during the course of the incident.
- Check with the planning section chief about host agency preferences in organizing the incident files.
- Offer to assist other planning section units in organizing their files.

6. Provide duplication and collation services:

You may be considered the copier expert on the incident. On almost every incident you are dispatched to, a copier will be ordered. You may be asked to assist in ordering the copier.

Take the time to consider what the total copying needs are of the incident, including projecting future copying needs and how those needs can be met. There may be an expectation that a copier will be available whenever someone wants to make a copy. This has implications in how many copiers are needed on the incident, what size of copiers are needed, what type of service and maintenance contract is obtained and what are your back-up plans if your copier(s) stop working in the middle of a high priority copying job in the middle of the night.

Remember that each agency and every incident management team may have certain practices they want to follow. Make suggestions if you see ways to make the duplication services more efficient.

The following list of questions should be answered every time a copier is ordered:

- What is the minimum copying speed (pages per minute) you need?
- Do you want the capability to make two-sided copies (duplexing capability)?

- What size of paper do you want to copy?
- Do you want multiple paper trays to handle several different sizes of paper at the same time?
- Do you want the copier to be able to collate? If so, how many copies do you want the copier to collate at a time?
- Do you want the copier machine to automatically staple copies? This option is usually only available on copiers with collating units.
- Consider various alternatives for duplication services, e.g., on-incident, off-incident, contract services.

Rental Copiers

Rental copiers are probably the most widely used method for providing duplication services on an incident.

- Have vendor provide all toner - ensures you have the proper kind of toner.
- **Include a maintenance contract!** Typically these are expressed in terms of how many hours a day the vendor would have someone available for a service call and how many days a week they would have someone available, such as 18/7 (18 hours a day, seven days a week).
- Ensure that the vendor is required to give you training on how to operate the copier, how to clear the inevitable paper jam, and how to change toner, staples, etc.

Local Agency Copier

On some incidents, arrangements might be made with a local agency office to use their copier. This can often be a reasonable back-up plan. If this is done, remember that they will be going through more paper and toner than normal and the copier may need extra servicing. Talk with the planning section chief about making a written agreement with the local office so that there are no surprises.

Commercial Copying

In some cases the hosting agency may have an agreement already set up with a commercial copying and duplication business or be willing to set one up. This may work well for copying and collating the incident action plan, but it usually will not suffice for other copying needs on the incident. The documentation unit will need to establish priorities for duplication in conjunction with planning section time frames.

One of the major duplicating jobs done once or twice each day is the duplication of the incident action plan. This job can tie up a copier for several hours depending on the number of copies to be made.

It is important to communicate the duplication schedule to incident personnel so they can plan their copying around the duplication of the incident action plan. It's a good idea to post the schedule in a highly visible place so that other sections are aware of the schedule. An alternative is to have two copiers in the documentation unit; one large copier for duplicating the incident action plans and a smaller copier to handle other copying needs.

Develop a system for requesting copies. For example:

- Designate a box for requests.
- Attach item to be copied to a General Message Form (IRS 013; copy at back of this job aid).
- General Message form should specify:
 - How many copies do you want?
 - When do you want them completed?
 - Who should be contacted if there are any problems?
 - Who should be notified when the copies are completed?
- Make sure this system is communicated to incident personnel.

(Tip - Have copies of General Message forms complete with the above questions sitting next to the box designated for requests.)

Collation

Your major collation work will be putting together copies of the incident action plan. If your copier also collates, that's great! but collators on a copier are very prone to breaking down. You need to have a back-up plan ready so that if the collator breaks down you can shift gears rapidly and move to your back-up plan. Your back-up plan may include trying another collating copier, which might involve driving and travel time. Another alternative for your back-up plan may involve manually collating the plans. If you are manually collating a large number of plans you will need help. Your back-up plan should be developed with the help of the resources unit leader and the planning section chief.

7. Retain and file duplicate copies of official forms and reports, including those generated by computers. Prepare incident documentation as requested.

(This is on-going for the duration of the incident.)

8. Assist other units in the planning section to meet priorities and timeframes

In order for the planning section to complete tasks assigned to it, everybody must do their job. During times of low activity, ask the other units if you can help.

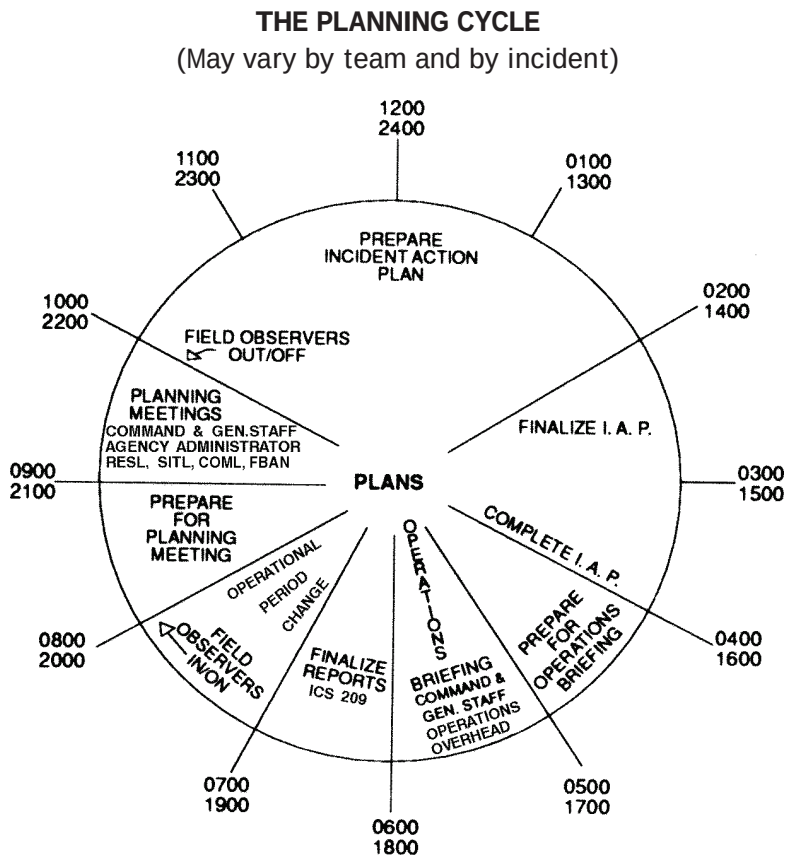
Some areas in which you can provide assistance are:

- helping resource unit leader complete incident action plan;
- helping situation unit leader collect information;
- helping status/check-in recorder complete T-cards;
- or any other tasks that need to be completed.

The planning section chief can also assist you by reminding everyone during the planning meeting and operations briefing to submit their forms.

9. Provide incident action plan preparation

- Know the planning cycle for your incident.
- Ensure that duplication of the incident action plan is coordinated with the planning cycle.
- Determine with the planning section chief and resources unit leader the number of copies needed for each operational period. Allow some extra copies for guests and resources which may arrive during an operational period.
- Determine with the resources unit leader whether the incident action plan needs to be faxed to other locations. If so, specify who will be responsible for the faxing.
- Before making multiple copies of the incident action plan, make one or two high quality copies to be used as masters; then put the originals in the incident files.



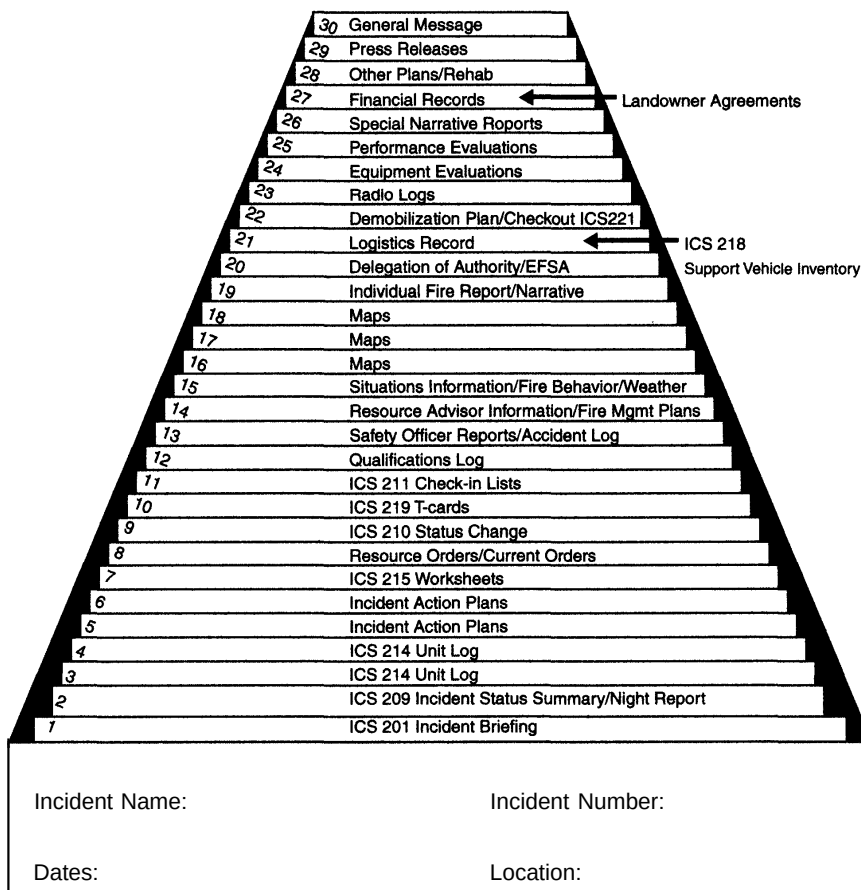
10. Produce the final documentation package

- Final documentation package will contain appropriate files from all sections and units.
- Collect documentation from incident personnel.
- Discuss with logistics and finance sections how their sections' final documentation package will be submitted.
- Determine to whom the final documentation package should be delivered. Check demobilization plan.
- Complete index for final documentation package (see example next page).
- If the long term storage of the incident records is to be in box(es), identify box(es) on outside with incident name, incident number, dates and location.
- Taping the index to the exterior of the box can help people in the future to find information. To protect the index place it in a plastic document protector.

- If multiple boxes are used to file the documentation, have an index for each box, plus an overall index which will tell someone what type of records are in which box.
- Place indexes inside each box in addition to the one on the exterior.
- Provide completed package to planning section chief for final review.

DOCL is ultimately in charge of the final documentation package. Be sure to keep it where others will not be prone to “borrow” from the files.

EXAMPLE Final Document Package



11. Interact with planning section chief and other units on documentation unit release priorities

You may be one of the last people to demobilize since everyone else is closing out their files and bringing them to you to be placed in the final incident

package. This is when you may need some additional help with the copying, filing and indexing of the incident files.

Normally the planning section as a whole will discuss the demobilization process as the time to demobilize draws near. If this doesn't happen, discuss the demobilization release priorities for the documentation unit with the planning section chief.

Items that need to be clear to you:

- Release priority of documentation unit personnel
- Timing of release of the copier

Review a copy of the demobilization plan for the incident. If the process for demobilizing duplication equipment/services is unclear, ask questions.

For all personnel assigned to the documentation unit (including yourself):

- Determine date and time they will be tentatively excess to the needs of the incident;
- Ensure the names of documentation unit personnel to be excessed are turned in according to time frames as established in the incident demobilization plan (often 48 hours in advance).
- For documentation unit personnel wishing to be considered for possible reassignment to another incident obtain the following:
 - a. all qualifications listed on the person's red-card;
 - b. length of time on fire assignment since last day off;
 - c. any specific needs or limitations.

12. Plan for demobilization and checkout

You should receive a briefing on the demobilization process from your supervisor. The demobilization plan usually specifies that the documentation unit leader will sign the **Demobilization/Check-Out sheets** to certify that a person or resource has turned in all of their required documentation. You should coordinate with the planning section chief on what documentation resources should have submitted (for example; who is required to turn in a Unit Log? What about performance evaluations?). If this is unclear to you, ask questions. If you are unsure, you won't be able to explain it to the folks coming to you for your signature.

- Brief personnel working for you with the same information you received.
- Follow the demobilization plan as it applies to the documentation unit.

- Before signing off on the Demobilization/Check-Out sheet (copy at back of this job aid), ensure the resource has turned in all required paperwork.

13. Demobilize documentation unit

- Demobilize as directed by planning section chief.
- Brief unit personnel on procedures for closing out unit operations and ensure they understand them.
- Ensure documentation unit personnel complete demobilization procedures as outlined in the demobilization plan.
- Order replacement supplies for those used out of the plans kit, and those used out of your personal kit which you have not previously replaced. Return excess equipment and supplies to supply unit.
- Complete performance evaluations as per agency guidelines.
- Demobilize the copier per schedule agreed upon with the planning section chief.
- TIP: Post the demobilization schedule for the copier(s) so everyone can see it and they can make their plans accordingly.
- Deliver final documentation package to designated person.

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. Works 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	Location		Action taken or suggested	
10. Name and designation of officer Prepared by:				

Incident Response System Integrated Planning Section Chief (IPSC) Course

Exercises

Participant Manual

National Institute of Disaster Management
Government of India, New Delhi



Integrated Planning Section Chief Course - PSC Scenarios Participant Version

Unit 2 Exercise - Information Gathering

Timeframe

45 minutes

Scenario

You are the Plans Chief for an Incident Response Team (IRT) which is arriving to manage a train derailment in Uttar Pradesh, near the village of Sultanpur along the Gomati River, tributary to the Ganges. The in-briefing is in Lucknow, the District Headquarters. The District Collector has been up all night directing the initial emergency response, and has only ½ hour to brief the IRT. The District Collector who is the Responsible Officer (RO) is going to address the Incident Response Team.

Exercise Instructions

Responsible Officer's Briefing will be arranged in the class by the Instructors. Be attentive during the briefing and use the briefing format provided to gather pertinent information from the Responsible Official Briefing.

Discuss in your group the following and then share your views with other groups.

Identify critical information **NOT** provided which would be needed by the Planning section.

Who might be able to provide additional information needed?

Why is this info needed?

(i.e., what section of the Planning Process will require this information)?

Sultanpur Train Derailment

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

“We’re really glad the team has arrived to help out with this train derailment. It’s been a long night and all of us are exhausted!

The freight train derailed around 7:30 pm last night and we don’t really know why yet. The local people think there might have been a small earth tremor that caused dirt to cover the tracks. The Indian Railways is sending investigators out with a freight inventory and we are receiving information from geologic agencies to determine if indeed there was a small earthquake. There is some civil conflict in this area and some locals have hinted at deliberate sabotage for political gain. We really don’t know at this time, what caused this derailment but intend to get to the bottom of this.

We know the train was carrying hazardous materials but don’t have a freight inventory yet. Shortly after the derailment, some of the coaches and the engine exploded and caught fire. Although fire trucks arrived here shortly after the incident, without definitive information on the nature of the hazardous freight, the firefighters 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, although not with the intensity as before. The firefighters 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 coaches. This material is some type of acid but we don’t have a definitive identification yet. Some of the other cars had some type of compressed gas. We don’t have a confirmed determination yet on what exactly it was. The police also arrived last night and have set up a secure 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 impacts 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. At this time, we know of five fatalities and about fifty injured persons. There is a small health clinic at the closest village, but they have been overwhelmed. My first priority for the team is to ensure all the injured have adequate medical care and the family needs of the five fatalities have been addressed. 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 that received even minor exposure either aborted or gave birth to babies that subsequently had immune deficiency problems. Also, during that incident ten years ago some of the scheduled tribe communities did not receive information and were not evacuated as quickly as other communities. There was major political fallout over that, as the elected officials quickly took up their cause with the media. We need to be sure in this incident response that all communities are treated the same in terms of potential evacuation, information sharing on potential hazards from the chemicals 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 orchestrate those visits. As we proceed forward 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 medical, firefighting, containment of the hazardous materials, evacuation, and technical information distribution to impacted communities. Cost of the response should also be monitored closely as well as compensation claims by impacted 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 no longer 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 left the incident in charge of the Police Superintendent 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 give me telephone briefings every two hours on the progress of this incident.

Unit 3 Exercise - Strategies

Timeframe

2 hours

Scenario

Use the train accident scenario provided in Unit 2 in-briefing Exercise. You may also get some information on the Initial Strategic Analysis (ISA).

Additional information is now available on the status of the calamity.

The train includes 3 wagons of hydrochloric acid, as well 10 wagons of compressed natural gas, and an unknown quantity of military ordnance scheduled for decommissioning, rumored to be highly explosive. Some chemicals have reached the Gomati River, and could move downstream to the Ganges in 48 hours.

Exercise Instructions

Given the evolving incident, who would need to be involved in developing and evaluating new larger-scale strategic alternatives?

Using the information provided in the In-briefing In the Unit 2 Exercise, work through the Incident Strategic Analysis Form to develop alternative strategies and make a revised recommendation to RO.

Work in your groups and each group should try to evaluate at least two alternative strategies along with rationale and complete the ISA. Be ready to make presentation to the class.

A blank copy of ISA will be given to each group for finalizing its recommendations.

Unit 4 Exercise - Meetings and Briefings

Timeframe

30 minutes

Scenario

See a video showing a Planning Meeting.

Exercise Instructions

What struck you about this plans meeting?

There is obviously a plethora of data available to disaster managers. However not all of it is useful, or relevant information.

What criteria are or should be used to decide what information is shared during a planning meeting vs. one-to-one or not at all?

DEVELOP DISCUSSION TOPICS AFTER VIEWING TAPE!

Discuss in your group and share with the class.

Unit 5 Exercise - Incident Action Plans and Contingency Plans

Timeframe

60 minutes

Scenario

No scenario. One Incident Action Plan will be given to each group for review.

Exercise Instructions

Individually review the IAP given to your group and critique the clarity and completeness of the plan. Are objectives clear and measurable? Are lines of authority, supervision and communication clear? Are tactical instructions clear for each assigned resource?

Put on different hats to review the plan.

For example,

As a ground support unit leader do I know where all drop points are?

As a strike team leader, do I have a clear assignment, do I know where to report and when?

As a crew leader would you know who to approach with communication questions?

As a Planning Section Chief, would you have recommended this plan? Finally, consider the Incident Commander's perspective - would you have approved this plan? Etc.

How would you take the IAP and use it to brief the workers on the incident? Describe some methods you would use.

Discuss in your group. Share important points with the whole class.

Unit 6 Exercise - Interaction

Timeframe

60 Minutes

Scenario

HOTEL COLLAPSE

A hotel building collapsed earlier this morning in a major business dominated area in a city.. Ruptured gas lines resulted in a fire that destroyed adjacent businesses. Four fire engines from the local city fire department have extinguished many of the fires in adjacent buildings but there are many areas still smoldering .

A search and rescue team was deployed by the central government, however problem with transport has delayed their arrival at the collapsed hotel.

The local police have cordoned off the entire area for security purposes, allowing limited access to people qualified to help with the response efforts. The local Red Cross has responded with volunteers to help search through the rubble and medical personnel to care for immediate needs on scene before transferring the injured to the hospital.

The police and volunteers have been frantically digging through rubble looking for any survivors and pulling out bodies. The hotel was popular with foreign tourists and prominent international guests. Currently, there are forty-three known fatalities including four foreign tourists. One of the severely injured is the sister of a prominent political figure in a neighboring country.

The media has gathered in full force across the street photographing the response efforts. They have also interviewed a number of people and there are allegations about faulty inspections during the construction of the hotel. It is rumored building inspectors were bribed to overlook code violations during construction. There are allegations of corruption even at the design approval stage. The hotel apparently had remodeled one portion of the building to allow for more parking, and this had been done without a permit or inspection. Similarly, some of the norms for fire protection measures have not been scrupulously followed by the management and were not enforced strictly.

Exercise Instructions

You are the Planning Section Chief on an Incident Response Team (IRT) that has been mobilized for this incident. Determine the personnel and groups outside

of the IRT who you will need to interact with. What would be the priority for contacts, the appropriate frequency and subject of the interaction?

The Incident Response system is structured so that the PSC is the position that makes the external contacts, in order to minimize the impacts on the IC and to ensure adequate coordination and development of proper IAP.

Would this be appropriate in this scenario? Comment.

And how would you handle these contacts in the context of the IRS organization?

Discuss in your group and make presentation in class and exchange ideas with other groups.

Unit 7 Exercise - Forms, Documents & Supplies

Timeframe

30 minutes

Scenario

An Incident Status Summary in IRS Form 002 is provided giving details of status of an incident.

Exercise Instructions

Break into small groups and as the Planning Section Chief review the IRS 002s provided.

Determine if you would accept them as it is, does it cover critical informations, ask questions, or make corrections.

What would be the appropriate distribution method or network?

Be prepared to report your discussion back to the full class.

Unit 8 Exercise - Demobilization and Close-out

Timeframe

45 min

Scenario

Use information from the hotel collapse scenario in Unit 6.

Exercise Instructions

You are the Planning Section Chief, and your IMT is completing its assignment and being released from the hotel disaster response.

In your small groups, develop a closeout agenda for meeting with the Responsible Official.

Identify key audiences for the IRT narrative for this disaster response.

Develop a narrative outline that is appropriate to communicate key elements of the disaster response.

Share your group work i.e. the **Close out Agenda & Narrative outline** with the full class.

Final Exercise

Timeframe

4 hours

Output

Small groups develop appropriate written scenarios for each unit of instruction.

Scenario

None needed.

Exercise Instructions

The class is divided into four small groups. Each small group is to develop a set of scenarios that will be used in the subsequent instruction of the courses such as. Situation Unit Leader, Resource Unit Leader, Demobilization Unit Leader, Documentation Unit Leader, and Planning Section Chief.

The scenarios are to follow this outline:

1. Timeframe
2. Mechanism
3. Output
4. Scenario Description
5. Exercise Instructions
6. Exercise Closeout Message to Students

At a minimum the following general scenarios will be developed:

Team 1: Flood

Team 2: Earthquake

Team 3: Biological/Chemical/ Terrorist Attack

Team 4: Airliner crash

Each team will develop appropriate written scenario and will report out to the remaining teams the overall content of the scenarios they developed and explain how they emphasize participant learning. Groups may refine the scenarios presented during this instruction.

Integrated Planning Section Chief Course - Resource Unit Leader Scenarios Participant Version

Unit 3 Exercise - Check-in

Timeframe

60 minutes (10 minutes role-play, 30 min discussion, report out 3-5 min per group)

Output

Completed check-in form and team response to discussion questions, reported out by group spokesman

Scenario

None needed

Exercise Instructions

- Break into your identified small groups.
- You are working in a check-in unit at the Incident Command Post for a flood response. Complete check in information (IRS-006) with arriving resources.
- Follow up with discussion question in your small group. Each team should answer the questions provided at the end of role-playing and identify a spokesman. You will have 15 minutes for discussion, 3-5 min per group to report out.

Questions

How & where would you position check-in to gather information on all responders, including GOI, NGOs and community volunteers?

What specific information would you want to know on every responder?

Would useful information vary by kind of resource? How?

How would you consolidate this check-in information? Who would you share it with and how?

How can you handle collecting information about resources already working on-scene when you arrive and there are no records?

Unit 4 Exercise - Tracking Resources

Timeframe

60 minutes

Output

- Proposed system for resource designators
- Completed Resource identification & designators cards arranged in a rack reflecting all resources by resource location and status.

Scenario

You are the District Collector in the Dhemaji District, State of Assam. It is mid-June & the monsoons have been unusually heavy this year. Your district adjoins the neighboring Arunanchal Pradesh state, where flooding is occurring upstream from you. It is predicted that flooding will impact the Brahmaputra River in your District within 48 hours. The village of Machkhorra (population 30,000) will be the first part of the district affected, with the city of Dhemaji (population 350,000) 200 km downstream. You have ordered an Incident Response Team (IRT) to work for you and have delegated the preparedness and response management to the IRT.

- Resources within the District at your disposal--
- 2 Police Squads (Squad 54, Squad 77)
- 5 Ambulances (Unit 2,3,4,5,6)
- Hospital with staff in Dhemaji
- 5 large transport trucks from transportation department
- 3 dump trucks
- 3 earthmovers
- Stockpiled supplies include 100 rolls of plastic sheeting
- Stockpiled rice and grain
- Local utility and telephone crews

You are coordinating with the Red Cross in charge and local NGO coordinator who has 50 volunteers

Additional resources ordered, expected later today-

- Incident Management Team including: Incident Commander, Operations Chief, Plans Chief, Logistics Chief, Administrative Chief, Information Officer, Liaison Officer, Safety Officer
- Branch Director

- 3 Division Supervisors
- 15 Strike Team Leaders
- 20,000 sandbags
- 2,000 cubic meters sand
- 30 crews of 20 laborers each
- 10 dump trucks
- 2 earth movers

These resources were ordered by the Incident Commander, who made a large order because she/he was not sure how many resources would be needed. Some of the resources may not be needed for your assignment.

Exercise Instructions

You have gone through development resource identification cards in the Basic & Intermediate course; this exercise will reinforce that learning, and will also provide information will be utilized in later units.

Working in your small groups, formulate a system for naming/designating the resources on order or currently assigned. Complete Resource Identification Cards & arrange them in a system that displays location, function, and/or status. Update status as the scenario progresses.

At the end of the exercise, groups will report out on ideas for resource identification and designation.

Unit 5 Exercise - Operational Planning

Timeframe

20 minutes; 10 minute discussion in groups, 3 to 5 minutes report out per group)

Output

Group Discussion

Scenario

NONE

Exercise Instructions

As Resource Unit Leader, what kind of information do you need to bring to the **Pre-Planning** or **Planning Meeting**?

Who will you coordinate with to get the needed info?

What is your time estimate to complete gathering and displaying the info prior to each meeting?

Unit 6 Exercise - Resource Unit Products

Timeframe:

3 hours (allow at least 60 min for class presentations & discussion at end)

Output

- Completed 015 for your group's assigned area of responsibility
- Completed 005 and 014s based on your group's operational plan
- Report back on your strategy and how your team would address gender/equity issues & coordinate with other teams

Scenario

You are a resource unit leader on an IRT which is delegated responsibility to help manage the growing flood (see PowerPoint Sketch Map titled **"Machkorra Flood Map"**). The village of Machkorra has been flooded and numerous villagers were swept away. Large numbers are reported missing. Many others have left their homes for higher ground, but are in need of food and shelter. Water supplies have been contaminated. Two bridges are known to have been washed out, and travel routes are disrupted. Distress is widespread throughout the area due to lack of food and other essentials lost during the flooding. Power is totally out in the village and intermittent in the surrounding areas. Women and children are particularly affected. Most of the men from the village have been working to construct/repair embankments along both banks of the river.

Evacuations are ongoing at a small scale, but not well coordinated. There is a lot of confusion which has resulted in loss of life and property. Disputes between local jurisdictions have occurred as to priority areas for evacuation.

UNICEF, CARE and Red Cross have all set up additional relief camp, capacity and location unknown at this time.

Humanitarian aid is flowing into the airport, which is running out of warehouse space to store the material. Materials ordered by the IRT and provided by the GOI are being inventoried. Most of it is unlabeled, and there is no clear inventory of the medical equipment and supplies.

Visits by VIP from the State government are expected later in the day, and there is concern regarding the coordination of the response between adjoining states. The media has been critical regarding handling of gender/equity issues.

It continues to rain, and the flooding is expected to impact Dhemaaji. Pre-planning had indicated opportunities for effective levees to divert the floodwaters from the city. However the water is moving downstream quickly and time to complete construction is limited.

This flood has come to such a size that multiple IRTs are working for the RO to manage the response--

Team I – Managing receiving and distribution of donated supplies at airport

Team II – Managing evacuation of people and cattle

Team III – Managing Relief Camps & Medical Services

Team IV – Managing water diversion efforts

Exercise Instructions

As Resource Unit Leader (RUL) you need to summarize the resources available to you prior to the planning meeting. Take 10 minutes to pull together summary of operational resources available. Assume that you have obtained names for the personnel and equipment on scene, from a combination of check-in, Field Observers (FOs) and Division Supervisors (DIVS) scouting the current situation, and copies of dispatch resource orders. For this exercise, each team should assume that all of the resources from Scenario 4 are available to **your** IMT for your portion of the relief response. Most likely you will not need to utilize all of the available resources for your portion of the response. Use the planning process to help identify excess resources and resources to be ordered.

The Operations Section Chief will be back shortly for the Strategy Meeting to complete the IRS 015 for tomorrow's operations for your IRT's portion of the response. As RUL you should translate his instructions onto the 015 form. Then as RUL, you should complete assignment of resources, preparation of the IRS 005 and IRS 014s for the IAP, and align the Resource identifier card rack to reflect your planned operations. Assume needed resources will be available to work for tomorrow's operational period.

Once you have completed these activities, each group should identify coordination needs with the other 3 IRTS managing other phases of the incident. How would your team ensure that the plans are compatible? How would your group incorporate consideration of gender/equity concerns in your plan?

Appoint a spokesperson and be prepared to report back on your strategy and how your team would coordinate with other teams.

Operational Inputs to each of the groups mentioned above is also provided separately.

Operational Input to Team I (Manage receiving and distribution of supplies)

Div/Group A - Receiving Group

Operations will require two Division Supervisors to supervise the Group, which will require six crews and six strike team leaders. The crew/Strike team Leader (STL) assignment will be to label the incoming supplies and to store them in an organized manner. The Division Supervisors (DIVS) will be responsible to maintain an up-to-date inventory of what has come in. The resources should be split so that there is a DIVS for both day and night. Ops would like four crews and four STLs during the day and two crews and two STLs during the night.

Operations will also require two Fork Lifts with two operators in order to work 24-hour shifts. Also needed are two Transport Trucks with two operators.

The Div/Group A resources should report to the Airport Warehouse area at 0600 and at 1800, depending on whether they are working the day or night shift.

Div/Group B - Distribution Group

This Group will require two Division Supervisors to supervise the Group, which will require six crews and six strike team leaders (STL). The crew/STL assignment will be to help distribute the supplies as needed. They will help load trucks with the desired resources. The Division Supervisors will be responsible for authenticating orders and for maintaining an up-to-date inventory of what goes out and where it goes. The resources should be split so that there is a Div Sup for both day and night. Ops would like four crews and four STLs during the day and two crews and two STLs during the night.

Operations will also require two Fork Lifts with two operators so that they can work 24-hour shifts. Also needed are a Transport Truck with two operators.

The Div/Group A resources should report to the Airport Warehouse area at 0600 and at 1800, depending on whether they are working the day or night shift.

Operational Input to Team II (Manage Evacuation of People and Cattle)

Create following divisions.

Division A (Ground Transport of People):

- 1 DIVS
- 2 STL
- 4 Buses/Trucks
- 4 crews

- 1 police squad

Division B (Water Transport of People):

- 1 DIVS
- 1 STL
- 2 crews
- 10 Boats (low draft)
- 1 Police squad

Division C (Ground Transport of Cattle):

- 1 DIVS
- 2 STL
- 4 Trucks
- Cowboys

Division D (Cattle Staging Area):

- 1 DIVS
- 1 STL
- 2 crews

Work Assignments:

Division A:

Collect and transport displaced people to relief camps.

Division B:

Collect and transport people trapped by rising water to the ground transport division for further transport.

Division C:

Collect and transport displaced cattle to the staging area.

Division D:

Care for cattle that have been displaced by the rising waters and brought to the staging area.

For all personnel: When three siren blasts of 30 seconds each are heard, personnel are to immediately return to the staging area.

Operational Input to Team III (Manage Relief Camp and Medical Services)

The majority of the displaced people are north of the River near Machkorra. CARE, UNICEF, and Red Cross are all providing relief in a camp on high ground. Approximately 5000 people, primarily women and children, are in this camp, with more expected as evacuations continue.

The Red Cross has volunteers working in the area south of the river where homes are more scattered between Machkorra and Dhemaji, but no formal camp has been established. This area has the potential to be cut off as the flood continues downstream.

We are going to establish 3 Divisions--

- Div A = Machkorra North Relief Camp
- Div B = South Relief Camp
- Div C = Dhemaji Camp

The RO/IC have set the following priorities for tomorrow--

- 1 = Div B where relief is not well established
- 2 = Div A is next, due to the large number of displaced people
- 3 = Div C which is ahead of the flood at this time, thus the lowest priority

Work Assignments

DIV B – Contact Red Cross Leader and identify the best location for a relief camp south of the river. Establish camp capable of supporting 3000 people for a 2 week period. Medical Unit should check for waterborne diseases and give prophylactic treatment to villagers. Select people from the community to assist in setting up community kitchens and cooking. Police will ensure law and order is maintained.

DIV A– Liaise with Red Cross, UNICEF and CARE for running relief camp. Open information center for missing persons. Check for able bodied people to assist in rescue. Assign medical kits, counseling for women and children and identify community leaders to ensure sanitation and hygiene in camp. Police platoon to ensure law and order.

DIV C – Establish relief camp east of Dhemaji to receive residents evacuated from low-lying areas in advance of flood. Equip camp with housing, grains, vegetables, and rations for feeding 5000 people. Assign volunteers from community to help establish camp and run kitchens. Police to maintain order and guard unoccupied homes.

Resources Required

DIV A – 4 water tankers, 1 medical team, 3 ambulances, 1 generator, 1 telephone crew, 2 police units, rations, tents, beds, milk products to care for 20000 people

DIV B – 1 water tanker, 1 medical team, 1 ambulance, 1 generator, 1 police unit, rations, tents, beds, milk products to care for 3000 people

DIV A – 1 water tankers, 1 medical team, 3 ambulances, 1 generator, 1 telephone crew, 1 police unit, rations, tents, beds, milk products to care for 5000 people

Special Instruction –Division Supervisors to report to operations daily by 1400 on relief camp status, and the number of people housed in each location, and any medical issues.

Team IV (Manage Water Diversion Efforts)

Create two divisions and a levy support group.

Division A:

- 1 DIVS
- 5 STLs
- 10 crews

Division B:

- 1 DIVS
- 5 STLs
- 10 crews

Levy Support Group:

- 1 DIVS
- 2 STLs
- 4 crews
- 2 STLs (Engg.)
- 10 dump trucks
- 4 police squads
- 3 ambulances

Work Assignments:

Division A:

Construct and lengthen levy from Brahmaputra River west along Saccha Road.

Division B:

Construct and lengthen levy from Brahmaputra River east along Saccha Road.

Levy Support Group:

- Load sandbags and support levy construction on Divisions A and B
- Provide protection and law enforcement along Saccha Road to workers and displaced persons
- Provide medical assistance for workers, including transport to Dhemaji Hospital.
- Protect women and children in Division A who are most at risk

All resources are to report to the staging area at Govt High School at 0930 28.03.04 for updated briefing by Operations personnel.

For all personnel: When three siren blasts of 30 seconds each are heard, personnel are to immediately return to the staging area.

Unit 7 Exercise - Unit Management

Timeframe

30 minutes including report out of 3 to 5 minutes per group

Output

Report out of discussion

Scenario

None

Exercise Instructions

As a resource unit leader in India, what challenges exist to being an effective team member & running an effective unit?

What can the resource unit leader do to manage these impacts within the unit?

Scenario

You are a resource unit leader on an IRT which is delegated responsibility to help manage the growing flood (see PowerPoint Sketch Map titled “**Machkorra Flood Map**”). The village of Machkorra has been flooded and numerous villagers were swept away. Large numbers are reported missing. Many others have left their homes for higher ground, but are in need of food and shelter. Water supplies have been contaminated. Two bridges are known to have been washed out, and travel routes are disrupted. Distress is widespread throughout the area due to lack of food and other essentials lost during the flooding. Power is totally out in the village and intermittent in the surrounding areas. Women and children are particularly affected. Most of the men from the village have been working to construct/repair embankments along both banks of the river.

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It continues to rain, and the flooding is expected to impact Dhemaji. Pre-planning had indicated opportunities for effective levees to divert the floodwaters from the city. However the water is moving downstream quickly and time to complete construction is limited.

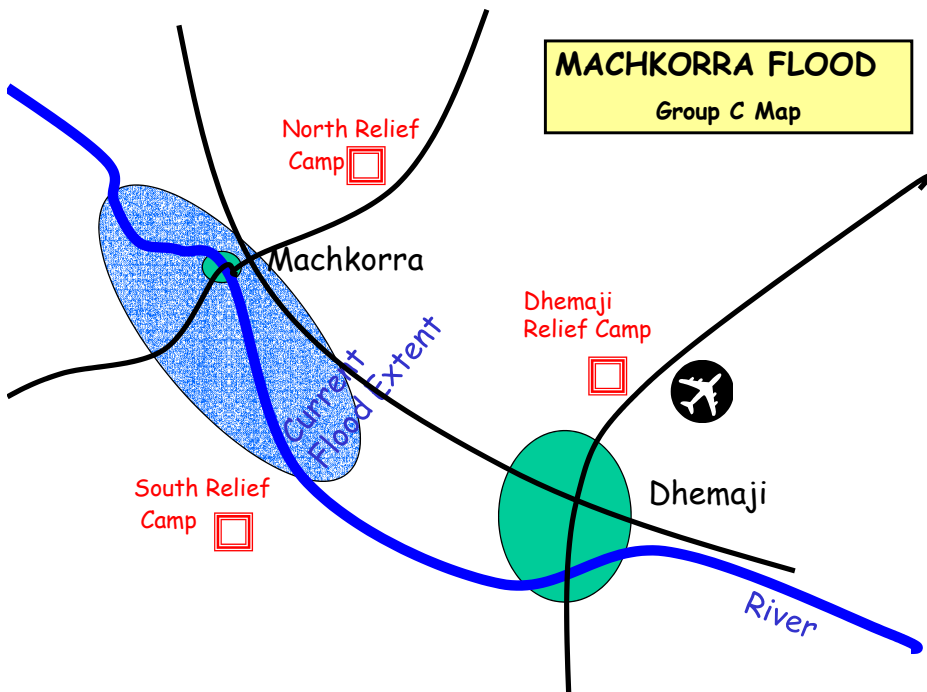
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Team III – Managing Relief Camps & Medical Services

Team IV – Managing water diversion efforts



Integrated Planning Section Chief Course - Situation Unit Leader Scenarios Participant Version

Unit 5 Exercise - Reports, Displays and Services

Suggested Timeframe:

3 hours

Scenario

There is a confirmed case of Avian Influenza in a backyard flock in Happy Valley near the LBS National Academy of administration. A number of poultry farms have recently been established in the Dehra Dun Valley, and there is great concern that the virus will spread to these farms, resulting in large financial losses in the community. Media interest is expected to be high.

Operations Section is currently depopulating the infected flock; however it is likely that other nearby flocks are infected. It is believed that most of these flocks are located south and east of the known infected flock, along the ridge to Kulri Bazaar. Quarantine has been established for the entire Happy Valley area, as well as within 1500 meters north and south of the Mall Road extending to Kulri Bazaar.

There are two divisions:

- A. All of Happy Valley and east along the road to the Library; and
- B. Along the mall from the Library east to Kulri Bazaar.

Operation Section has asked for Drop Points at the Library, Picture Palace at Kulri Bazaar, and the LBSNAA gate.

The Planning Section Chief has confirmed these drop points.

In the course of the next 24 hours, all nearby flocks need to be identified. The Planning Section will assist Operations in identifying flocks. The St. Mary Hospital at Gun Hill has allowed the use of their laboratory facility for testing these flocks for the virus.

The ICP will be established at the Convent Belmont School, and the disposal site for infected flocks is at the Polo Grounds on the LBSNAA campus.

It is now noon. There will be a strategy (Pre- Planning) meeting at 1500.

002 Information

Incident Number: M 608154

Incident Commander: Sourav Ganguly

Wind expected at 1400 hours; southwest at 3 to 5 km/hour

Cost to date: Rs 45,000; estimated total cost: Rs 1,00,000

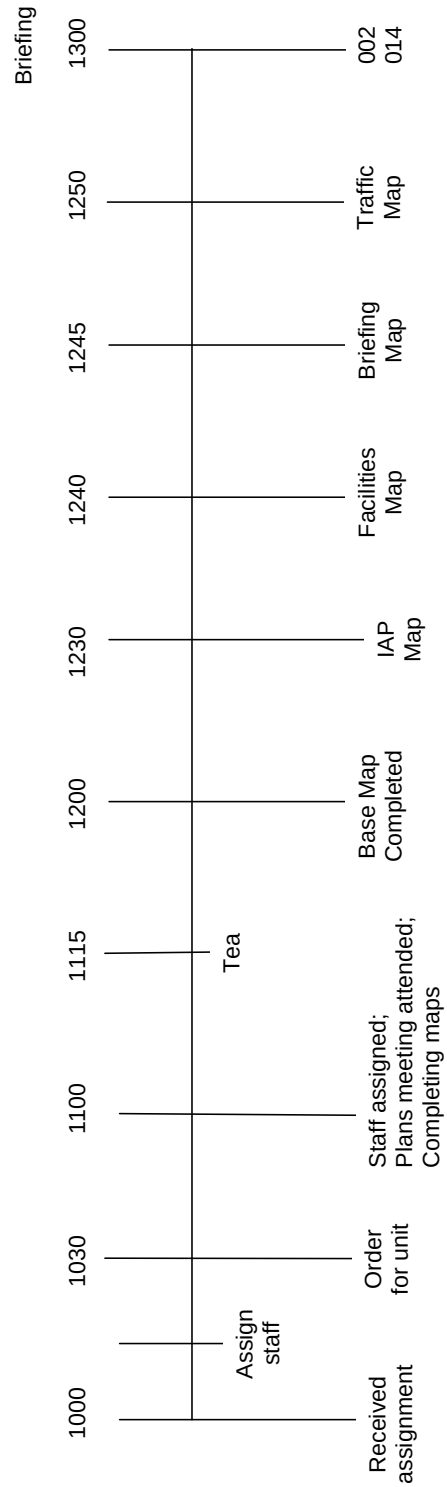
Exercise Instructions

In your small groups:

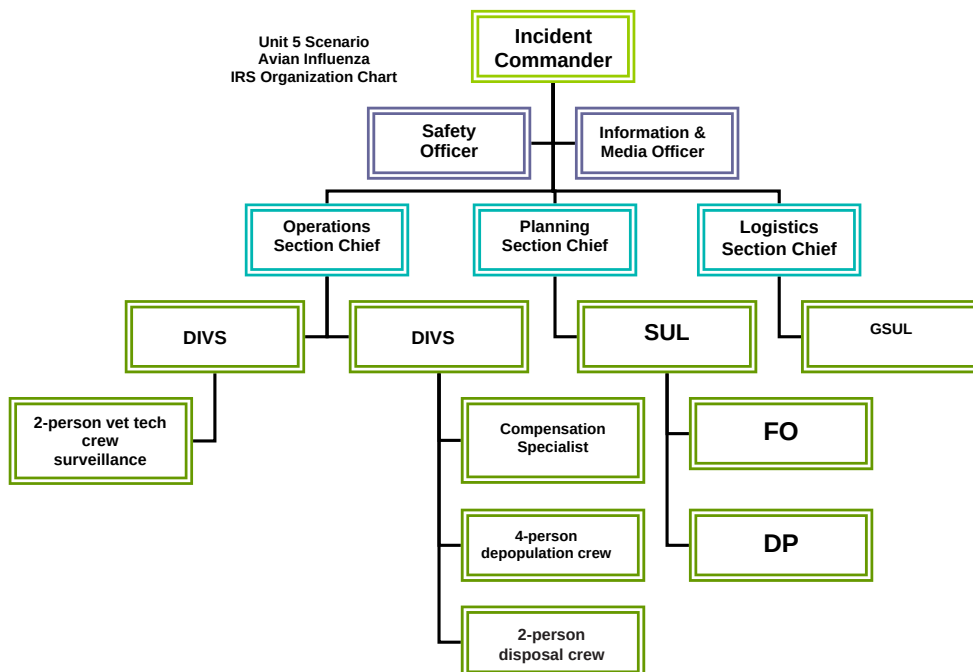
1. Complete 013 form(s) to staff your unit and to order supplies and equipment.
2. Attach the overlay to the base map.
3. Draw an accurate quarantine perimeter on the overlay.
4. Correctly show any division breaks.
5. Use correct IRS symbology to indicate known incident facilities.
6. Complete a Situation Unit Map (base map)
7. Complete an operational briefing map (flip chart paper).
8. Complete a Traffic Plan Map 8-1/2" x 11" (and may write a narrative).
9. Create an incident action plan map using the situation unit map.
10. Complete an IRS 002 Incident Status Summary with available information.
11. Complete an IRS 003 Unit Log during simulation.

Be prepared to brief the group at the 1500 Strategy (Pre-Planning) meeting.

Approximate Timeframes For Completion of Assignment



Integrated Planning Section Chief Course - Situation Unit Leader Scenarios
Participant Version



Integrated Planning Section Chief Course - Demobilization Unit Leader Scenarios

Unit 2 Exercise - Demobilization Planning

Timeframe:

20 minutes

Reflect upon following questions and try to find answers

How do we currently handle demobilization for Indian disasters?

How do we determine priorities for letting responders and relief workers return home?

How do we know when resources have left the scene?

Are there any financial / payment repercussions to the current systems?

Unit 3 Exercise - Implementing the Demobilisation Plan

Timeframe:

20 minutes

Scenario

Flood waters are subsiding and affected people are beginning to return home. The need for many of your resources is diminished and you need to set up priority for release of resources and a schedule for their return home. On-going relief efforts are being transferred back to the District Collector and her staff.

Exercise Instructions

You are the demobilization unit leader for the Assam flood incident.

Develop a plan to demobilize the resources that have been checked in. Identify key contact and coordination needs and release priorities. Prepare a draft release schedule.

Integrated Planning Section Chief Course - Documentation Unit Leader Scenarios

Unit 2 Scenario

Timeframe:

45 minutes

Scenario

No additional info. Work with flood scenario.

Exercise Instructions

Break into your identified small groups & discuss the following questions. Be prepared to report back to the class on your discussion items. Take the Index outline, add additional topics as appropriate, and file the material generated in the previous exercises.

Discussion Questions

What are the important considerations for documentation on large-scale, long-duration disasters in India?

In India, what is an appropriate rank of a person to assign as Documentation Unit Leader?

Who will need to access the records once an IRT is gone?

Where should the records ultimately reside?

Integrated Planning Section Chief Course - Final Exercise

Kosi Flood Scenario

An appreciable amount of rainfall was received on very first day of monsoon season i.e. 15th June (160 mm at Chanpatia, 141 mm at Sikanderpur and 92.2 mm at Khagaria). July was the wettest month having maximum rainy days followed by August-2008. There was an unprecedented flood due to breach near 12.9 km of Eastern Kosi Afflux Embankment near Kussha Village in Nepal on 18th August 2008 that took a shape of a catastrophe leading to miseries to lakhs of people in Sunsari and Saptari districts of Nepal and Supaul, Madhepura, Araria, Saharsa, Katihar and Purnea districts of Bihar.

On 18th August, 2008 a breach occurred in the embankment at 12th km from Kosi barrage. Widening the breach, the river started flowing in a new course. At that time, the discharge of water was 1.66 lakh cusec in the new course as against only 25,744 cusec in the usual course. In this new course, the breadth of the river was 15 to 20 km and length was 150 km from north to south. The damage started occurring in approximately 3,000 sq km area due to this new course of the river. Houses, schools, roads, hospitals all were damaged due to the flow of the river. The total population of 33,45,545 living in 993 villages of 412 panchayats of 35 blocks of 5 districts was affected. A total of 3,40,742 houses were damaged and 7,12,140 animals were affected. A total of 239 humans and 1,232 animals lives were lost.

Due to the fact that most affected households had not experienced floods for several decades, most communities were not prepared to respond quickly to the floods, which resulted in greater losses to life and property than usual. In addition, because of the change in the river's course the State Government was not prepared to deal with a catastrophe of this magnitude in this part of the State.

The action was taken in a planned manner for the establishment of relief camps, carrying relief materials to remote areas by helicopter, making the boats available in large numbers, providing the health facilities in the affected areas and in the camps, etc.

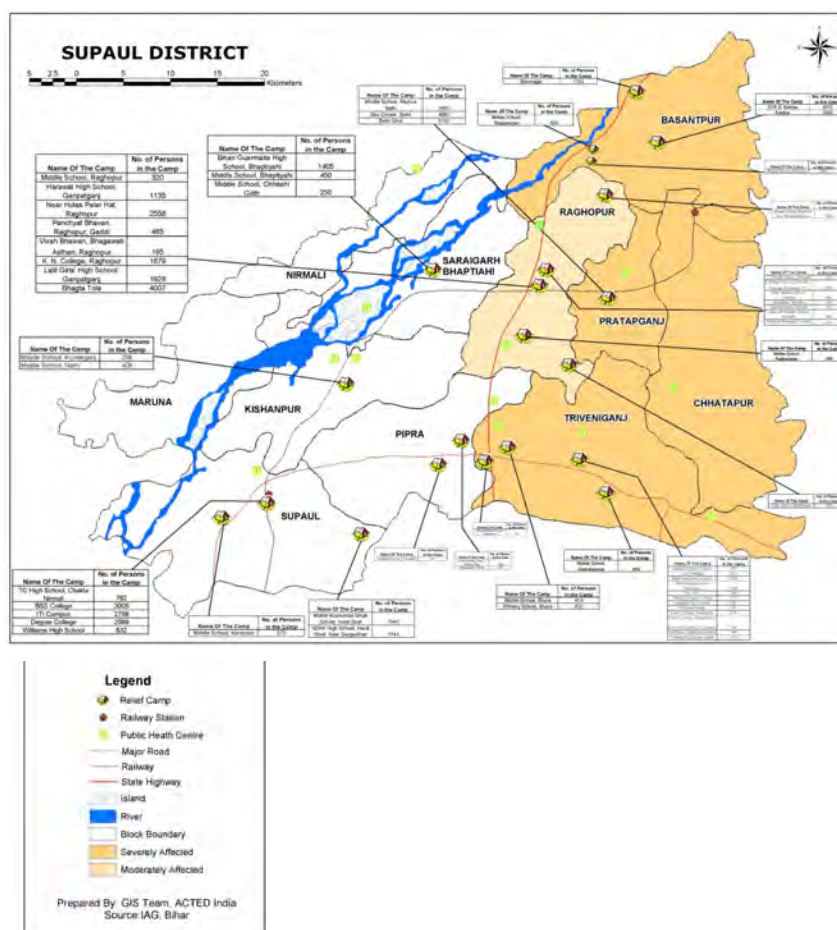
Evacuation and immediate relief were critical for affected households in the wake of the flood. The State Government played a significant role in rescue and evacuation operations, in addition to the local communities themselves. The

Government's direct transfers to flood victims were eventually well-targeted, although immediate relief went mainly to seriously flood-exposed villages. The Government and NGOs established camps where a large number of people took shelter and were provided food and other basic amenities. During the first phase of relief, affected households received grain transfers of one quintal and a cash transfer of INR 2,250. Apart from Government, the UN system, NGOs and other agencies also provided relief in the form of food, medicine, tarpaulins, clothes, utensils, mugs, buckets, torches and match boxes.

Incident Briefing - IRS Form 001

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

1. Incident Name: Kosi Flood
2. Map Sketch (Give details of the affected site)



Date Prepared: August 20, 2008

Time Prepared: 10.00 A.M.

3. Summary of Current Actions

a. Action already taken:

Preliminary rescore operation completed, residents moved to high ground Patient / Victims needing medical assistance DIV A to Hospital, DIV B to ICP medical unit, DIV. C to Mr. A.P. Singh, Basantpur Center, needs transportation.

b. Action to be taken:

Ensure the safety of all responders and citizens in the operational areas.

Assess damage and impact to the community.

Ensure accessibility of major transportation routes including roads and bridges

Restore utilities: electric power; water /wastewater treatment; natural gas

Provide risk communication to public on dangers associated with flooding including protective measures against water contamination, mosquito control and related health issues

Ensure safety of drinking water sources including public water supply and private wells Implement mosquito control measures

Ensure life sustaining essentials are available to the public such as food, water, sanitation, medical care and fuel Provide medical care.

Address hazardous material releases.

Ensure the accurate and timely release of public information.

Provide resource support to identify and access depleted resources including personnel and supplies.

Maintain public order.

Manage fatalities.

c. Difficulties if any in response including mobilization of resources and manpower

Bridges closed – no access between Division's

4. Operational Period Command Emphasis:

Repair or roads and bridges and water service to support life safety response operations will have priority over other repair missions.

Coordinate with all Section Chiefs to develop an update Incident Action Plan and revise tasks/identify new tasks as needed.

Broadcast messages to the public instructing them to limit travel on roadways and use of the phone system.

SATETY MESSAGE:

Use appropriate PPE (e.g., turnout gear, gloves, goggles, half-face APR) as recommended by the Safety Officer and Medical Safety Plan.

Working near flowing water, wear personal floatation devices.

General Situation Awareness:

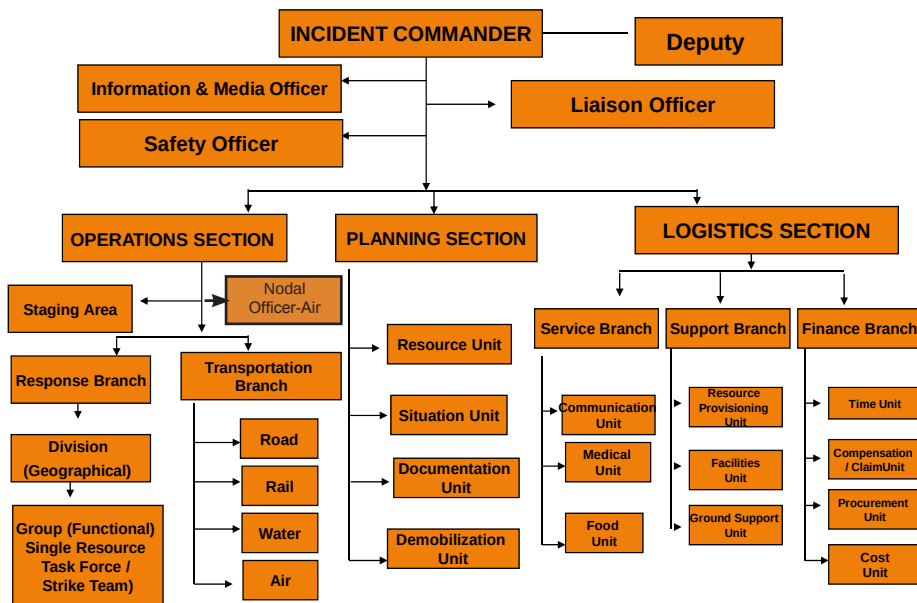
Use caution in flooded areas. Use caution in and around debris and structures as they may be unstable and have edges that can cut, collapse on and injure personnel.

Use caution when working around or with downed electric power lines as they may still be active.

Be aware of rapidly changing weather; flooding may occur suddenly.

1. Current Organization (Brief about activated section of IRT)
Highlight the activated Sections/Branches/Units

IRS Organisation Chart



DIV. A:

DIV. B:

DIV. C:

MEDICAL GROUP:

Resources Summary				
Resource Ordered	Source	ETA	Site if Deployment	Assignments
Police Unit 1 Police Unit 2			DIV A DIV A	Raghopur Center Patrol/Rescue
Police Unit 3 Police Unit 4			DIV B DIV B	Basantpur Evacuation Center River Bridge Security
Police Unit 5 Police Unit 6			DIV B ICP	Patrol/Rescue ICP Security
Police Unit 7 Police Supervisor 1			DIV C DIV C	To Bridge Security Pratapganj Security
Police Supervisor 3 Fire Assistant Chief			ICP DIV A	Law Coordination
Fire Rescue 1 Fire Engine 2			DIV B DIV B	Search & Rescue Search & Rescue
Fire Engine 3 Rescue Boat 1			DIV A Kosi River	Search & Rescue Search & Rescue
Rescue Boat 2 Ambulance 1			Kosi River DIV B	Search & Rescue ICP Available
Ambulance 2 Ambulance 3			DIV B DIV A	Hospital Available
Public Works Sup Back 1			ICP DIV B	Tech Spec – water Available
Back 2 Dump Track 1			DIV A DIV C	Available Available
Dump Track 2 Road Grader			DIV C DIV A	Available Available
Bridge Specialist			ICP ICP	Tech Spec – Bridges Tech Spec – Flood Central

Helicopter 1 Helicopter 2			ICP ICP	Available Available
Red Cross			ICP ICP	Tech Spec – Power Coordinate Evacuation Centers
Prepared by (Name and Position): A.K. Sharma Signature				

*ETA: Expected Time of Arrival



Incident Response System Integrated Planning Section Chief (IPSC) 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

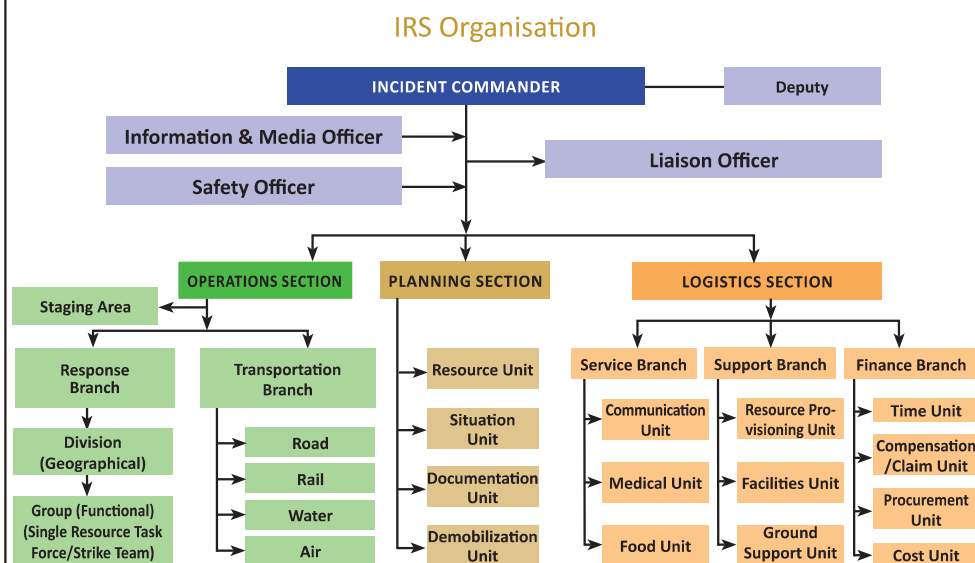
Contd...

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...

5. Resources Summary				
Resources Ordered	Source	ETA	Site of Deployment	Assignments
Prepared by (Name and Position): Signature				

*ETA: Expected Time of Arrival

Incident Status Summary (ISS) – IRS Form 002

(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...

[illegible]

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)</th> <th style="width: 50%; text-align: center;">(b)</th> </tr> <tr> <th style="text-align: center;">Completed</th> <th style="text-align: center;">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)	(b)	Completed	Not completed																		
(a)	(b)																							
Completed	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

(Attach a separate sheet if space is not sufficient)

Source: Adapted from ICS Form 211

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	

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:		Date:			
		Time:		Time:			
4.3 Resources Available in the medical camp							
4.1 Sl.No.	4.2 Location (s)	(a)	(b)	(c)	(d)	(e)	(f)
		No. of Medical Officers	No. of Paramedics staff	Others (ANM & trained volunteers) Specify	life saving drugs / Appliances	Facilities of referral services and Blood Banks	Any other (Specify)
					Yes	No	
6. Availability of Regular Medical Facilities (Specify in Nos.)							
5. Status of Ambulances Services				6.2 Private			
(a)	(b)	(c)	6.1 Govt		(b)	(c)	(d)
Name of the Ambulance Service Provider	Address & Contact No.	Paramedics	(a)	(b)	(c)	(d)	(e)
		No	Loca-tions	Sub Centre	PHC	Hospitals	Medical College
7. Road map of the area circulated among the ambulance service				8. Referral Medical Facilities in the Neighborhood			
(a)	(b)	(a)	(b)	(c)			
Yes	No	Location	Address	Specialization			
9. Name and designation of officer Prepared by (Medical Unit)				10. Approved by			

Source: Adapted from ICS Form 206

(Major Components)

(Attach a separate sheet if space is not sufficient)

1. Name of the incident:		2. Name of Section / Branch / Division / Unit to be demobilized (Specify):			3. Operational Period:		4. Prepared	
					Date:		Time:	
5. Name of responder (s) / details of resources to be demobilized	6. Location from where demobilization will take place	7. Date & Time	8. Mode of transport	9. Transit destination, if any	10. Final Destination & name of agency to whom returned	11. Ultimate destination agency notified or not		
						Yes	No	
12. Demobilisation plan for out of service equipments and sick personnel								
(a)	(b)	(c)	(d)	(e)	(f)	(g)		
Name of sick personnel / out of service equipments	Location from where demobilisation will take place	Date & Time	Mode of transport	Transit destination, if any	Final Destination & name of agency to whom returned	Ultimate destination agency notified or not		
						Yes	No	
13. Name and designation of officer Prepared by								
14. Approved by								
15. Issued by								

Source: Adapted from ICS Form 221

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 & Instructions	6. Resources														7. Overhead Position(s)	8. Special Equipment & Supplies	9. Reporting Location	10. Requested Arrival Time
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