

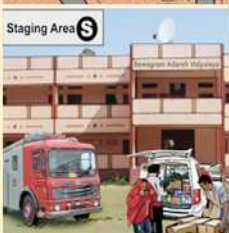


सत्यमेव जयते

Training Module

Incident Response System

Liaison Officer



NATIONAL INSTITUTE OF DISASTER MANAGEMENT
MINISTRY OF HOME AFFAIRS, GOVERNMENT OF INDIA

Unit 1: Course Introduction

PARTICIPANT GUIDE

Objectives

By the end of this unit, participants will be able to:

- Identify the course objective and position-specific resource material for the position of Liaison Officer
- Describe the course objective

Time Plan

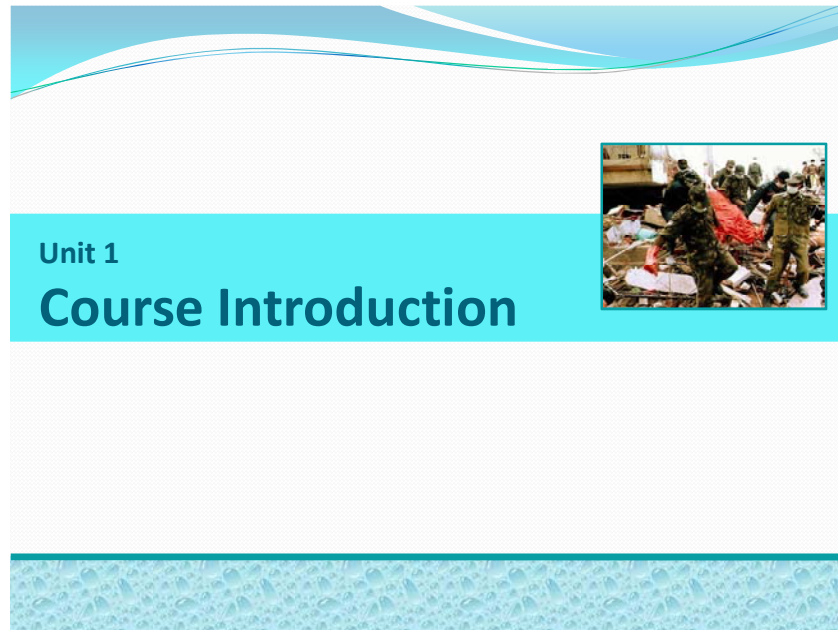
A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Lesson	1 hour 30 minutes
Exercise 1	30 minutes
Total Time	2 hours



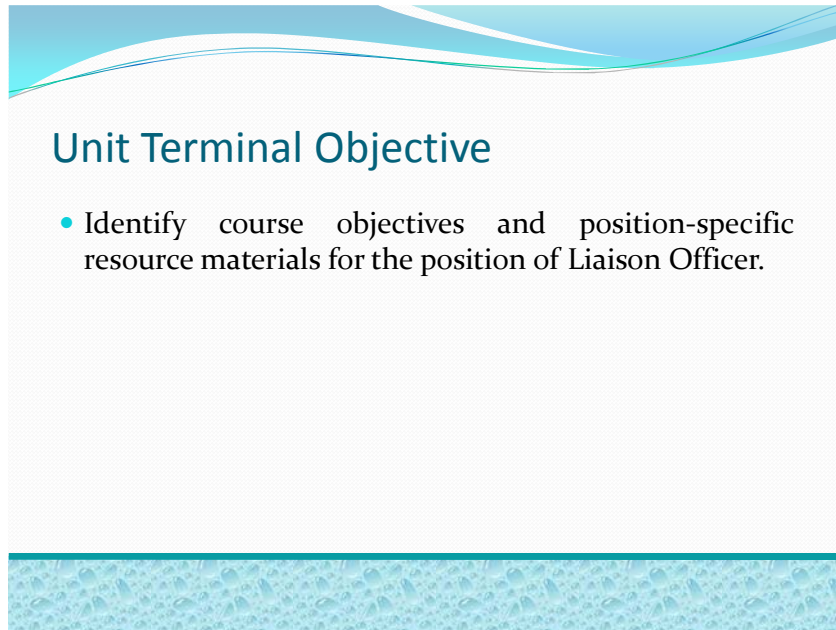
Key Points

Topic Unit Title Slide



Key Points

Topic **Unit Terminal Objective**



Key Points

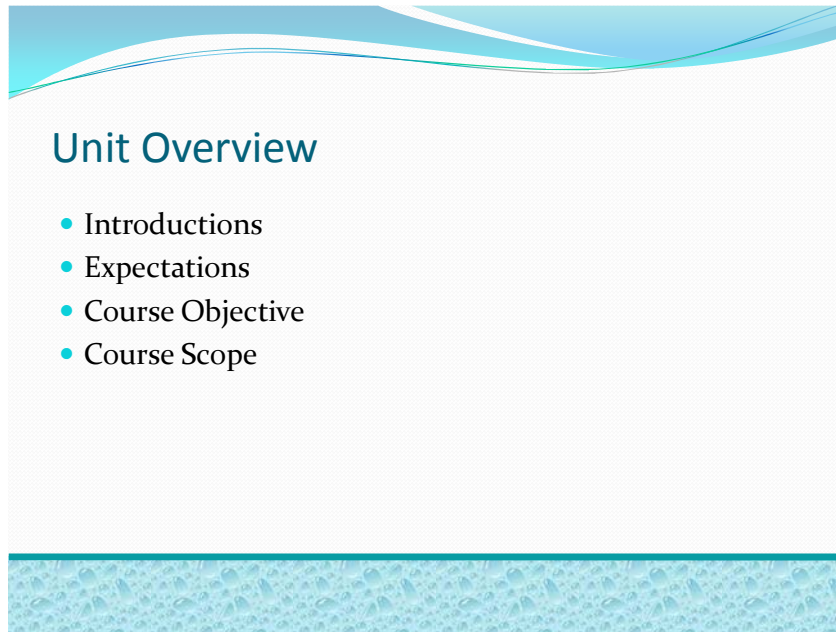
Unit Terminal Objective

Identify course objectives and position-specific resource materials for the position of Liaison Officer.

Unit Enabling Objective

- Describe the course objectives

Topic Unit Overview

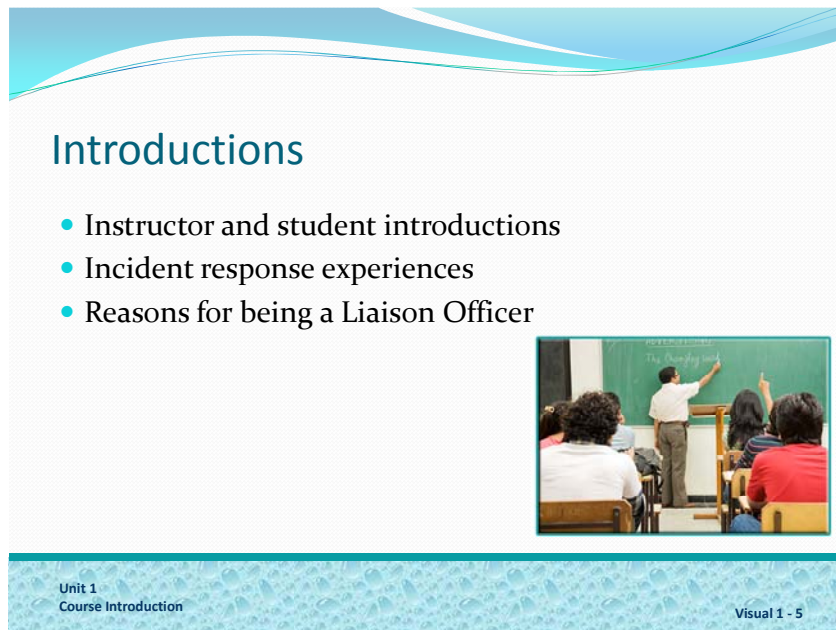


Key Points

Unit Overview

- Introductions
- Expectations
- Course Objective
- Course Scope

Topic Introductions



Key Points

Instructor introduction

Brief background

Participant introduction

- Self introductions
- Incident response experiences
- Why be a Liaison Officer?

Expectations

- Our expectations for this course...



Unit 1
Course Introduction

Visual 1 - 6

Key Points

Follow instructions from the instructor for discussing the expectations for this course.

Topic Course Objective

Course Objective

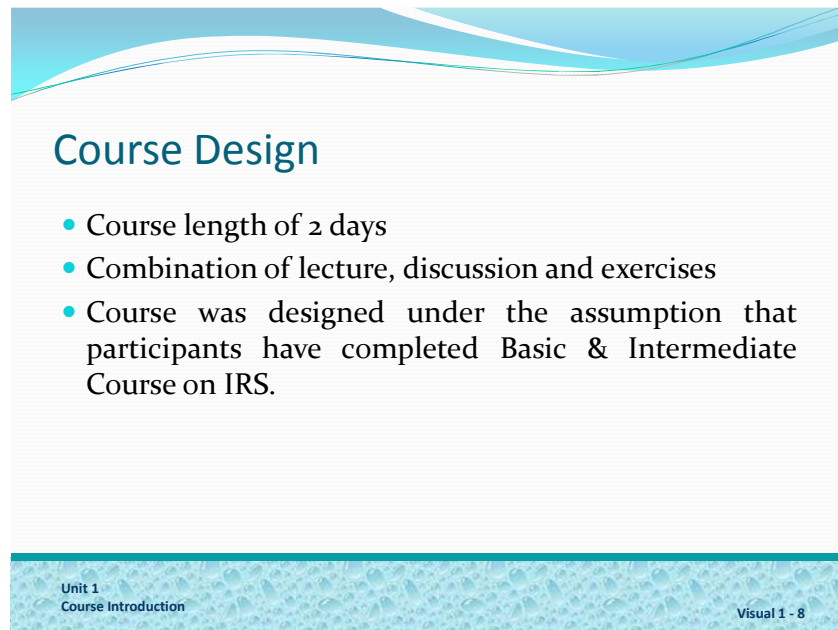
- Upon completion of this course, participants will demonstrate through exercises, an understanding of the duties, responsibilities and capabilities of an effective Liaison Officer.



Key Points

Upon completion of this course, participants will demonstrate, through exercises, an understanding of the duties, responsibilities, and capabilities of an effective Liaison Officer.

Topic Course Design



Key Points

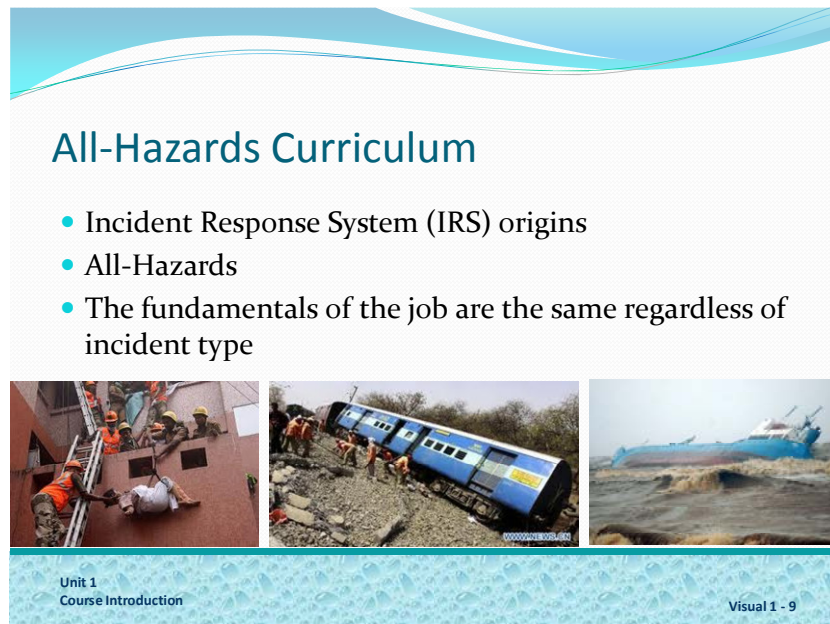
The course has been designed to be two days in length.

Through a combination of lecture, discussions, and exercises, participants, upon course completion, will be provided the knowledge to meet the objectives of the course. Participants interaction and participation will be integral to this process.

The course was designed under the assumption that participants would have completed **IRS** Basic & Intermediate Course prior to attending this training.

The course material was not developed to substantively delve into the topics covered in those courses; rather, this is a position-specific course focusing on the duties and responsibilities of one member of an IRT in an all-hazards context.

Topic All-Hazards Curriculum



All-Hazards Curriculum

- Incident Response System (IRS) origins
- All-Hazards
- The fundamentals of the job are the same regardless of incident type

Unit 1
Course Introduction

Visual 1 - 9

The slide features a light blue header with a white wavy line. Below the header, the title 'All-Hazards Curriculum' is in a large, bold, blue font. Underneath the title is a bulleted list with three items. At the bottom of the slide, there are three small images: a person being rescued from a building, a train derailed on tracks, and a large ship at sea. The bottom of the slide has a blue footer with white text.

Key Points

Follow instructions from the instructor for discussing this curriculum.



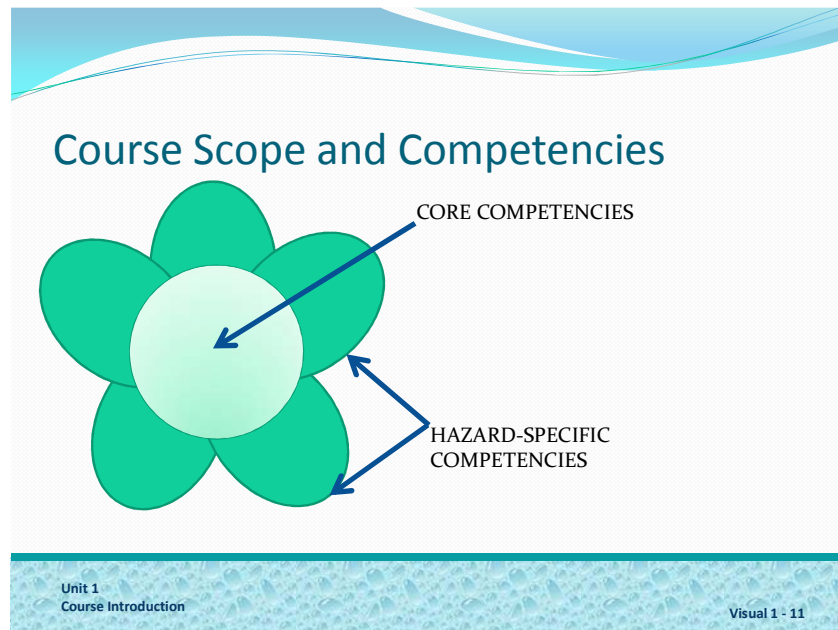
Key Points

Sailboat & the Ship: The 99% & 1% Solution

Regardless of the scale of the incident, you will require the same types of resources and competencies, the only difference between incidents being the level at which they are applied.

This course will focus training at a high-level of application, allowing participants to scale and apply the lessons learned to the types or levels of incidents to which they may respond.

Topic Course Scope and Competencies



Key Points

The Flower Diagram illustrates the concept that successful performance of the tasks, duties, activities in any position requires both core and incident-specific competencies.

- **Core competencies** are the competencies required of an Liaison Officer regardless of discipline
- **Hazard-specific competencies** are those required to perform in a particular discipline (law enforcement, fire, public health, hazmat, EMS, public works, etc.)
- The center of the flower represents the core competencies of the position.
- The petals represent the hazard-specific competencies associated with specific disciplines
- You cannot be competent as a Liaison Officer with only the center of the flower or only the petals- “the flower needs to be complete” to ensure qualification.

Exercise 1



Unit 1
Course Introduction

Visual 1 - 12

Key Points

Follow instructions from the instructor for completing the exercise activities as well as any instructions in the supplemental materials.

Topic IRS Check-in and Unit Log

IRS Check-in and Unit Log

EXAMPLE COMPLETED IRS 003 UNIT LOG

UNIT LOG	1. Incident Name Bhuj Earthquake	2. Date Prepared 26/01/2011	3. Time Prepared 0800																								
4. Unit Name/Designators Liaison Officer (IMT)	5. Unit Leader (Name and Position) LNO Ramesh Bhardwaj	6. Operational Period 0800 - 1700																									
7. Personnel Roster Assigned																											
<table border="1" style="width: 100%;"><thead><tr><th>Name</th><th>ICS Position</th><th>Home Base</th></tr></thead><tbody><tr><td>Ramesh Bhardwaj</td><td>LNO</td><td>Bhuj, Gujarat</td></tr><tr><td>Anil Kumar</td><td>Assitant LNO</td><td>Ahemdabad, Gujarat</td></tr><tr><td colspan="3">DREPs</td></tr><tr><td>Vinod Kumar</td><td>Bhuj Ambulance</td><td>Red Cross Society</td></tr><tr><td>Sanjay Srivastav</td><td>Disaster Management Authority</td><td>Revenue Department</td></tr><tr><td>Krishan Sharma</td><td>Bhuj City FD</td><td>Station 1 Bhuj</td></tr><tr><td>Kavita Khurana</td><td>Bhuj City Public Works</td><td>Public Works Department</td></tr></tbody></table>				Name	ICS Position	Home Base	Ramesh Bhardwaj	LNO	Bhuj, Gujarat	Anil Kumar	Assitant LNO	Ahemdabad, Gujarat	DREPs			Vinod Kumar	Bhuj Ambulance	Red Cross Society	Sanjay Srivastav	Disaster Management Authority	Revenue Department	Krishan Sharma	Bhuj City FD	Station 1 Bhuj	Kavita Khurana	Bhuj City Public Works	Public Works Department
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Kavita Khurana	Bhuj City Public Works	Public Works Department																									
8. Activity Log																											

IRS Form 006 – Check-in List
Handout 1-1: Completed IRS Form 003

IRS Form 003 – Unit Log

Unit 1
Course Introduction

Visual 1 - 13

Key Points***IRS Form 006 – Check-in List***

For this course: At the beginning of each day of the course, be sure to sign-in on the posted 006.

IRS Form 003 – Unit Log

For this course: You are responsible for filling in a 003 each day and handling it in to the instructors at the end of the day.

IRS Form 003 should capture the three “3 A’s”: Actions, Agreements, Accidents.

Handout 1-1 may be used as a model for how the 003’s should be filled in each day. For each unit in this course, participants should list the three most important things that they learned in that unit.



Key Points

Unit Terminal Objectives

Identify course objectives and position-specific resource materials for the position of Liaison Officer.

Unit Enabling Objectives

- Describe the course objective

ALL HAZARDS LIAISON OFFICER

Exercise 1 Unit 1

Purpose

The purpose of this exercise is to provide participants with an opportunity to identify functions essential to the Liaison Officer that they perform regularly at their daily jobs:

Objectives

Participants will:

- Identify common functions performed on a regular basis as part of their job and match those to duties and responsibilities of a Liaison Officer.

Exercise Structure

This exercise is scheduled to last approximately 30 minutes, including small group discussion and presentation of group findings. Participants will review the Liaison Officer and identify their current job responsibilities that are similar to those identified duties for the Liaison Officer. This analysis should stay at the Competencies level. Each group will present their findings to the other groups.

Rules, Roles and Responsibilities

Following are the specific activities/instructions for your participation in the exercise:

1. Within your work group, select a group spokesperson.
2. Looking at the Competencies (do not delve into Behaviors or Tasks), identify functions and duties that you perform during your regular job and that are consonant with those performed by the Liaison Officer
3. Write the common functions/duties/responsibilities on easel pad paper.
4. Present your list to the other groups.

Facilitators moderate discussions, answer questions and provide additional information as required

Exercise 1 Schedule

Activity	Duration	Participation Type
Exercise Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	15 minutes	Small Groups
Debrief/Review	15 minutes	Classroom

All-Hazard Liaison Officer

Competency 1: Assume position responsibilities

Description: Successfully assume role of Liaison Officer and initiate position activities at the appropriate time according to the following behaviors.

Skill Set 1: Ensure readiness for assignment

TASK
1. Obtain and assemble information and materials needed for kit. Kit will be assembled and prepared prior to receiving an assignment. Kit will contain critical items needed for the assignment and items needed for functioning during the first 48 hours. Kit will be easily transportable and within agency weight limitation. The basic information and materials need <u>may include</u>, but is not limited to, any of the following: Reference Materials • Appropriate references for the incident • Field Operation Guide • Position Manual – for the Liaison Officer • Individual checklists/reminders. Forms • IRS Form 003, Unit Log • Department specific forms appropriate to the function Supplies • Office supplies appropriate to the function.

Skill Set 2: Ensure readiness of self and subordinates [crew] for assignment.

TASK
1. Arrive properly equipped at incident assigned location within acceptable time limits.
2. Check in according to agency guidelines.

All-Hazard Liaison Officer

Skill Set 3: Ensure availability, qualifications and capabilities of resources to complete assignment.

TASK
1. Establish a work location within the first operational period following check in. • Work location must be: - Visible - Identifiable - In close proximity to the Planning Section - Have adequate space for two to four persons. • Coordinate bulletin board posting of agency information.
2. Ensure sufficient personnel and resources to accomplish information exchange.
3. If needed, obtain Assistant(s) for the liaison staff to complete required duties.

Skill Set 4: Gather, update and apply situational information relevant to the assignment.

TASK
1. Obtain complete information from dispatch upon activation. • Incident name. • Incident order number. • Request number. • Reporting location. • Reporting time. • Transportation arrangements/travel routes. • Contact procedures during travel (telephone/radio).
2. Gather information necessary to assess incident assignment and determine immediate needs and actions. • Incident Commander's/Supervisor's name and location; make contact. • Type of incident. • Current resource commitments • Current situation • Expected duration of assignment.
3. Assemble incident information for use in briefings and filling requests. • Within the first operational period after check in, obtain incident information from the Incident Commander, Resources Unit and Situation Unit. • Update incident information by the beginning of each operational period.

All-Hazard Liaison Officer

- | |
|--|
| <ol style="list-style-type: none">4. Assemble agency information for use in answering request and resolving problems.<ul style="list-style-type: none">• Obtain assisting, cooperating, and non-governmental agency information that includes:<ul style="list-style-type: none">- Contact persons (Departmental Representatives)- Radio frequencies.- Phone and Pager numbers.- Cooperative agreements.- Equipment type.- Number of Personnel.- Condition of equipment and personnel.- Agency constraints or limitations. |
|--|

Skill Set 5: Establish effective relationships with relevant personnel

TASK
1. Establish and maintain positive interpersonal and interagency working relationships.
2. Create a work environment that provides diversity and equal opportunity for all personnel assigned to the incident.

Skill Set 6: Establish organization structure, reporting procedures, and chain of command of assigned resources.

TASK
1. Supervise liaison staff as needed, based on changes in incident situation and resource status. • Ensure that priorities are communicated and understood. • Ensure that safety procedures are maintained. • Ensure effective use and coordination of all assigned resources.

Skill Set 7: Understand and comply with IRS concepts and principles.

TASK
1. Maintain appropriate span of control.
2. Demonstrate knowledge of IRS structure, principles, positions, and IRS forms.

All-Hazard Liaison Officer

Competency 2: Lead assigned personnel

Description: Influence, guide and direct assigned personnel to accomplish objectives and desired outcomes in a rapidly changing, high-risk environment

Skill Set 1: Model leadership principles of Duty, Respect and Integrity.

TASK
1. Exhibit principles of duty. • Be proficient in your job, both technically and as a leader. • Make sound and timely decisions. • Ensure that tasks are understood, supervised and accomplished. • Develop your subordinates for the future.
2. Exhibit principles of respect. • Know your subordinates and look out for their well-being. • Keep your subordinates informed. • Build the team. • Employ your subordinates in accordance with their capabilities.
3. Exhibit principles of integrity. • Know yourself and seek improvement. • Seek responsibility and accept responsibility for your actions. • Set the example.
4. Use diplomacy to resolve concerns related to multi-agency involvement.

Skill Set 2: Ensure the safety, welfare and accountability of assigned personnel.

TASK
1. Recognize potentially hazardous situations.
2. Inform subordinates of hazards.
3. Ensure that special precautions are taken when extraordinary hazards exists.
4. Ensure adequate rest is provided to all liaison staff.

All-Hazard Liaison Officer

Skill Set 3: Establish work assignments and performance expectations, monitor performance and provide feedback.

TASK
1. Brief and keep subordinates informed and updated.
2. Establish time frames and schedules.
3. Assign and monitor work assignments.
4. Provide counseling and discipline as needed.
5. Ensure that performance ratings are completed as required by the Incident Commander/Department Administrator.

Skill Set 4: Emphasize teamwork.

TASK
1. Identify and emphasize the achievement of group goals.

Skill Set 5: Coordinate interdependent activities.

TASK
1. Interact and coordinate will all Command and General Staff • Receive and transmit current and accurate information.

All-Hazard Liaison Officer

Competency 3: Communicate effectively

Description: Use suitable communication techniques to share relevant information with appropriate personnel on a timely basis to accomplish objectives in a rapidly changing, high-risk environment.

Skill Set 1: Ensure all relevant information is exchanged during check-in, briefings, and debriefings.

TASK
1. Within the first operational period after check in, obtain incident information from the incident Commander, Resource Unit and Situation Unit.
2. Attend incident planning meetings. Provide assisting and cooperating agency input as necessary.
3. Conduct briefings at predetermined times and locations with assisting, cooperating, and non-governmental agencies prior to each operation period.
4. Provide assisting and cooperating agencies' input to the planning process.

Skill Set 2: Ensure documentation is complete and disposition is appropriate.

TASK
1. Complete IRS Form 003 for each operational period.
2. Record demobilization issues.
3. File all records with documentation unit during demobilization.

Skill Set 3: Gather, produce, and distribute information as required by established guidelines and ensure understanding by recipient.

TASK
1. Keep cooperating and assisting agencies informed of planning actions. • Conduct briefings prior to each operational period • If necessary, conduct briefing with Department Representatives prior to the Planning Meeting, following the Planning Meeting, or following any change in the Incident Action Plan (IAP). • Supply a copy of the Incident Action Plan to Department Representatives.

All-Hazard Liaison Officer

- | |
|---|
| <ol style="list-style-type: none">2. Respond to requests for information and resolve problems.<ul style="list-style-type: none">• Fulfill request for information concerning any cooperating or assisting agencies in a timely manner.• Follow up on all requests and problems to ensure their completion within the work period following their initiation.• Problems or requests that remain incomplete after follow-up should be addressed at the next planning meeting.• Advise the Incident Commander of any political or stakeholder concerns related to multi-departments involvement.3. Supply cooperating and assisting departments with demobilization information at least one operational period prior to demobilization. |
|---|

Skill Set 4: Communicate and assure understanding of work expectations within the chain of command and across functional areas.

TASK
1. Ensure that subordinates understand their roles and responsibilities for carrying out the safety mission during the incident.
2. Ensure incident management team members are aware of the safety-related of their jobs and undertaken their job responsibilities in a safe manner based on expected duration, size, type of incident, potential values to be protected and jurisdictional involvement.

All-Hazard Liaison Officer

Competency 4: Ensure completion of assigned actions to meet identified objectives

Description: Identify, analyze and apply relevant situational information and evaluate actions to complete assignments safely and meet identified objectives. Complete actions within established timeframe.

Skill Set 1: Gather, analyze and validate information pertinent to the incident or event and make recommendations for setting priorities.

TASK
1. Update incident information by the beginning of each operational period.

Skill Set 2: Modify approach based on evaluation of incident situation.

TASK
1. Respond to requests for information and resolve problems: • Fulfill request for information concerning any cooperating or assisting agencies in a timely manner. • Follow up on all requests and problems to ensure their completion within the work period following their initiation. • Problems or requests that remain incomplete after follow-up should be addressed at the next planning meeting. • Advise the Incident Commander of any political or stakeholder concerns related to multi-department involvement.

Skill Set 3: Plan for demobilization and ensure demobilization procedures are followed.

TASK
1. Meeting with departments and gather information on personnel and equipment priorities prior to demobilization.
2. Provide assisting and cooperating departments' input to the demobilization process. • Attend demobilization meeting. • Supply cooperating and assisting agencies with demobilization information at least one operational period prior to demobilization. • Record demobilization issues. • File all records with the Documentation Unit. • Complete demobilization process.

All-Hazard Liaison Officer

Skill Set 4: Transfer position duties while ensuring continuity of authority and knowledge, and taking into account the increasing or decreasing incident complexity.

TASK
1. Determine time of transfer, with Incident Commander and your replacement.
2. Communicate transfer of Liaison duties to Command and General Staff, and assisting and cooperating department representatives.
3. If necessary, coordinate with agencies about transfer of command back to local jurisdiction.

EXAMPLE COMPLETED IRS 003 UNIT LOG

UNIT LOG	1. Incident Name Bhuj Earthquake	2. Date Prepared 26/01/2011	3. Time Prepared 0800
4. Unit Name/Designators Liaison Officer (IRT)	5. Unit Leader (Name and Position) LNO Ramesh Bhardwaj		6. Operational Period 0800 - 1700
7. Personnel Roster Assigned			
Name	ICS Position	Home Base	
Ramesh Bhardwaj	LNO	Bhuj, Gujarat	
Anil Kumar	Assitant LNO	Ahemdabad, Gujarat	
DREPs	DREPs		
Vinod Kumar	Bhuj Ambulance	Red Cross Society	
Sanjay Srivastav	Disaster Management Authority	Revenue Department	
Krishan Sharma	Bhuj City FD	Station 1 Bhuj	
Kavita Khurana	Bhuj City Public Works	Public	Works Department
8. Activity Log			
Time	Major Events		
0730	Attended briefing. Announced my contact info.		
0800	Assigned Anil Kumar to track down DREP from Bhuj Ambulance service – have not talked to ambulance service since last night. Medical unit asking where the standby ambulance is.		
0930	Bhuj's Collector, Krishan Sharma called me and said he would be here at the ICP @ 1400. Notified IC who said to set up a briefing. Contacted IMO. They will set up the briefing. I will escort Mr. Krishan Sharma.		
0945	Anil Kumar contacted ambulance Agency Rep. Ambulance will report to Med Unit @ 1000. Misunderstood assignment.		
1200	SO told me that a Disaster Management Authority front end loader backed into a pvt vehicle. I passed this info to the Disaster Management Authority DREP. He is responding to scene.		
1300	Disaster Management Authority DREP says their Authority has requested their fire engines back due to earth quake watches in Bhuj City – Notified Ops and IC.		
9. Prepared by (Name and Position) Ramesh Bhardwaj (LNO)			

Key points about information logged on the IRS 003

The purpose of the 014 is to provide documentation of 'significant' activities you have worked on when on-duty. As with all documentation about an incident, it serves as a record of actions and activities that are part of the official documentation and timeline of the incident.

There is therefore a dual use for this documentation. First as your personal reminder list/memory jog. And second as proof of action taken in fulfilling your official duties.

1. 0730 Noted the briefing and my announcement of contact info. This is my personal record of having provided this critical information. Benefits of noting this are that it is my proof that I provided the info in case someone claims to have not received it.
2. 0800 Assigned Anil Kumar to track down DREP from Bhuj Ambulance Service...
 - a. This serves as a reminder to me to follow up later if I haven't heard back from Anil Kumar and/or Bhuj Ambulance.
 - b. Also a documentation that we have tried to establish contact and have not yet done so.
3. 0930 Bhuj's Collector called...
 - a. Noted who I informed and the assignment of responsibilities.
4. 0945 Anil Kumar contacted ambulance Deptt. Rep./Agency Rep.
 - a. Noted completion of task assignment #2 above.
 - b. Noted cause of problem for later AAR follow-up and possible system change on future incidents.
5. 1200 SO told me...
 - a. Any safety issue is potentially critical. Noted my involvement in this issue.
 - b. Potential follow-up with both SO and DREP later on.
6. 1300 Disaster Management Authority DREP wants fire engines back
 - a. Very significant issue.
 - b. Documented that I informed the two critical C&G staff about this development.
 - c. May need to follow-up later.

Unit 2: Position Concept

PARTICIPANT GUIDE

Objectives

By the end of this unit, participants will be able to:

- Understand the role and importance of the Liaison Officer as a member of the command staff.
- Describe the roles and responsibilities of the Liaison Officer (Liaison Officer).
- Describe the relationship between the Liaison Officer and the Departmental Representative (Deptt. Rep./Agency Rep.)
- Describe the relationship between the Liaison Officer and the other Incident Response Team members.
- List qualities and behaviors that lead to Liaison Officer success.
- Define, compare and contrast Assisting Agencies, Cooperating Agencies and Non-Governmental Organizations.
- List other common duties the Liaison Officer may encounter.

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

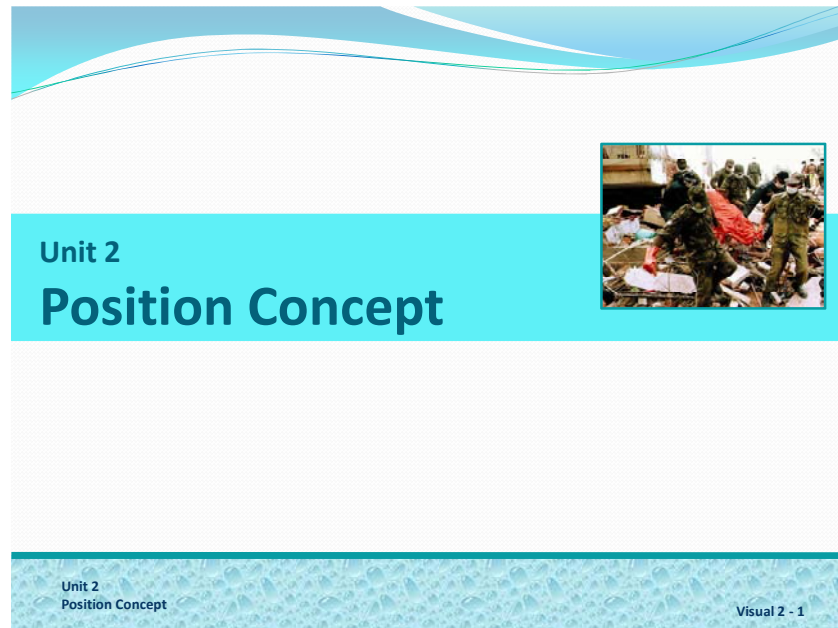
Topic	Time
Lesson	1 hour
Total Time	1 hour

Reference Materials

- Projector & other equipment as necessary for Power Point presentation.
- Easel board/Easel board paper
- Marking pens
- A blank IRS Form 006
- Blank IRS Form 003s for the entire class
- Field Operation Guide.
- Handout 2-1: Expectations of IRT Members
- Handout 2-2: Department fit on an Incident
- Handout 2-3: Liaison Officer Kit.

Unit 2 Position Concept

Topic Unit Title Slide



Key Points

Topic Unit Terminal Objective



Key Points

Unit Terminal Objective

- Understand the role and importance of the Liaison Officer as a member of the command staff

Unit Enabling Objective

- Describe the roles and responsibilities of the Liaison Officer (Liaison Officer)
- Describe the relationship between the Liaison Officer and the Departmental Representative (Deptt. Rep.)
- Describe the relationship between the Liaison Officer and the other Incident Response Team (IRT) member
- List qualities and behaviors that lead to Liaison Officer success.
- Define, compare and contrast:
 - o Assisting Departments
 - o Cooperating Departments
 - o Non-Governmental Organizations

- List other common duties an Liaison Officer may encounter

Topic Definition of Incident Response Team (IRT)

Definition of Incident Response Team (IRT)

- The Incident Commander (IC) and appropriate Command and General Staff personnel assigned to an incident.



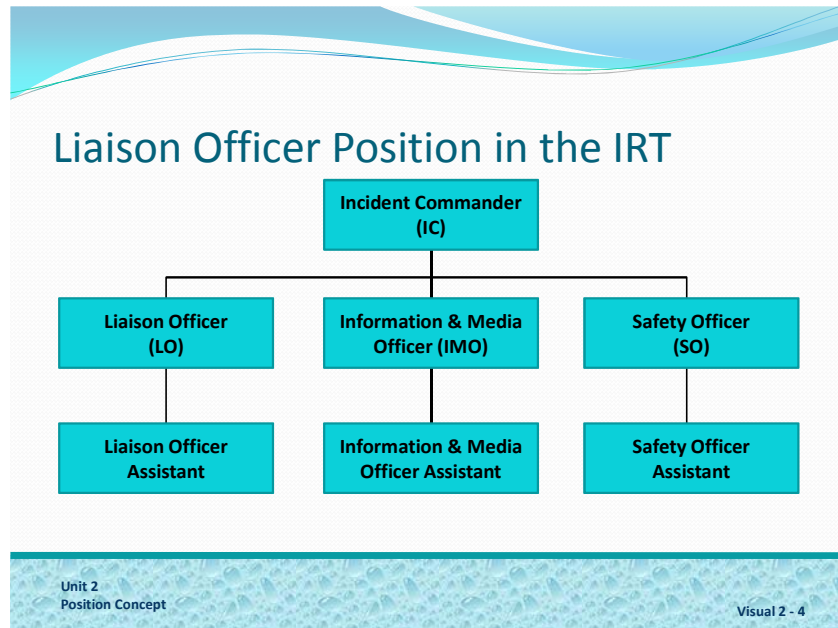
Unit 2
Position Concept

Visual 2 - 3

Key Points

The Incident Commander (IC) and appropriate Command and General Staff personnel assigned to an incident.

Topic Liaison Officer Position in the IRT



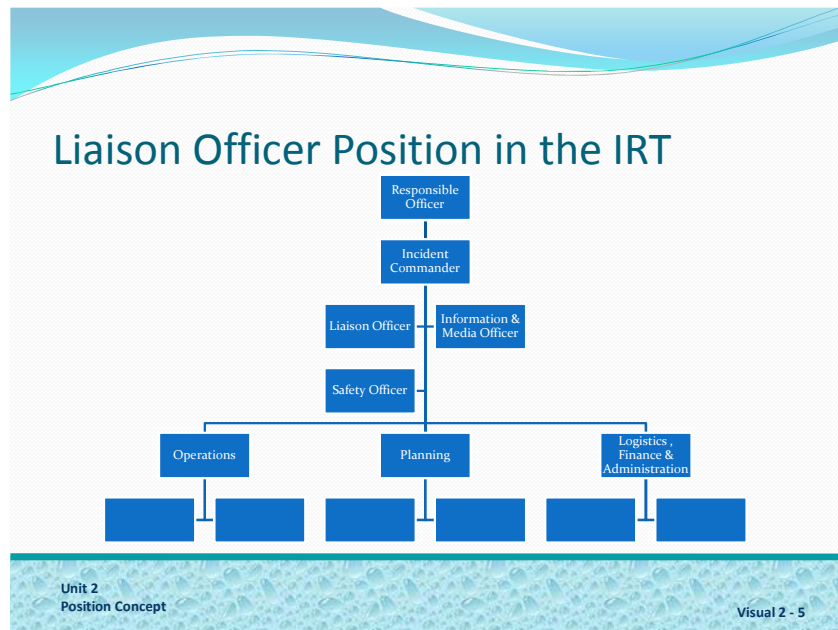
Key Points

The Assistant Liaison Officer position is not frequently used on assignments. The assistant position is often used on larger incidents, especially natural disaster like earthquakes, tsunamis etc.

Staffing depends on incident needs.

Deputies must meet the full qualifications of the position they are deputy for. An assistant does not.

Topic Liaison Officer in the IRT



Key Points

The Liaison Officer provides information to and collects information from all four sections of the incident command system structure.

Topic Liaison Officer Job Functions

A presentation slide titled "Liaison Officer Job Functions" with a blue and white wavy header. It contains two bullet points: "The Liaison Officer is a member of the Command Staff" and "Liaison Officer is the conduit for communication between the Incident Response Team and the Deptt. Representatives." Below the text is a small photo of a man in a blue uniform talking on a radio. The footer has a blue bubble pattern and contains the text "Unit 2 Position Concept" on the left and "Visual 2 - 6" on the right.

Liaison Officer Job Functions

- The Liaison Officer is a member of the Command Staff
- Liaison Officer is the conduit for communication between the Incident Response Team and the Deptt. Representatives.



Unit 2
Position Concept

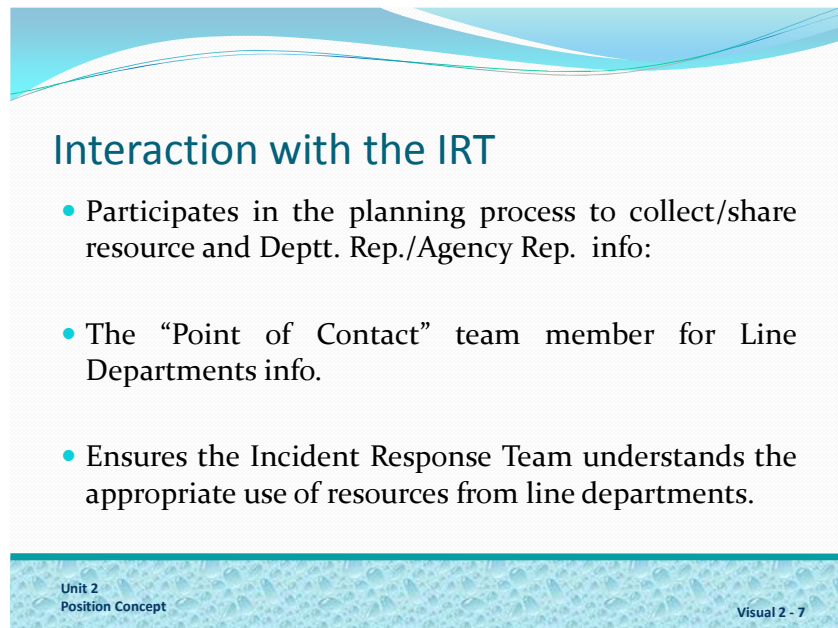
Visual 2 - 6

Key Points

The Liaison Officer is a member of the Command Staff.

Liaison Officer is the conduit for communications between the Incident Management Team and the DREP (Departmental Representative).

Topic Interaction with the IRT

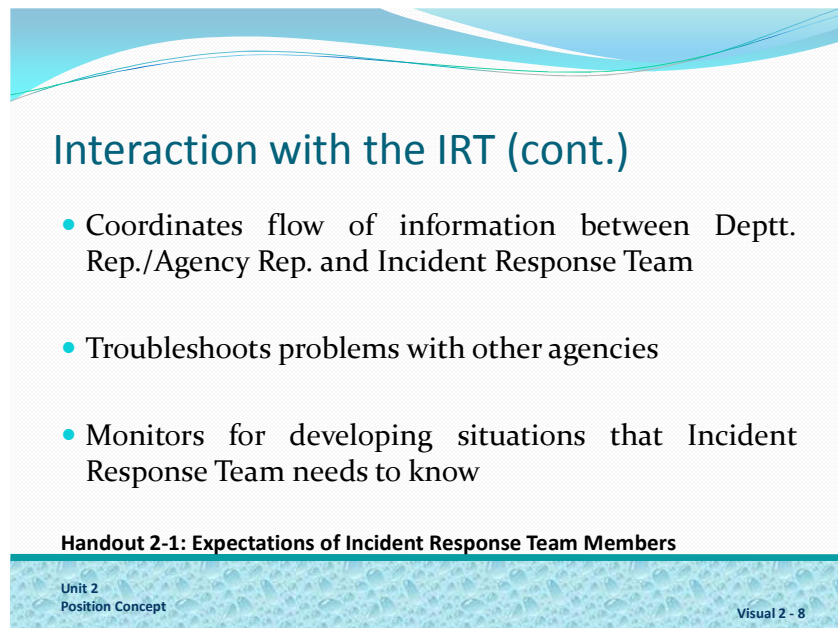


Key Points

The Liaison Officer:

- Participates in the planning process to collect/share resource and Deptt. Rep./Agency Rep. info.
- Is the “Point of Contact” team member for information concerning assisting and cooperating agencies.
 - o The entire Incident Management Team should be dealing with the Liaison Officer on a regular basis, and should know that the Liaison Officer is the go-to person for agency resource issues.
 - o The Liaison Office is the conduit of information between Deptt. Rep./Agency Rep. for resources, and the Operations Section Chief (OSC) for all matters relating to that resource.
- Ensures the Incident Management Team understands the appropriate use of resources from assisting agencies.
- The Liaison Officer keeps the OSC aware of constraints, types of assignments, work/rest issues, etc. Regarding assisting and cooperating agencies.

Topic Interaction with the IRT (Contd.)

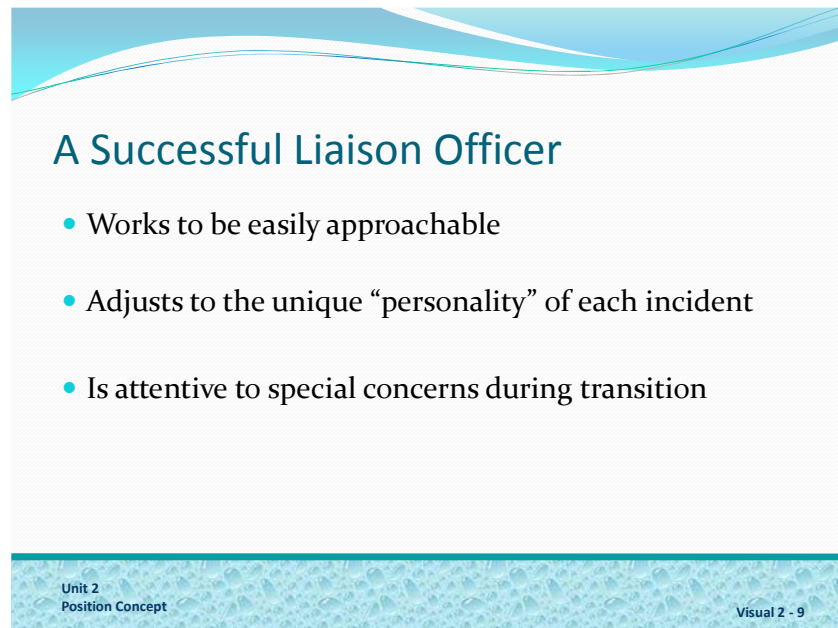


Key Points

The Liaison Officer:

- Coordinates flow of information between DREPs and Incident Response Team.
- Troubleshoots problems with other departments.
 - o Is proactive and work to encourage easy, open communication with DREPs.
- Monitors for developing situations that Incident Response Team needs to know.
 - o The Information & Media Officer (IMO) is another member of the Incident Management Team that's very likely to need information on developing situations.

Topic A Successful Liaison Officer

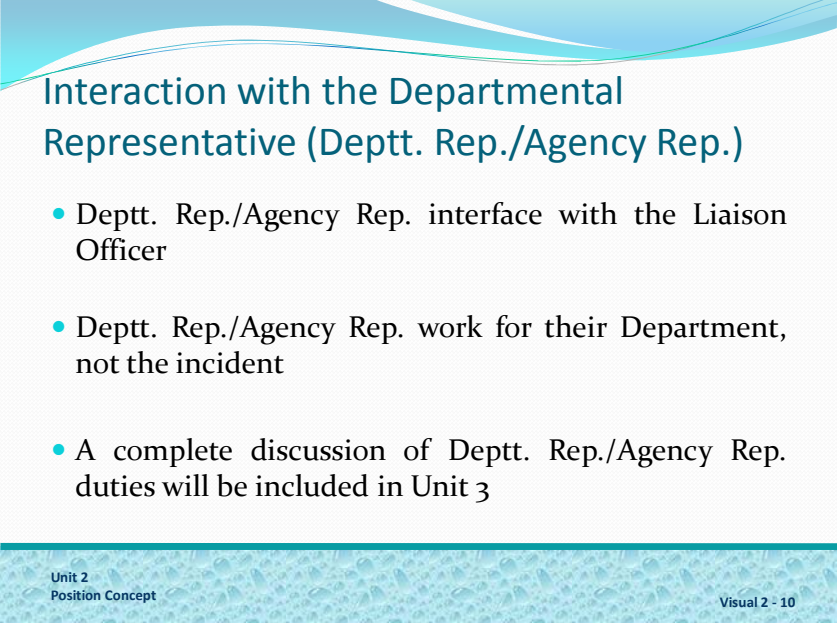


Key Points

A successful Liaison Officer:

- Works to be easily approachable
 - Maintain a calm demeanor and communicate clearly and openly. Make it clear that you are well-versed on the incident, resources, and team members to inspire calm and confidence in others.
 - A good Liaison Officer should make everyone feel like part of the solution, not part of the problem.
- Adjust to the unique “personality” of each incident
 - Take note of the style of dress (casual vs. formal) and social morals in the particular locality of the incident.
- Is attentive to special concerns during transition.
 - Do your homework – know who the key players are, and find out the history of the interactions with other agencies and community members.
 - Changes in work location, equipment, and personnel can change the nature of the interaction.

Topic Departmental Representative



Interaction with the Departmental Representative (Deptt. Rep./Agency Rep.)

- Deptt. Rep./Agency Rep. interface with the Liaison Officer
- Deptt. Rep./Agency Rep. work for their Department, not the incident
- A complete discussion of Deptt. Rep./Agency Rep. duties will be included in Unit 3

Unit 2
Position Concept

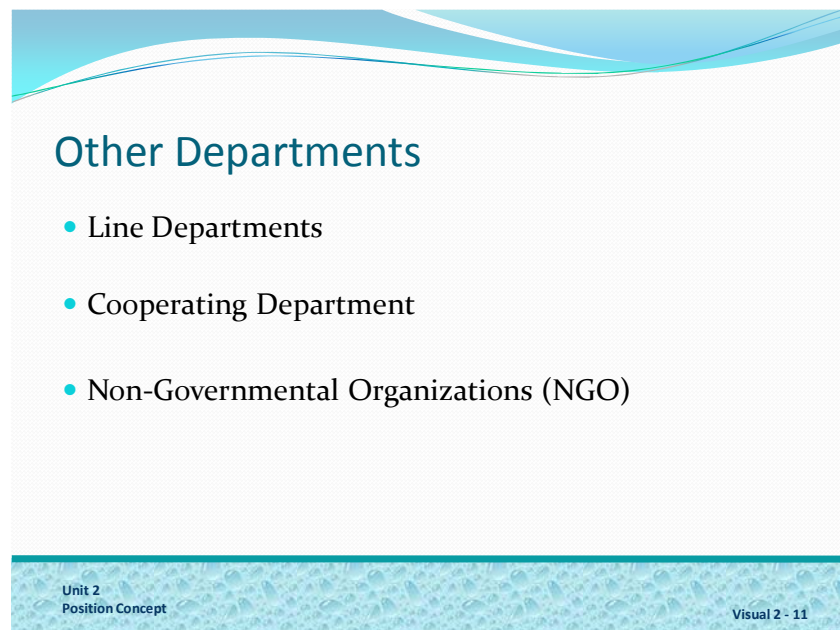
Visual 2 - 10

Key Points

Interaction with the Deptt. Rep./Agency Rep.:

1. Deptt. Rep./Agency Rep. interface with the Liaison Officer
2. Deptt. Rep./Agency Rep. work for their agency, not the incident.
3. A complete discussion on Deptt. Rep./Agency Rep. duties will be included in Unit 3.

Topic Other Departments



Key Points

Assisting and cooperating Departments are those departments that do not have jurisdictional or statutory responsibility to respond to an incident, but are providing resources r support in some way.

Line Department

An assisting department provides tactical resources. If an department is supporting your incident objectives, they are most likely serving as an Assisting Department.

Cooperating Department

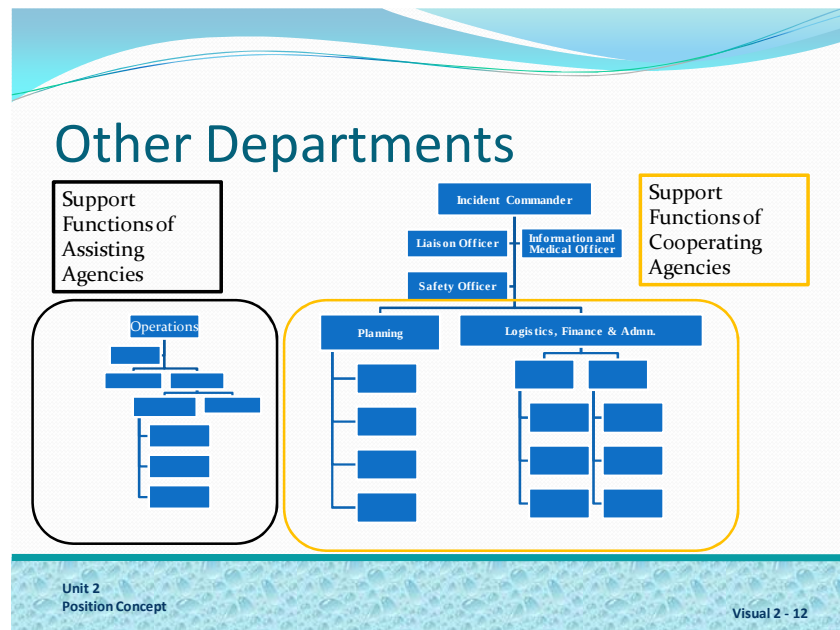
An agency that supports your incident responders is most likely serving as a cooperating Agency.

Non-Governmental Organizations (NGO)

Non-profit Organization that is based on interests of its members, individuals, or institutions and that is not created by government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit.

NGOs may serve as either an assisting or cooperating department, depending on their role given incident.

Topic Other Departments

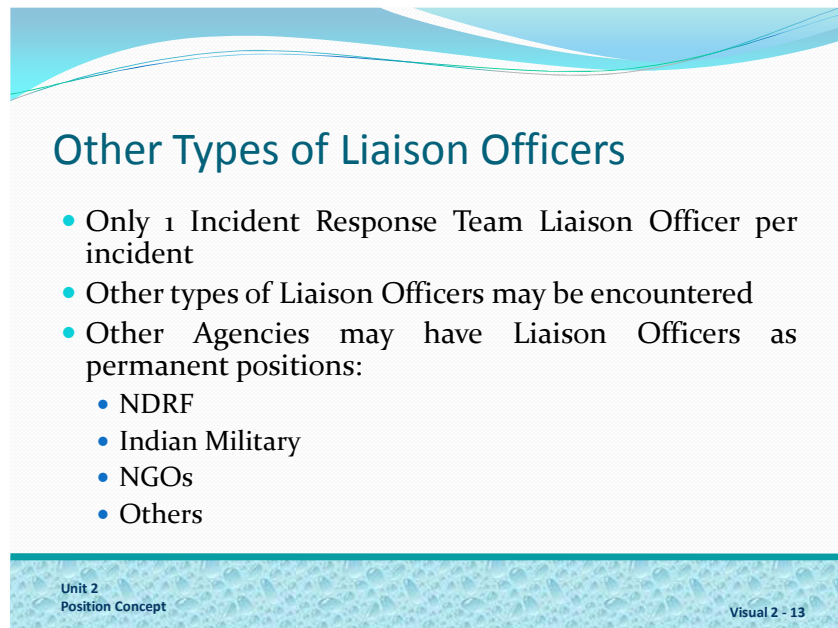


Key Points

Generally, the incident support functions of Assisting Departments correspond to the functions of the Operations Section.

The incident responder support functions of cooperating Department generally correspond to the functions of the Planning, Logistics and Finance/Administration Sections.

Topic Other Types of Liaison Officers



Key Points

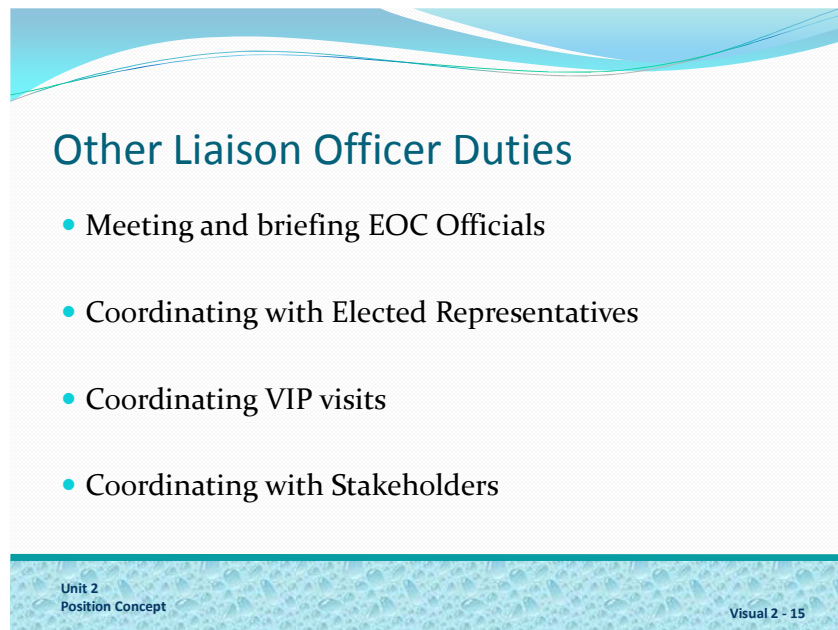
Only one Liaison Officer will be assigned at each incident, including operating under Unified Command and multi-jurisdictional incidents.

Other departments may assign “Liaison Officers” to an incident because they don’t fully understand the IRS system. They may be using the term “Liaison Officer” as a day-to-day job description, and not to describe an incident role under IRS. In such cases the Incident Management Team Liaison Officer must tactfully correct this or clarify it to minimize confusion they responders. According to IRS, these people are most likely DREPs.

The term Liaison Officer may have a different meaning to other agencies or may describe other duties than those common in IRS. Some agencies have Liaison Officers as a normal organizational position.

- Indian Military
- Indian Coast Guard
- Government Departments
- Corporations
- Others

Topic Other Liaison Officer Duties



Key Points

The Incident Management Team Liaison Officer may encounter, or be assigned duties not described in the **Field Operations Guide (FOG)**. Such activities must be discussed with the IC to ensure they are being executed as directed or approved by the IC. They must also be coordinated with the other incident Management Team members.

Examples:

- Meeting or briefing local MAC groups or other organizations.
- Coordinating VIP visits
- Coordinating with Stakeholders

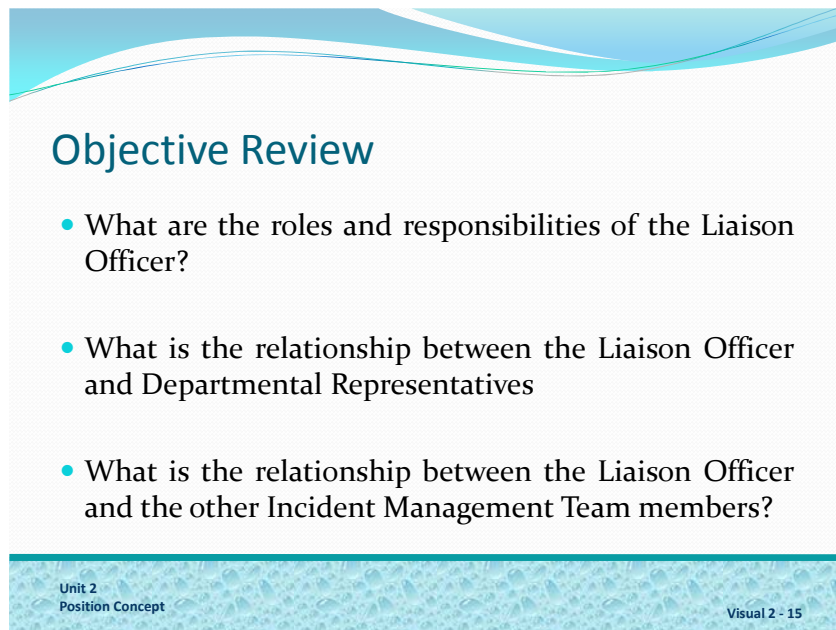
Topic Discussion 1

Key Points

Brainstorm materials to be collected in a Liaison Officer Kit.

1. Directory
2. Computer
3. Pencils/Pens
4. Paper
5. Maps
6. Handout 2 – 3

Topic Objectives Review



Key Points

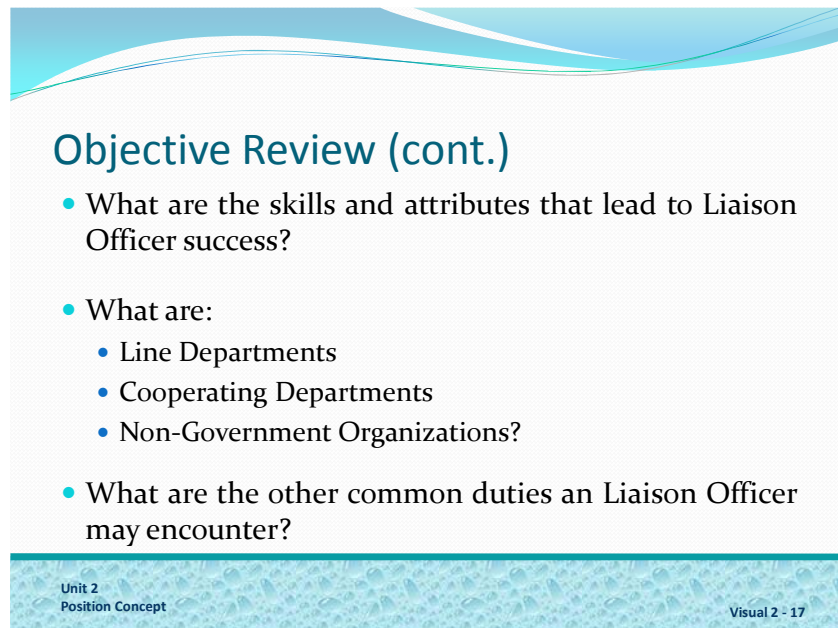
Unit Terminal Objective

Understand the roles and responsibilities of the Liaison Officer as a member of the Command Staff.

Unit Enabling Objectives:

- Describe the roles and responsibilities of the Liaison Officer (Liaison Officer).
- Describe the relationship between the Liaison Officer and the Departmental Representative (Deptt.Rep./Agency Rep.)
- Describe the relationship between the Liaison Officer and the other Incident Management Team (Incident Management Team) members.

Topic Objectives Review (Cont.)



Key Points

Unit Enabling Objectives (Cont.)

- List qualities and behaviors that lead to Liaison Officer success
- Define, Compare and Contrast:
 - o Assisting Departments
 - o Cooperating Departments
 - o Non Governmental Organizations
- List other common duties as Liaison Officer may encounter

EXPECTATIONS OF IRT MEMBERS

I. Incident Commander

A. Incident Commander's expectations of all C&G Staff members

1. Attend all meetings and briefings on time and fully prepared.
2. Resolve all disputes and misunderstandings of the proposed plan PRIOR to the Planning Meeting. In other words, all IRT members should be able to support the plan as proposed by Operations at the planning meeting.
3. Essential Elements of Information (EEI): Thorough, constant and effective sharing of information as taught in the 420 class.
4. No matter how bad things may be, maintain the planning process and present a positive and professional demeanor that leaves others with the knowledge that we are in control and will overcome the adversity.
5. Take every opportunity to promote the IRS process and teach others how to use it.
6. Be an exemplary model of behavior and performance, and take decisive and immediate action when others in your functional area are not performing to expected standards.
7. Always remember that the IRT exists to support the tactical operations. Keep them foremost in your thoughts and actions.
8. Take care of yourself; get adequate rest and nourishment.
9. Don't let setbacks or failure get you down. You didn't cause the incident; you are here work with everyone else to bring order out of chaos, sometimes that takes awhile.
10. Take care of each other. Watch for signs of stress or unusual fatigue in your team members. Help each other out when needed.

B. Incident Commander's expectations of Safety Officer

1. Be fully engaged in the planning process, and provide an appropriate and timely feedback.
2. Identify, manage, instruct and mitigate all hazards on the incident.
3. Keeps IC informed on trends/causes of accidents and illnesses.
4. Promote an attitude of 100% compliance with safety rules throughout the entire organization.
5. Provide a relevant and effective safety message in each IAP.

C. Incident Commander's expectations of Information & Media Officer

1. Keep incident personnel up-to-date on major current affairs, both on and off the incident.
2. Coordinate with Liaison Officer in relations with Stakeholders.

3. Identify and keep IC informed of emerging issues concerning the incident in the political and public arenas.
4. Coordinate and represent the IC in off-site IMO activities such as the JIC or other agency information outlets.
5. Promote a positive impression of all information and interviews about the incident among any incident personnel who may encounter the public or media.
6. Ensure that the IC is appropriately prepared (not only mentally, but in appearance) when going in front of the camera.

D. Incident Commander's expectations of Liaison Officer

1. Address cooperating department/stakeholder concerns and issues in a positive manner.
2. Track down, identify, and coordinate with all involved agencies and non-governmental organizations.
3. Provide a positive impression of incident to other departments/stakeholders.
4. Exercise effective leadership and coordination of the Departmental representatives.
5. Coordinate with the IMO in relations with stakeholders.
6. Keep other IRT members constantly aware of issues of cooperating/line departments.

E. Incident Commander's expectations of Logistics Section Chief

1. Manage the ordering process to ensure all incident needs are met.
2. Whenever possible, anticipate and maintain supplies ahead of the need.
3. Coordinate with supporting EOC to ensure effective and cordial relations.
4. Work closely with Operations to ensure complete logistical support and coordination with tactical operations.
5. Ensure the IC has the best facilities, equipment, and resources to manage the incident.
6. Do it all in a timely manner.

F. Incident Commander's expectations of Finance Section Chief

1. Advise and counsel all C&G staff about fiscal, contract, and other administrative matters.
2. Be prepared to provide cost analysis if requested by IC or responsible agency.
3. Attend all briefing and strategy sessions; provide input.
4. Coordinate with all staff members and cooperating departmental representatives.
5. Possess good knowledge and ability to operate Finance Section effectively.
6. Coordinate with all responsible agencies to ensure their administrative

Handout 2 – 1: Expectations of IRT Members

requirements are met.

G. Incident Commander's expectations of Operations Section Chief

1. Recommend strategies to reach objectives.
2. Keep IC and other C&G members informed on planned tactics to ensure timely input and support by entire IRT.
3. Resource ordering within boundaries of fiscal, environmental, and other constraints.
4. Report unusual events, activities, as well as provide daily updates on the situation.
5. Insist that all known safety procedures be followed in all tactical planning and execution.
6. Maintain effective communication with all cooperating departments and ensure that their input is solicited, respected, and given due consideration.

H. Incident Commander's expectations of Planning Section Chief

1. Exercise effective leadership and organization of all incident meetings and briefing.
2. Ensure that the entire organization follows the established planning process, on time and accurately.
3. Maintain a thorough overview of all incident activities to ensure that complete information is provided for the planning process.

II. Safety Officer

A. Safety Officer's expectations of Incident Commander

1. Emphasize safety in all communications and actions.
2. Support recommendations for changes in tactics for safety reasons.

B. Safety Officer's expectations of Information & Media Officer

1. Be sensitive to any accidents or other safety problems on the incident.
2. Coordinate what is released to public, both media and locals.

C. Safety Officer's expectation of Liaison Officer

1. Provide specific information regarding problems with assisting and coordinating departments.
2. Identify potential safety problems regarding above.

D. Safety Officer's expectations of Logistics Section Chief

Handout 2 – 1: Expectations of IRT Members

1. Supply personnel/equipment needs.
2. Coordinate with Medical Unit.

E. Safety Officer's expectation of Finance Section Chief

1. Process accident reports in a timely manner.
2. Maintain constant exchange of information concerning safety matters such as excessive work hours or contract violations.
3. Coordinate accident/injury information from Compensation/Claims Unit.

F. Safety Officer's expectations of Operations Section Chief

1. Maintain a close working relationship in development of tactics.
2. Understand of possible hazards.
3. Be flexible enough to change tactics that cannot be mitigated.
4. Provide information on unusual hazards occurring in field.
5. No surprises.

G. Safety Officer's expectations of Planning Section Chief

1. Be included in strategy and tactics meetings.
2. Provide briefings on situation, critical/sensitive areas, resource types and status.
3. Be included in briefings.
4. Provide updates/feedback on safety responses.
5. Provide information on personnel/resources availability.

III. Information & Media Officer

A. Information & Media Officer's expectations of IC

1. Approve press releases in a timely manner.
2. Cooperate with media requests.
3. Cooperate with public information meetings.
4. Provide direction on his/her media expectations.

B. Information & Media Officer's expectations of Safety Officer

1. Summarize safety issues.
2. Provide a daily report of any accidents/injuries.

C. Information & Media Officer's expectations of Liaison Officer

1. Identify key departments, their roles, and any issues.
2. Provide communications materials to cooperating and line departments as well as outside interested organizations, as appropriate.
3. Help with communication strategy.

D. Information & Media Officer's expectations of Logistics Section Chief

1. Review Communication Plan.
2. Provide transportation.
3. Provide facilities and communication equipment for information office, both at ICP and other locales.

E. Information & Media Officer's expectations of Finance Section Chief

1. Provide current incident costs.
2. Provide press-worthy items.

F. Information & Media Officer's expectations of Operations Section Chief

1. Provide information on resources, special activities, status of incident.
2. Be open to allowing media access.
3. Provide press-worthy items.

G. Information & Media Officer's expectations of Planning Section Chief

1. Summarize development of incident.
2. Provide information on resource status.
3. Help with communication strategy.
4. Provide press-worthy items.

IV. Liaison Officer

A. Liaison Officer's expectations of Incident Commander

1. Advise and counsel on issues presented by assisting and cooperating departments.
2. Provide overall mission and direction.
3. Show willingness to engage with stakeholders when necessary.

B. Liaison Officer's expectations of Safety Officer

1. Provide advice on hazards and issues particularly affecting cooperating and line departments and organizations.
2. Provide input on "safety readiness" of above.

C. Liaison Officer's expectations of Information & Media Officer

1. Mention cooperating and line departments and organization in press releases.
2. Distribute information material so it can be given to above.
3. Provide coordination/notification of public meetings and press conferences.

Handout 2 – 1: Expectations of IRT Members

D. Liaison Officer's expectations of Logistics Section Chief

1. Provide transportation, facilities, and communication equipment.
2. Provide status of ordered resources.
3. Provide medical status of any personnel injured or ill from cooperating and line departments.

E. Liaison Officer's expectations of Finance Section Chief

1. Report excessive hours.
2. Report injuries and/or accidents to non-departmental personnel.
3. Provide information on department specific pay-offs.

F. Liaison Officer's expectation of Operation Section Chief

1. Ensure safety and welfare of all personnel.
2. Share information and rationale on use of other department personnel.
3. Establish availability of special resources that may be available from cooperators for Operations utilization.

G. Liaison Officer's expectation of Planning Section Chief

1. Ensure that IAP accurately reflects all cooperating and line departments and organizations.
2. Coordinate with status of above resources, e.g. planned demobilization.

V. Planning Section Chief

A. Planning Section Chief's expectations of Incident Commander

1. Provide incident objectives.
2. Provide Planning Meeting schedules/operational periods.
3. Provide deadlines for IAP.
4. Review and approve IAP.

B. Planning Section Chief's expectations of Safety Officer

1. Participate in Strategy/Tactics Meetings and preparation of 015A.
2. Continually update team on safety issues.
3. Participate in IAP (Safety message and 004's).
4. Participate in Operational briefings.

C. Planning Section Chief's expectations of Information & Media Officer

1. Provide times of press briefings.

2. Coordinate with information on IRS Form 009.
3. Review information in press releases for accuracy.

D. Planning Section Chief's expectations of Liaison Officer

1. Review status of cooperating and assisting agency resources for accuracy.
2. Provide information regarding any issues of above.

E. Planning Section Chief's expectations of Logistics Section Chief

1. Confirm status of all resource orders.
2. Provide feedback on resource availability.
3. Timely submit Communication, Medical, Facility and Transportation Plans.
4. Provide adequate facilities and equipment for all Planning Units and preparation of the IAP.

F. Planning Section Chief's expectations of Finance Section Chief

1. Provide fiscal input to the Incident Action Plan.
2. Provide daily cost estimates.
3. Provide financial/cost benefit analysis information.

G. Planning Section Chief's expectations of Operations Section Chief

1. Provide strategy and tactics.
2. Provide timely notification of resource needs.
3. Provide necessary info for maps, etc.
4. Provide information needed to complete 004s.
5. Provide debriefing from field at end of shift.
6. Be on time and prepared for meetings.

VI. Logistics Section Chief

A. Logistics Section Chief's expectations of Incident Commander

1. Provide priorities for ordering personnel, supplies, and equipment.
2. Provide support for logistics activities.
3. Keep in loop for planned direction of incident.

B. Logistics Section Chief's expectations of Safety Officer

1. Coordinate/cooperate with Medical Unit.
2. Provide notification of hazards in facilities, transportation, etc.
3. Provide input to Medical Plan and medivac procedures.

Handout 2 – 1: Expectations of IRT Members

4. Coordinate/cooperate with Security in accident investigation.

C. Logistics Section Chief's expectations of Information & Media Officer

1. Order communication and facility needs in a timely manner.

D. Logistics Section Chief's expectations of Liaison Officer

1. Communicate assisting/cooperating agency personnel special needs.
2. Provide information as to ability of above to assist in Logistics.

E. Logistics Section Chief's expectations of Finance Section Chief

1. Provide written orders for resources or supplies.
2. Provide close coordination between Supply Unit, Procurement Unit, Ground Support Unit, and Time Unit.
3. Provide information of time and/or procurement problems.
4. Provide cost saving information.

F. Logistics Section Chief's expectations of Operations Section Chief

1. Provide timely requests for all needs.
2. Provide timely notification of demob, pre-advisement of resources that may come available for use by Logistics (e.g. heavy equipment).
3. Provide coordination and information sharing up front.
4. Show an understanding for impossible time requests.

G. Logistics Section Chief's expectations of Planning Section Chief

1. Timely ordering of resources.
2. Close coordination on check in and demob of resources.
3. Information sharing as to planned direction of incident.
4. Accurate information as to number of resources on incident.

VII. Operations Section Chief

A. Operations Section Chief's expectations of Incident Commander

1. Supply Objectives.
2. Point out any constraints on strategy/tactics. These may include environmental, political, financial.

B. Operations Section Chief's expectations of Safety Officer

1. Have a close working relationship in development of tactics.

2. Provide notification of any hazards or safety problems.
3. Provide mitigations and ramifications for tactics.
4. Provide close scrutiny of operations in field.
5. Order enough resources to ensure safety in field.

C. Operations Section Chief's expectations of Information & Media Officer

1. Provide correct information to the public.
2. Request permission to bring media out to incident (away from ICP).
3. Ensure media are properly prepared (protective clothing, briefings) to go out to incident.

D. Operations Section Chief's expectations of Liaison Officer

1. Provide information on special circumstances of other departments employees.
2. Coordination with other agency needs or problems and identification of resources available through cooperators.
3. Be the point of contact for above.

E. Operations Section Chief's expectations of Logistics Section Chief

1. Provide adequate transportation.
2. Provide adequate, high-quality food.
3. Provide facilities for eating, sleeping, and OSC's work.
4. Provide needed equipment and supplies to perform work.
5. Arrange for medical care and emergency transport and medical plan.
6. Demonstrate flexibility in changing requests.

F. Operations Section Chief's expectations of Finance Section Chief

1. Provide efficient processing of time and pay documents so there is no interference with the IAP, or demobilization process.
2. Report excessive work hours.
3. Provide adequate commissary as necessary.
4. Keep Operations informed of any fiscal constraints that may influence tactics.

G. Operations Section Chief's expectations of Planning Section Chief

1. Have a close working relationship in preparing the IAP.
2. Provide resources requested.
3. Provide input in strategy meeting.
4. Provide complete, accurate IAP, including maps and all plans (with adequate numbers of copies).
5. Provide concise, accurate briefings.
6. Provide completed IRS Form 015s for Planning Meeting.

Handout 2 – 1: Expectations of IRT Members

Finance Section Chief

A. Finance Section Chief's expectations of Incident Commander

1. Provide general advice and counsel.
2. Provide financial and political constraints.
3. Provide feedback on performance and evaluation.
4. Provide approval of excess duty time.

B. Finance Section Chief's expectations of Safety Officer

1. Be an advisor.
2. Provide information on accidents or injuries.
3. Coordinate with Compensation/Claims Unit Leader.
4. Ensure that all accident or injury reports are submitted to Finance in a timely manner.

C. Finance Section Chief's expectations of Information & Media Officer

1. Prepare initial information summary as soon as possible after arrival.
2. Ensure incident personnel are kept up to date on news and incident information.
3. Provide coordination in event of injury or death on incident.

D. Finance Section Chief's expectations of Liaison Officer

1. Provide a contact for assisting/cooperating departmental representatives.
2. Provide a single contact for private organizations.
3. Coordinate meetings to facilitate information exchange.

E. Finance Section Chief's expectations of Logistics Section Chief

1. Ensure that hired equipment time records up to date.
2. Provide facilities for Finance Section.
3. Coordinate between Supply Unit and Procurement Unit.
4. Coordinate between Ground Support Unit and Procurement Unit.
5. Coordinate between Medical Unit and Compensation/Claims Unit Leader.
6. Provide property accountability.

F. Finance Section Chief's expectations of Operations Section Chief

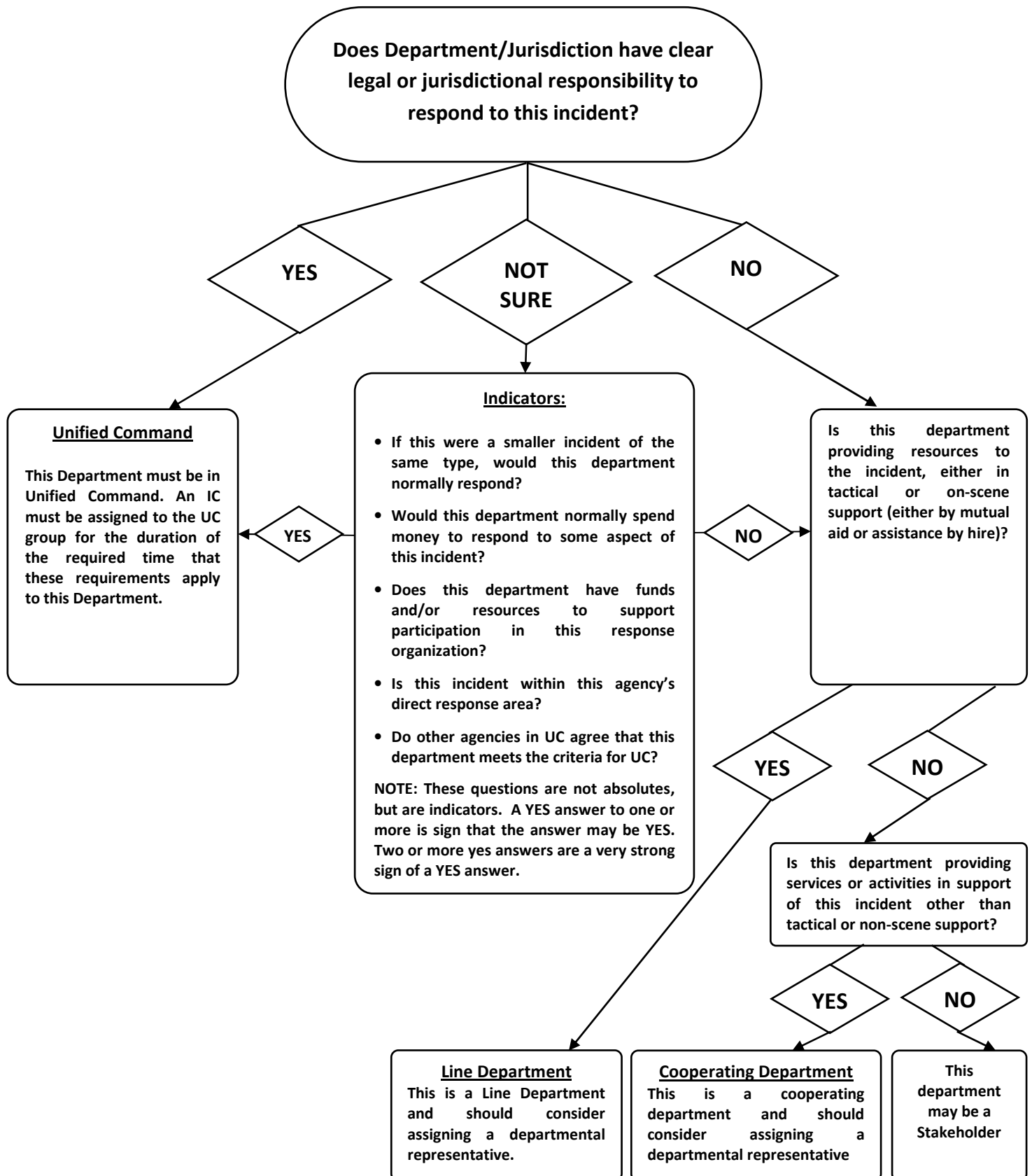
1. Verify time worked by crews and equipment on incident.
2. Conform to required work/rest cycles.
3. Provide information on property damage or equipment loss or damage in order to start a potential claims file.
4. Provide information on equipment on the incident, especially for the initial

operational periods.

G. Finance Section Chief's expectations of Planning Section Chief

1. Provide up-to-date information on resources assigned to the incident.
2. Provide daily/shift copies of the Incident Action Plan.
3. Provide current information on the incident particularly including any planned releases.
4. Provide estimated containment and control times.
5. Provide close coordination with demobilization.

Determining Department Fit on an Incident



LIST OF CONTENTS
FOR
THE LIAISON OFFICER'S KIT

Examples from Previous Classes

1. Laptop and Printer with Data Card
2. Pen drive(s)
3. Cell Phone
4. Paper, notepad and tape
5. Clipboard
6. Post it Notes
7. Pen, pencils, paper clips
9. Local Area Contingency Plans
10. Digital Camera
11. Department Profile and Contact Sheets
12. Cello tape
13. Calculator
14. Power food

See page two for another example

Items	Mob	Transition	Incident	De-mob
• Basic Office • Supplies • Paper • Pens • Staples	YES	YES	YES	YES
• Electric Equipment • Laptop • Printer • Cell Phone • Extension Cords • Radio • Flash light • Extra Batteries • GPS • First Aid Kit • Chargers	YES			YES
• Forms and Manuals • FOG • Phone List • And Local State Govt	YES	YES	YES	YES
Personal Equipment Weather gear				
Maps and Directions	YES		YES	
Money, Credit Cards and Cash				
Check List	YES			YES
Snacks and Food	YES			YES

Handout 2 – 3: List of Contents for the Liaison Officer's Kit

Unit 3: Departmental Representatives

PARTICIPANT GUIDE

Unit 3 Departmental Representatives

Objectives

By the end of this unit, participants will be able to:

- Understand the function of a Departmental Representative (Deptt. Rep.).
- Describe the duties and responsibilities of Deptt. Rep.

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Lesson	1 hour
Total Time	1 hour

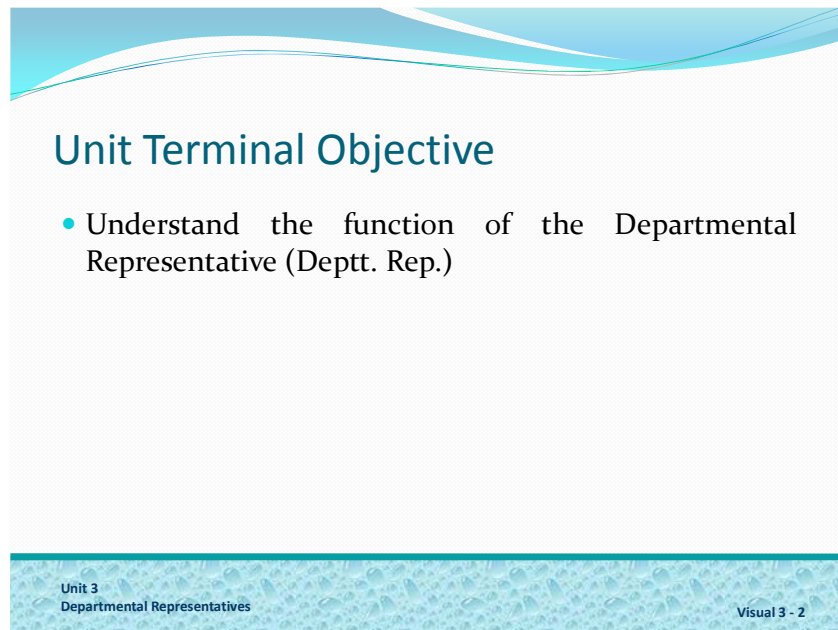
Unit 3 Departmental Representatives

Topic Unit Title Slide



Key Points

Topic Unit Terminal Objective



Key Points

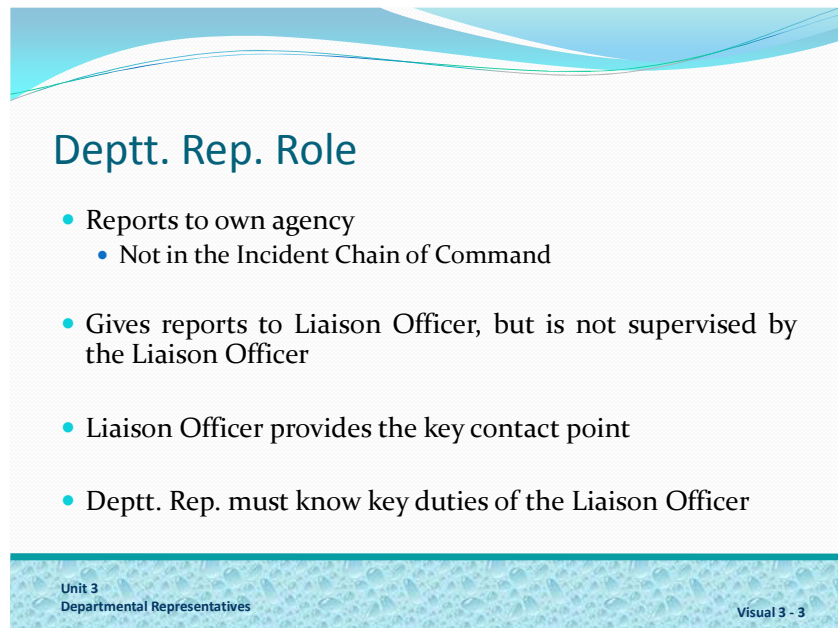
Unit Terminal Objective

- Understand the function of a Departmental Representative (Deptt. Rep.)

Unit Enabling Objective

- Describe the duties and responsibilities of the Departmental Representative (Deptt. Rep.)

Topic Deptt. Rep. Role



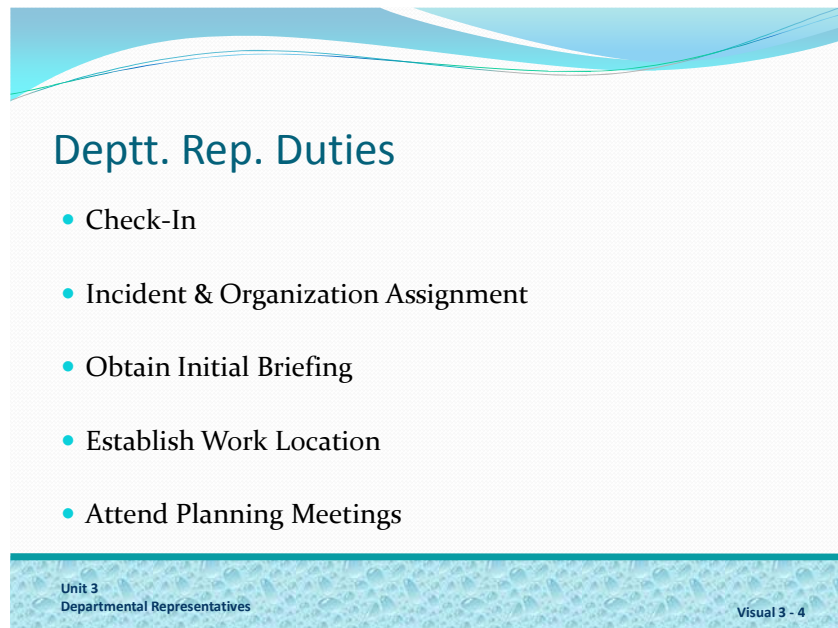
Key Points

Deptt. Reps. are assigned, work for and report to their home agency. They are not part of the IMT or in the chain of command at the incident.

The reporting and working relationship between the Liaison Officer and Deptt. Reps. is unique in the IRS. The relationship is not a supervisor-subordinate role.

The relationship is designed to provide the Deptt. Rep. with a key contact person on the incident during the time the resources of that department are committed to the incident.

Topic Deptt. Rep. Duties



Key Points

Check-In

All personnel, including Departmental Representatives, assigned to an incident must check in. This ensures that all resources that have been ordered (or have responded) are properly accounted for, directed to their proper assignment, and are supported while assigned to the incident.

This also assists the Liaison Officer in coordinating assisting and cooperating agency personnel assignments with the Resources Unit Leader.

The Deptt. Rep. is responsible for ensuring that all the resources from his/her department have checked in.

Incident and Organization Assignment

The Deptt. Rep. should have information regarding the assignment of their department's resources. The Liaison Officer must determine on the initial contact what information gaps the Deptt. Rep. can fill. The Liaison Officer should have assignment information from the Incident Management Team's initial briefing. The initial meeting with the Deptt. Rep. will set the tone of future relations between the Liaison Officer and the Deptt. Rep.

Topic Deptt. Rep. Duties

Obtain initial briefing

On arrival, the Deptt. Rep. should have some information concerning the incident and the work assignments of their department's resources, obtained from their agency when they were dispatched. All Deptt. Reps. should receive an initial briefing and be prepared to attend a Deptt. Rep. Briefing when all (or most) of the Deptt. Reps. arrive on the incident. The Liaison Officer will generally brief Deptt. Reps. as they arrive. The Liaison Officer may also schedule one briefing schedule for all DREPs, in which case he or she will provide the Deptt. Rep. Briefing time and place. This briefing may be in conjunction with other established meetings or operational briefings.

Establish work location

The Deptt. Rep. should be prepared to operate for their first 24 – 72 hours on an incident with limited support. The Liaison Officer will coordinate the assignment of work space to Deptt. Reps. The Deptt. Rep. should not become a burden to the Liaison Officer or the incident.

Be prepared to provide the Liaison Officer with a list of the items you need to support your agency on the incident; communications, dial up or wireless connectivity, office space etc.

Attending Planning Meetings

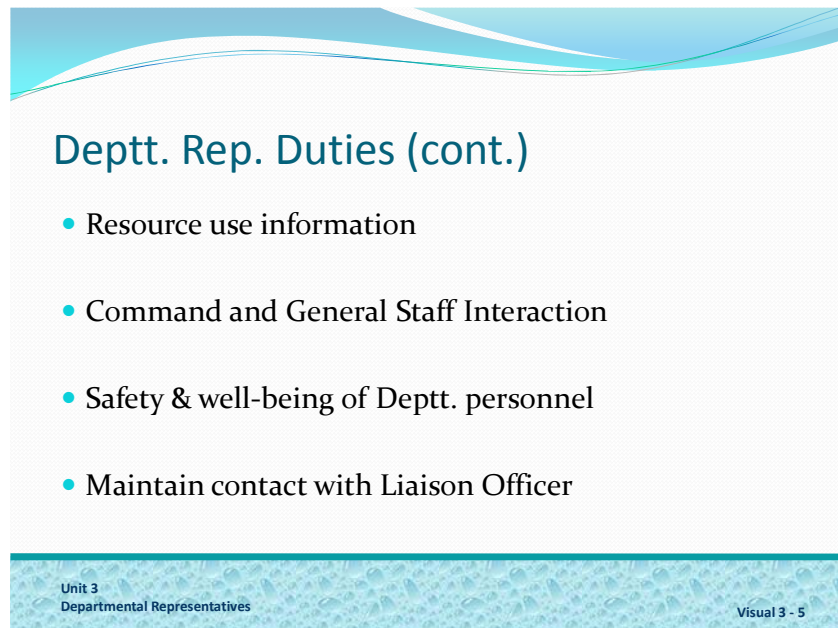
The Deptt. Rep. should expect to attend the scheduled and special Planning Meetings. The Deptt. Rep. is not expected to comment on incident strategy and tactics, except as it applies to their department's resources. Your role is to make sure your department's resources are being used appropriately in their current and planned assignments, and that the incident understands any limitations or restrictions your department's resources may have.

Identifying potential resource/incident mismatches during the planning process will prevent wasting valuable time and energy during critical tactical operations.

At large or complex incidents the Deptt. Reps. may not be able to attend all planning meetings due to space limitations. The Deptt. Reps. should communicate with the Liaison Officer prior to the Planning Meeting to ensure that their department's issues, needs etc. are met.

The Liaison Officer may invite specific Deptt. Reps. to Planning Meetings depending on the level of their department's involvements in Operations.

Topic Deptt. Rep. Duties (Cont.)



Key Points

Resource use Information

The Deptt. Rep. may need to provide information on the capability and limitations of the resources their agency provided to the incident. You may need to provide technical information to the incident prior to the arrival of technical specialists from your agency.

The Deptt. Rep. should be prepared to provide special resource information on arrival at the incident. For instance, the Incident Management Team may not be familiar with the capability of all the equipment your agency provided.

The Deptt. Rep. should contact the lead person from their agency assigned to operations functions on arrival, and at any other time they have questions regarding special resources.

Topic Deptt. Rep. Duties (Cont.)

Command and General Staff Interaction

The Deptt. Rep. must understand the importance of their role in supporting the incident operations. While you are not a member of the Command Staff, the Incident Management Team members recognize the importance of your position.

You will have contact with the Command and General Staff on many occasions during your assignment; use caution not to abuse that contact. If you have questions regarding some aspect of the operation, coordinate answers through the Liaison Officer.

If a member of the Command or General Staff asks you questions concerning your agency's resources or operational capability be sure to inform the Liaison Officer of those conversations.

Safety and well-being of department personnel

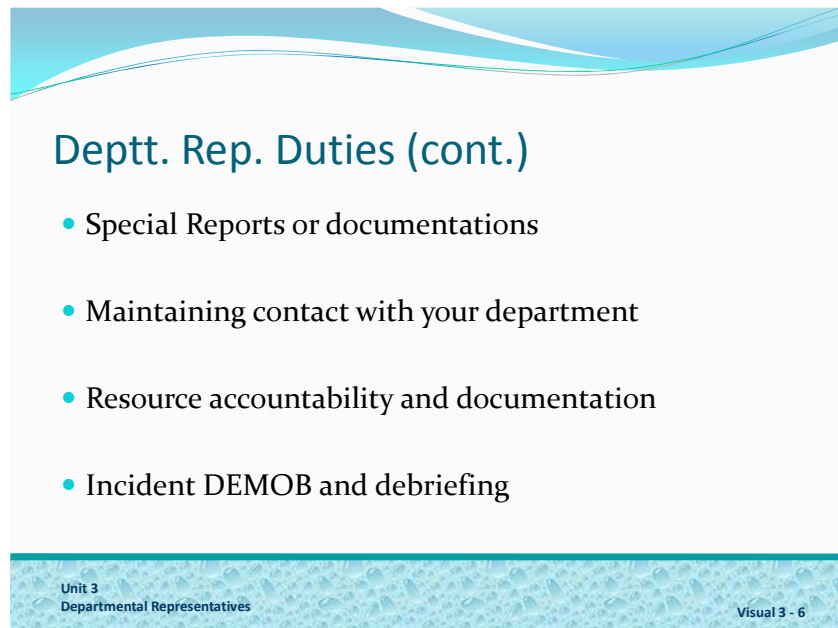
You represent all of the personnel on the incident controlled by your agency. You need to establish lines of communication with the supervisors assigned to the incident. They must know where to find you at all times, and how to contact you in an emergency.

Make your daily schedule known to your agency personnel.

Maintain contact with the Liaison Officer

All Deptt. Reps. should have both the Liaison Officer and the incident meeting and briefing schedules. You will want to keep the Liaison Officer informed of any issues that have, or may, impact your personnel. In an emergency, you can contact the Liaison Officer by contacting the Communications Unit.

Topic Deptt. Rep. Duties (Cont.)



Key Points

Special reports or documentation

The Deptt. Rep. will maintain an IRS Form 003 - Unit Log and any other special reports of documentation required by your agency. You must also ensure that the personnel you are representing are aware of special reports or documentation your agency requires.

In some cases, you may be responsible for the routine reports to your agency. If any agency resources are involved in “an incident within an incident”, such as a vehicle accident, death, or serious injury to personnel, you will be expected to take the lead for the coordination between the incident and your agency.

Maintaining contact with your agency

Most agencies have pre-established ground rules for Deptt. Reps. On most incidents, contact is made not less than once every operational period, or at a minimum of once a day. Your agency may require a more frequent contact schedule. You are the conduit of information between your agency and your agency personnel assigned to the incident.

Provide your agency with your contact information at the incident and the incident meeting schedules and work out a standard reporting process.

Topic Deptt. Rep. Duties (Cont.)

Resource accountability and documentation

One of the most important tasks the Deptt. Rep. performs is to make sure that all agency resources assigned to the incident are properly used and accounted for. All agency personnel must understand that the Deptt. Rep. is their primary point of contact. The supervisors or contractors may be required to report to their management on a regular basis, but that does not relieve them of the responsibility to keep the Deptt. Rep. informed.

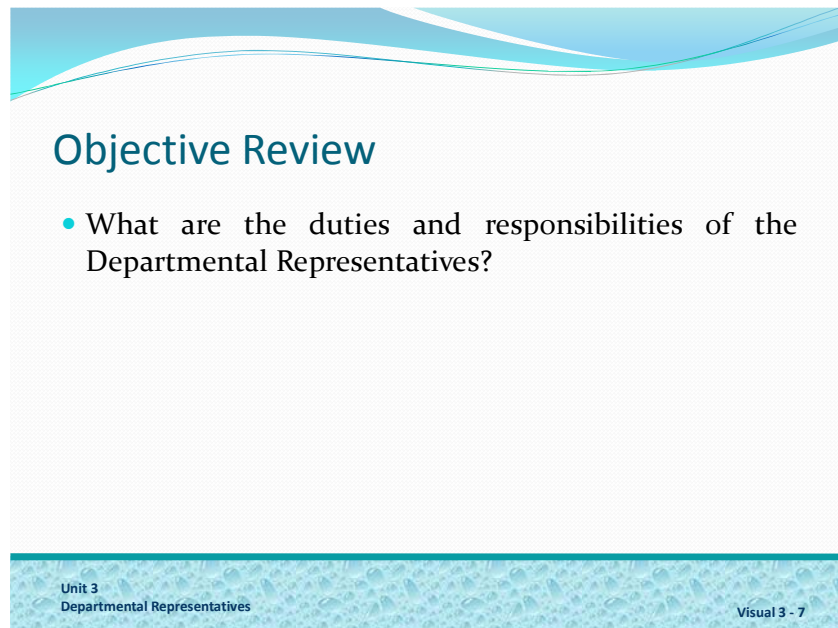
No resources are to leave the incident without your knowledge and approval. This ensures that the personnel and equipment are properly accounted for, and they have completed all agency and incident documentation required.

Incident demobilization and debriefing

Prior to leaving the incident the Deptt. Rep. makes contact with the Liaison Officer or the Incident Commander to debrief the incident. This is a two-way process. First you will report your agencies level of commitment, if any, and any special instructions you provided to your agency personnel. Second, you will obtain a report from the incident on how well your agency personnel performed on the incident.

This is the time to discuss any issues you or your agency may have with the incident or that they may have with you or your agency.

Topic Objective Review



Key Points

Unit Terminal Objective

Understand the function of the Departmental Representative (Deptt. Rep.)

Unit Enabling Objective

Describe the duties and responsibilities of the Departmental Representative (Deptt. Rep.)

Unit 4: Stakeholders

PARTICIPANT GUIDE

Objectives

By the end of this unit, participants will be able to:

- Understand the roles and responsibilities of the Liaison Officer regarding stakeholders, and evaluate Liaison Officer success.
- Define Stakeholders.
- Describe the difference between the job functions of Liaison Officer and Public Information Officer.
- Identify, categorize and prioritize stakeholders.
- Discuss the importance of measuring Liaison Officer success with stakeholders.

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Lesson	1 hour
Exercise 2	15 minutes
Total Time	1 hour, 15 minutes

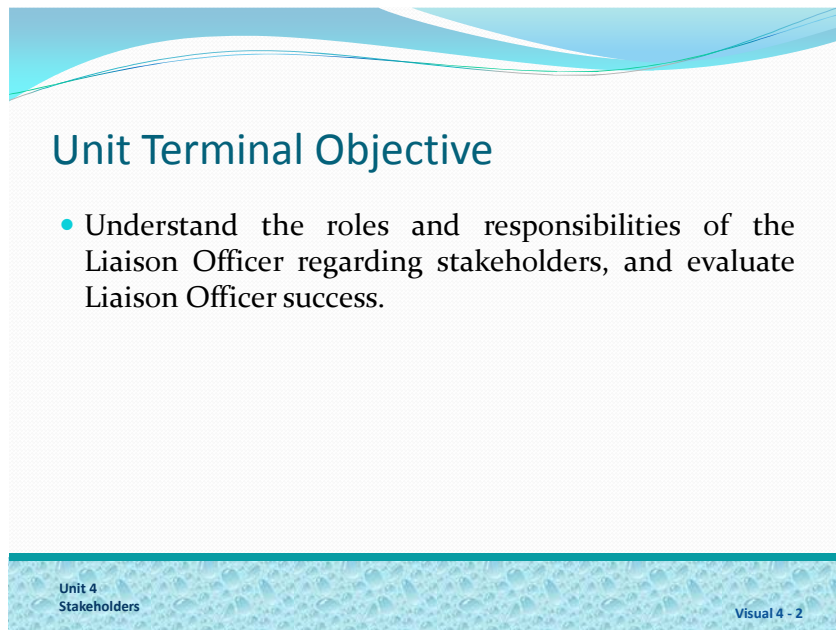
Unit 4 Stakeholders

Topic Unit Title Slide



Key Points

Topic Unit Terminal Objective



Key Points

Unit Terminal Objective

Understand the role and responsibilities of the Liaison Officer regarding stakeholders, and evaluate Liaison Officer success.

Unit Enabling Objective

- Define stakeholders
- Describe the differences between the job functions of Liaison Officer and Information & Media Officer (IMO)
- Identify, categorize and prioritize stakeholders
- Discuss the important of measuring Liaison Officer success with stakeholders

Discussion

- Defining Stakeholders



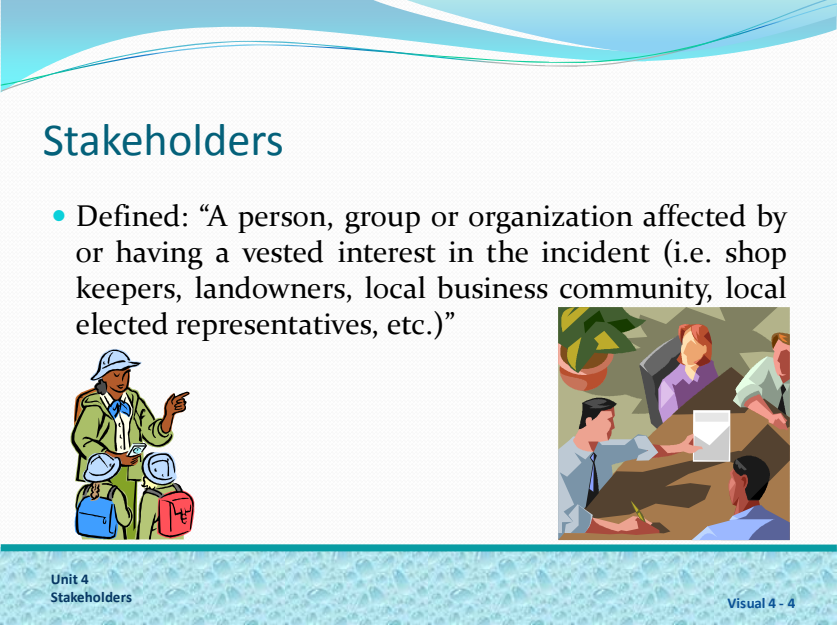
Unit 4
Stakeholders

Visual 4 - 3

Key Points

Create a definition for “Stakeholders.”

Topic Stakeholders

A presentation slide titled "Stakeholders" with a blue and white wavy header. The slide contains a definition of stakeholders and two illustrations. The first illustration shows a person in a green jacket and white hat pointing, with two bags (one blue, one red) at their feet. The second illustration shows three people in business attire sitting around a table, looking at a document. The slide has a blue footer with the text "Unit 4 Stakeholders" and "Visual 4 - 4".

Stakeholders

- Defined: “A person, group or organization affected by or having a vested interest in the incident (i.e. shop keepers, landowners, local business community, local elected representatives, etc.)”

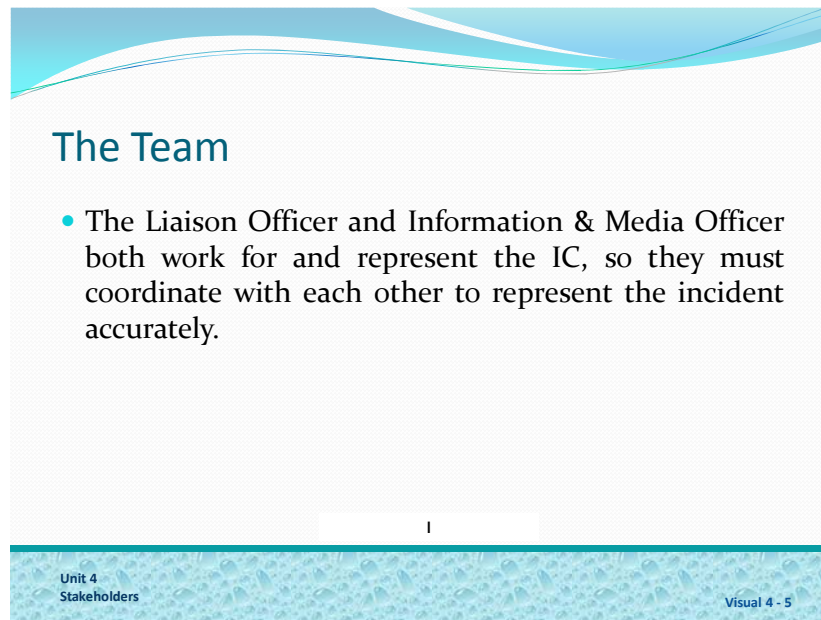
Unit 4
Stakeholders

Visual 4 - 4

Key Points

The definition of “Stakeholders”: A person, group, or organization affected by or having a vested interest in the incident (i.e. shop owners, landowners, investigators, environmental trustees, etc.)

Topic The Team



Key Points

The Liaison Officer and Information & Media Officer both work for and represent the IC, so they must coordinate each other to represent the incident accurately.

Discussion

- Liaison Officer and Information & Media Officer Job functions.



Handout 4 – 1: LO vs IMO

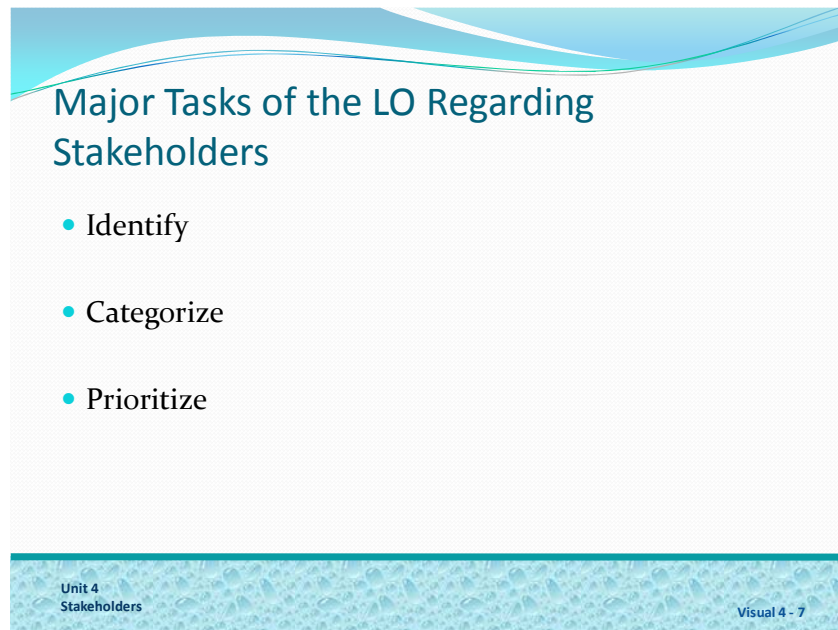
Unit 4
Stakeholders

Visual 4 - 6

Key Points

Refer to Handout 4 – 1: LO vs IMO to compare and contrast the job functions of the Liaison Officer and the Information & Media Officer regarding stakeholders.

Topic Major Tasks of the LO Regarding Stakeholders



Key Points

Major tasks for the Liaison Officer include:

- Identify
- Categorize
- Prioritize

Topic Identify and Profile Stakeholders



Key Points

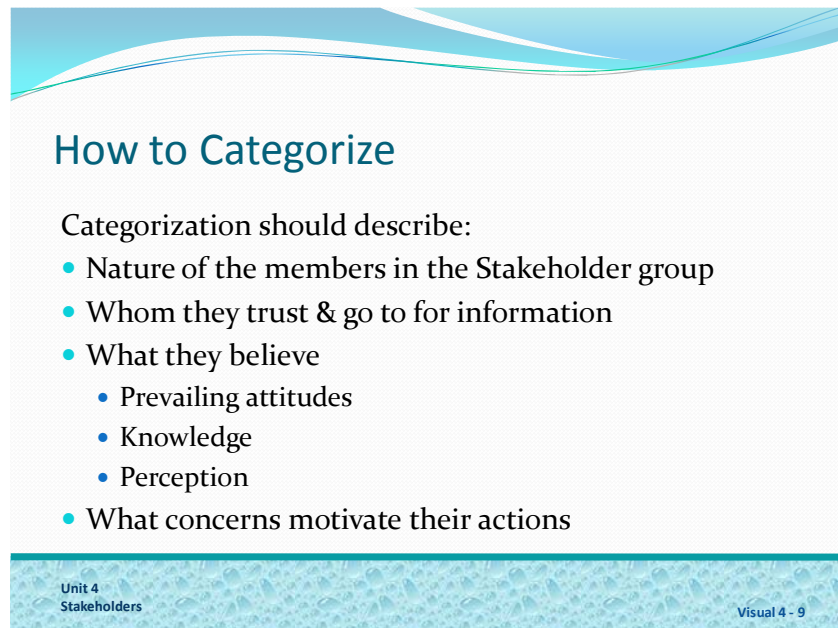
Identify and Categorize Stakeholders

Identify:

- Sources to help identify the appropriate or potential stakeholder groups are:
- The Incident Commander and Unified Incident Commander.
- Other members of the response organization, particularly local personnel/Area Command members.
- Information & Media Officer or Joint Information Center (JIC)
- Department's Administrator/Executives.
- Local sources (i.e. Public Officials).

Depending on the size and impact of an incident, the Liaison Officer could be faced with the job of communicating with large quantities of stakeholders.

Topic How to Categorize



Key Points

Categorize:

- Categorizing stakeholders is performed in order to gain information on stakeholders' concerns and perceptions at the time of the incident.
- Nature of the members in the Stakeholders group.
- Whom they trust & go to for information.
- What they believe
- Prevailing Attitudes
- Knowledge
- Perception

What concerns and worries motivate their actions?

Topic Prioritizing Stakeholders



Key Points

The number of stakeholders that have potential involvement in any type incident can be phenomenal. The Liaison Officer must, using information from the stakeholders profile, determine how to most effectively and efficiently attend to the identified stakeholders.

Inner Circle

- Those directly affected, who have the responsibility, authority and/or power to influence decisions made by responders.
- Those likely to be affected, who have power to influence decisions made by responders.
- Because of their level of influence, elected officials can sometimes invite others into the inner circle.

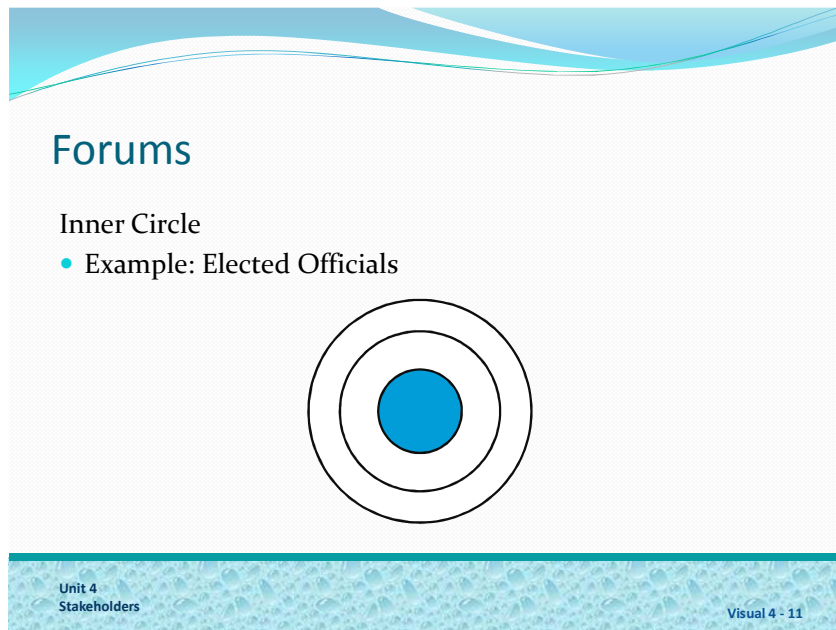
Middle Circle

- Those directly affected, but who do not have the responsibility, authority, and/or power to influence decisions made by responders.
- Those indirectly affected who have strong influence over agency policy makers and elected officials.

Outer Circle

Those indirectly affected who do not have a strong influence over department policy makers and elected officials.

Topic Forums

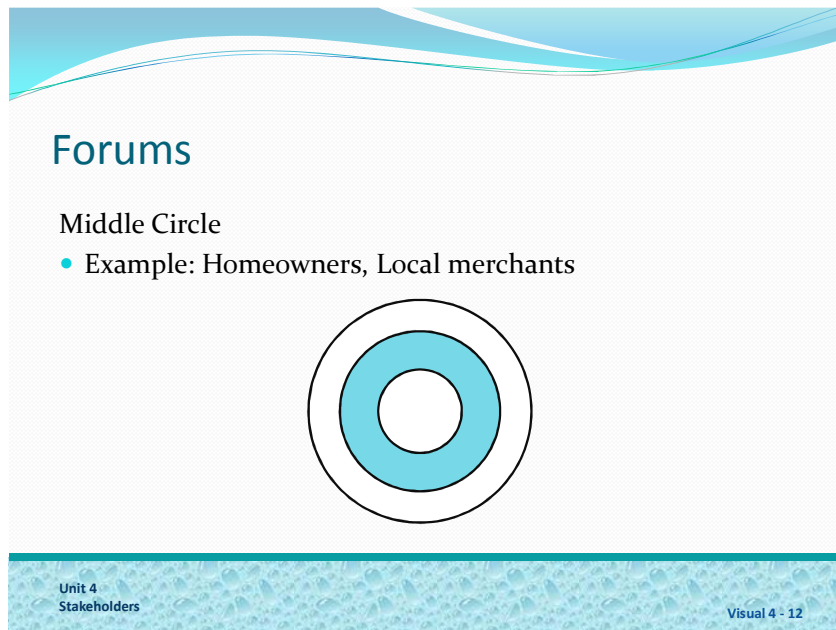


Key Points

Inner Circle

- Schedule meetings
- Chaired or facilitated workgroups
- Unscheduled meetings
- Focus Groups

Topic Forums (Cont.)

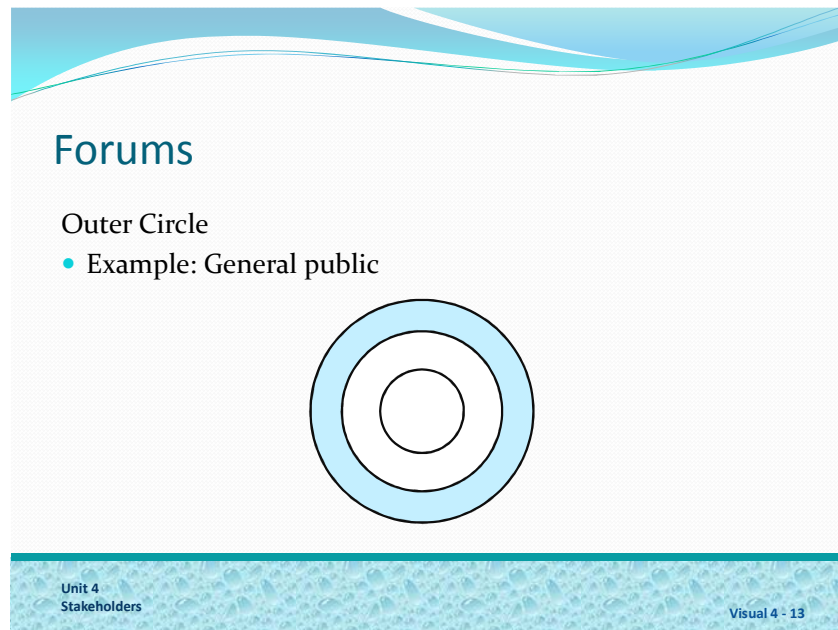


Key Points

Middle Circle

- Interviews
- Focus Groups
- Public Meetings
- Conferences
- Workshops
- Roundtables

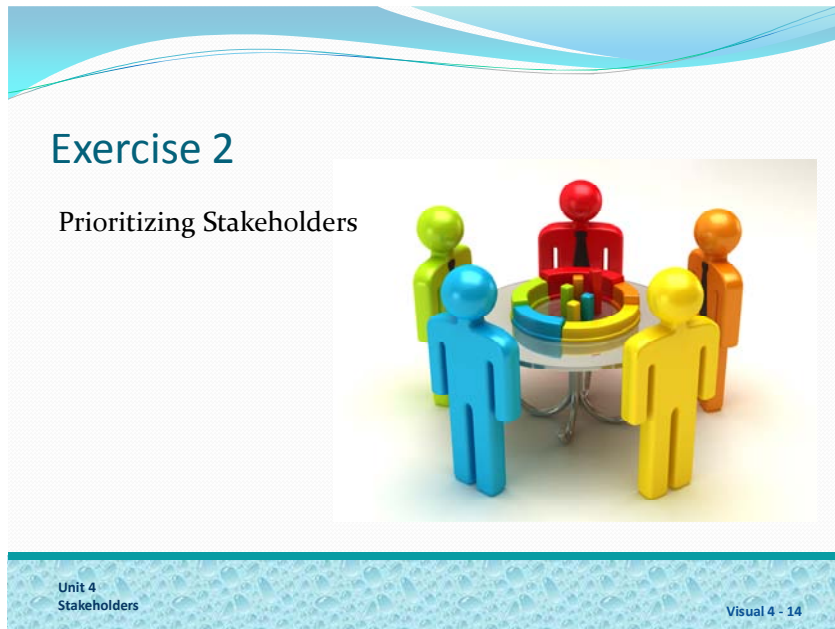
Topic Forums (Cont.)



Key Points

Outer Circle

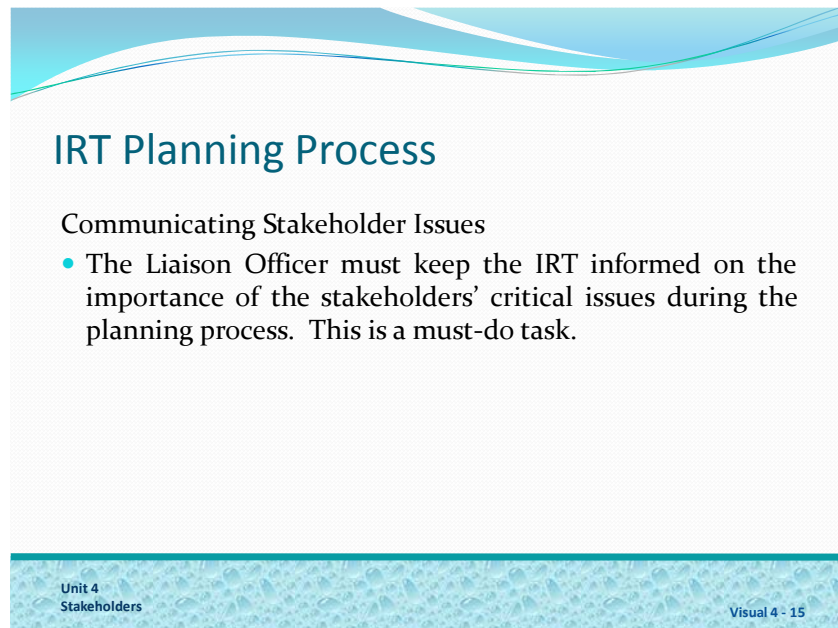
- Public meetings
 - o Public Meetings are normally conducted by the Information & Media Officer
 - o Public Meetings are better for providing information to an audience, rather than for receiving input from the audience.
 - o Stakeholders may be present.
- However, some members of the general public are stakeholders as well.



Key Points

In the Train Derailment Incident, which stakeholders would fall into the Inner, Middle and Outer Circles?

Topic IRT Planning Process



Key Points

Communicate with IC/UC and develop stakeholder liaison strategies.

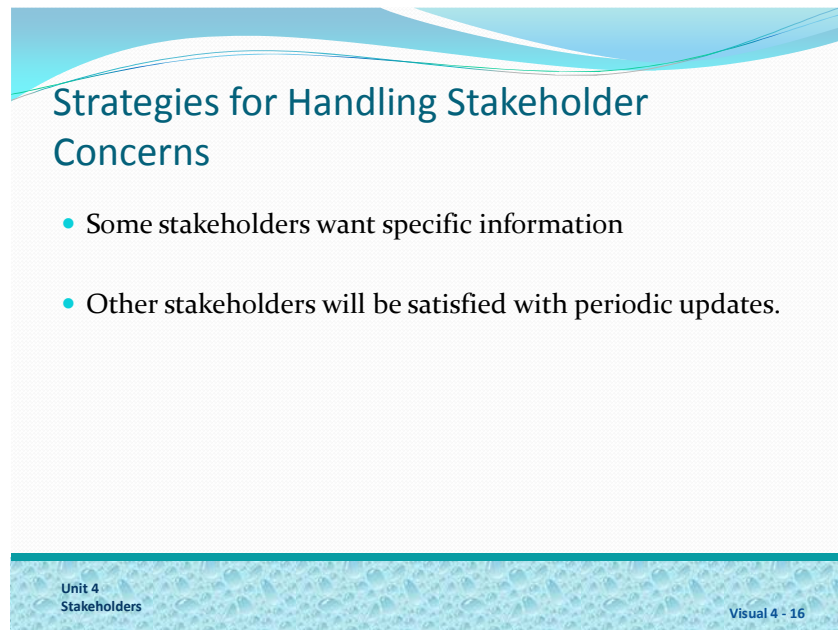
The IC/UC needs to know the stakeholder situation and will be the final authority on determining how various stakeholders will be handled. It is imperative that the IC/UC be willing to incorporate stakeholder concerns into their decision-making process prior to the Liaison Officer convening a forum for this purpose.

There is risk that if stakeholder concerns are not addressed, they will go to the press themselves.

The following should be considered when determining strategies:

- Purpose and desired outcome
- Timeline
- Best entity to convene
- Invitees
- Best forum

Topic Strategies for Handling Stakeholder Concerns



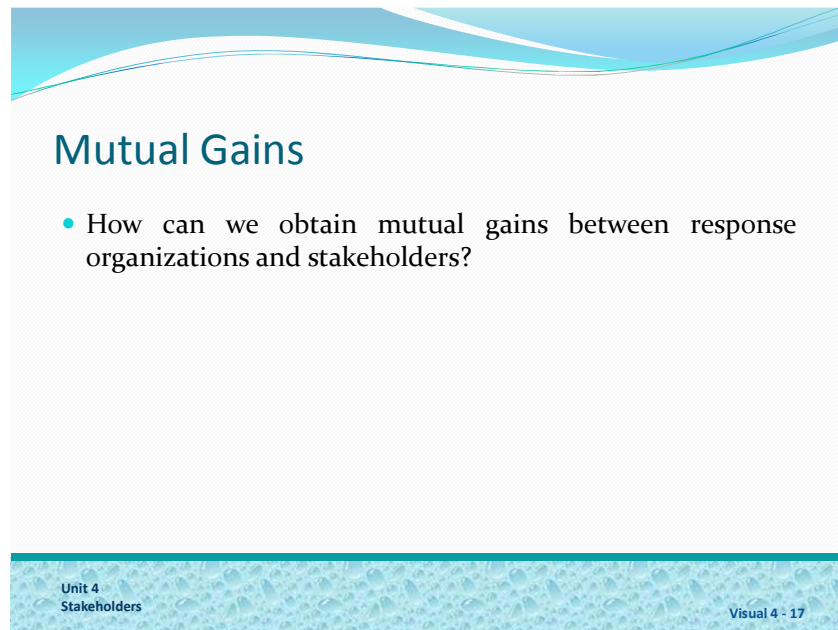
Key Points

Provide specific information:

- Some interested stakeholders will need more specific information to satisfy their concerns. Sometimes these stakeholders can be satisfied through education and do not need to be involved in the decision-making aspects of the response.
- In this case, prudent steps would be to:
 - o Develop specific fact sheets or key messages to address stakeholders concerns. Check with IO/JIC for assistance in this area.
 - o Transmit the information with face-to-face contact or use of a public meeting forum. Remember that public meetings are usually better for providing information to an audience rather than receiving input from the audience.
 - o Evaluate the effectiveness of this communication method to determine if changes are necessary.

- o Provide an interactive forum for dialogue with stakeholders.
 - These forums are designed to gather stakeholder input and provide influence into the response process.
- Some interested stakeholders would be satisfied simply to receive incident/response activity updates periodically. For these stakeholders, a prudent course of action is to:
 - o Establish a schedule to periodically transmit incident updates from IO/JIC to these stakeholders; and
 - o Evaluate the effectiveness of this communication method to determine if changes are necessary.
 - o Evaluate effectiveness to determine stakeholders satisfaction and whether communication method changes are necessary. Refer to the JIC Manual, Community Feedback Supplement for evaluation tool.
 - In this case, the process would be conduct an advisory process to gather input. This could be anything from a suggestion box to an “open house” type meeting.

Topic Mutual Gains



Key Points

How can we obtain mutual gains between response organizations and stakeholders?

In our efforts to obtain mutual gains, our goals are to:

- Acknowledge legitimacy of others' concerns.
- Accept responsibility, as appropriate
- Demonstrate trust/credibility
- Seek long term relationships
- Develop information jointly
- Share information easily and often
- Establish an open communication process

Topic Measuring Success



Key Points

The Liaison Officer needs to identify stakeholder perception regarding how they are being handled by the Liaison Officer/organization i.e. are they satisfied?

This is important feedback that might alter the method the Liaison Officer chooses in order to interact with the stakeholders and better meet their needs.

- Ultimately, it will increase the chances of a favorable outcome in the stakeholder critical success factor for response measurement.
- The Liaison Officer must continually evaluate the effectiveness of the dialogue and communication with stakeholders.

Topic Methods of Measuring Success

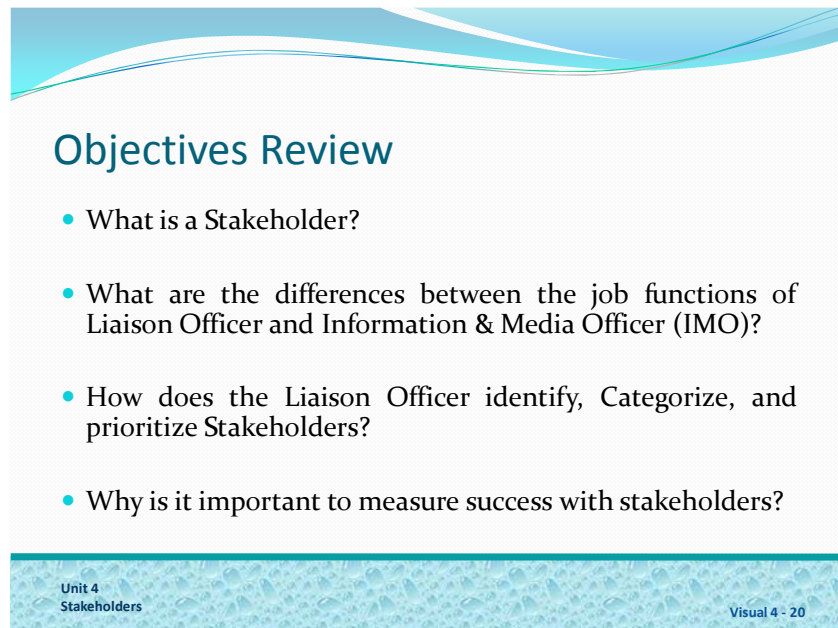


Key Points

Methods of measuring success are:

- Informal Evaluation
- Consultations
- Surveys
- Interviews

Topic Objective Review



Key Points

Unit Terminal Objective

- Understand the roles and responsibilities of the Liaison Officer regarding stakeholders, and evaluate Liaison Officer success.

Unit Enabling Objectives

- Define stakeholders
- Describe the differences between the job function of Liaison Officer and Information & Media Officer (IMO)
- Identify, profile, and prioritize stakeholders
- Discuss the importance of measuring Liaison Officer success with stakeholders.

ALL HAZARDS LIAISON OFFICER

Prioritizing Stakeholders Exercise 2 Overview Unit 4

Purpose

The purpose of this exercise is to provide participants with an opportunity to discuss prioritizing their interactions with stakeholders.

Objectives

Participants will:

- Identify examples of stakeholders that would fit into the Inner, Middle and Outer Circle categories during a train derailment incident.

Exercise Structure

This exercise is scheduled to last approximately 15 minutes, including small group discussion and presentation of each group's answer. Instructor will introduce the exercise and give participants a few minutes to review the scenario. Participants will form small groups and list the stakeholders that would fit into the Inner, Middle and Outer Circle categories. Each group will present their finding to the rest of the group.

Rules, Roles, and Responsibilities

Following are the specific activities/instructions for your participation in the exercise:

1. Read the scenario on the following page.
2. Within your work group, select a group spokesperson.
3. Create a list of stakeholders that would fit into the Inner, Middle and Outer Circle categories during a Train Derailment Incident.
4. Write your answers to the questions on easel pad paper.
5. Present your group's approach to the full class.

Facilitators moderate discussions, answer questions, and provide additional information as required.

Exercise 2 Schedule

Activity	Duration	Participation Type
Exercise Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	10 minutes	Small Groups
Debrief/Review	5 minutes	Classroom

ALL HAZARDS LIAISON OFFICER

Scenario

In the early morning today a freight train derailed and rolled down an embankment along the Gomti River. Parts of the front of the train lay on its side in the river and along the steeply sloping river bank. The train consisted of 4 diesel locomotive, 23 tank cars (pressurized and non-pressurized), 12 hopper cars, and 2 cryogenic liquid tank cars containing liquid oxygen (LOX). Initial assessment indicates that several of the pressurized tank cars containing chlorine and anhydrous ammonia have ruptured. Two of the LPG tank cars exploded on impact during the derailment, causing a fire. The hopper cars containing ammonium nitrate lie on their sides, and the contents have spilled onto the banks of the river. The locomotive diesel tanks have ruptured, spilling diesel into the river. The cryogenic tank cars appear to be intact; however, several of the non-pressurized tank cars have released an unknown quantity of crude sulfate turpentine into the river.

The Engineer driving the train managed to get to the river bank and is being treated at nearest Government Hospital for serious injuries sustained in the derailment. The City Police Department cars are on both sides of the river at the derailment. Their police radio picks up a report of a chlorine gas cloud forming immediately downstream from the leaking rail cars. This report was picked up by several citizens who contacted the local news stations in the City. Reporters from the major local TV, radio and newspaper news bureaus are on the way to the incident. One of the TV news crew is already shooting pictures. The local TV reporter is asking to do an interview for their evening news, and other reports are lining up for interviews as well.

There is uncertainty about whom or which agency is in charge of the incident. The neighborhoods immediately adjacent to the spill on both sides of the river are being evacuated due to the danger posed by the chlorine gas. The area about 200 yards from the derailment has been cordoned off. Hazmat crews and rail crews are busily containing the spill and bringing in equipment to remove the derailed cars. District Collector has issued an evacuation order for residents in the surrounding area, and is requesting assistance from the state. The Red Cross is establishing an evacuation center in a Government School in the City.

There are rumors that hundreds of salmon, an endangered species have been killed in the river. The I&FC Department, State Department of Natural Resources have issued an advisory and closed the river to fishing, recreation and other uses of 25 Kms down river from the rail bridge site.

The Health Authorities in the city are reporting numerous incidents of burning eyes and lungs. The City hospital has exceeded its capability to staff the emergency room. There are numerous water intakes along with stretch of the Gomti River.

The city in the state of Madhya Pradesh is the largest city in the State and has the largest and densest population center in the State of Madhya Pradesh. The population of city is approximately 11,49,000. The city serves as a major transportation hub within the state: commercial river traffic, rail, air and interstate.

Liaison Officer / Public Information Officer
Areas of responsibility & cooperation – Sample responses from a previous course

Group 1

LO	IMO
Maintain lists of various agency, participants/contacts, assisting, cooperating	Develop media & public outreach materials (fact-sheets, press releases, media advisories, talking points)
POC for departmental representatives	Handle medial (briefings)
Aware of agency participation, resources, incident needs	Handle public inquiries
ID & address inter-organizational issues/problems	ID information issues through interaction with public, media
Close coordination between LO & IMO to determine flow of info within outside agencies (i.e. through agency IMO's or through agency delegates like mayor, supervisors, city manger's etc.)	Close coordination between LO & IMO to determine flow of info within outside departments (i.e. through departmental IMO's or through agency delegates like mayor, supervisors, city manager's etc.)

Group 2

LO	IMO
Establish relationships & be point of contact with coordinating agencies	Prepare/present press releases/briefing for media
Report resource status to support agencies	Communicate media interests & concerns with IRT
Monitor current inter-agency problems	Provide public instruction
Coordinate response resource needs	

Group 3

LO	IMO
Collects information & coordinates with departmental representatives	Collect/update incident information
Coordinate/communicate information & concerns with stakeholders such as	Be contact for media
- Central/State resource trustees - NGO's - Local, State Officials - Local, State, Central elected officials	Maintain communication with support/COOP departmental IMO's
	*Inform public through medial & other sources
*Coordinate with IMO regarding VIP visits, tours, press events	**Coordinate, create information sheets, other info for communities affected
**Coordinate with IMO on public meetings availability, information sessions with public, elected officials, interested stakeholders.	

Unit 5: Incident Communications And Work Location

PARTICIPANT GUIDE

Unit 5 Incident Communications and Work Location

Objectives

By the end of this unit, participants will be able to:

- Identify types of communication and work location needs for a given incident.
- Given an incident assignment, identify and list the means and types of communications that are used to keep agency and incident personnel informed.
- Identify and list the requirements for a Liaison Officer work location.

Methodology

This unit uses lecture and discussion.

Content from this unit will be generally tested through discussion and the final exam, as the unit is meant to serve as an overview of the Liaison Officer's role and responsibilities regarding incident communications and work location. Specific responsibilities and duties of the position will be further covered and evaluated in-depth in subsequent unit presentations and the final exam.

The purpose of this exercise is to provide participants with an opportunity to discuss methods for On-Incident and Off-Incident Communications with Departmental Representatives (Deptt. Reps.).

Unit 5 Incident Communications and Work Location

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required based on the experience level of the group.

Topic	Time
Lesson	1 hour
Total Time	1 hour

Reference Materials

- Projector & other equipment as necessary for Power Point Presentation
- Easel Pads
- Marking Pens
- A blank IRS Form 011
- Blank IRS Form 014s for the entire class
- Field Operations Guide (if applicable).

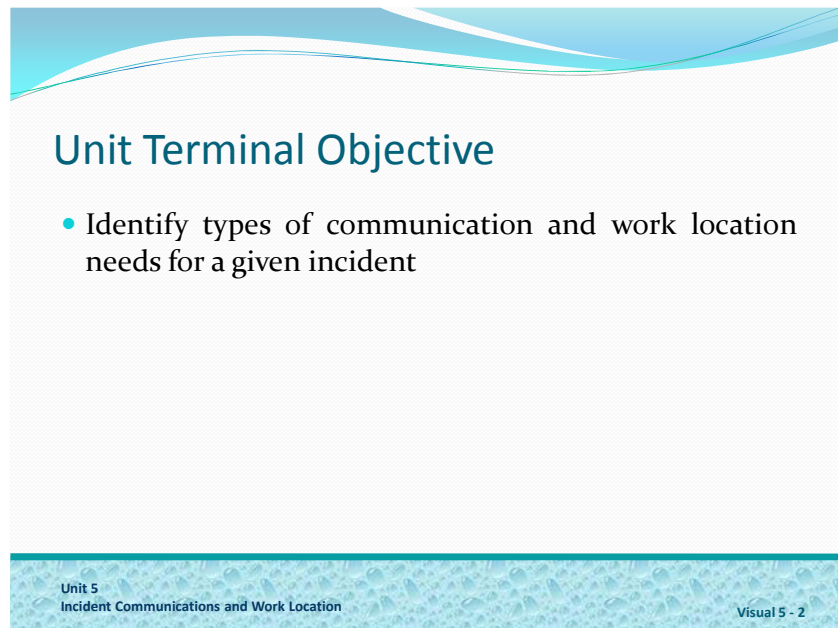
Unit 5 Incident Communications and Work Location

Topic Unit Title Slide



Key Points

Topic Unit Terminal Objective



Key Points

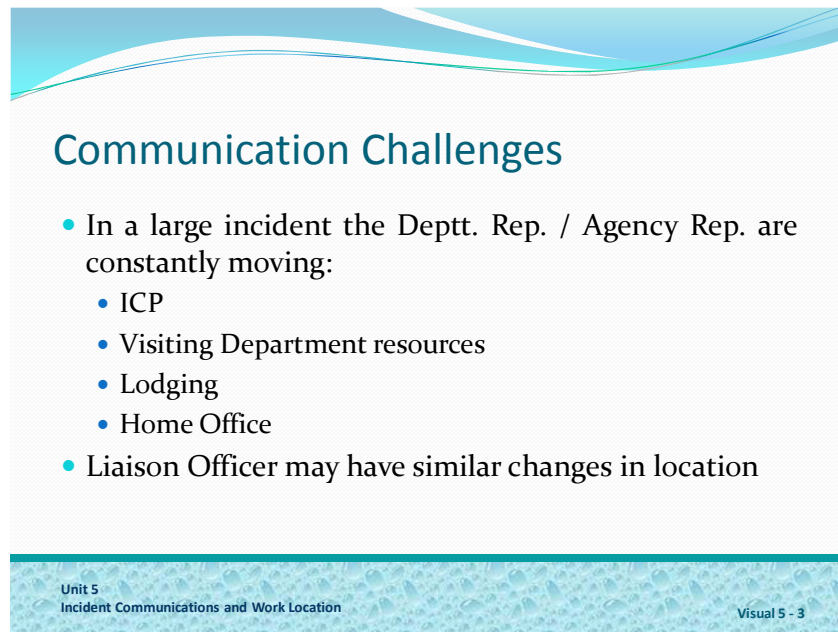
Unit Terminal Objective

Identify types of communication and work location needs for a given incident

Unit Enabling Objective

- Given an incident assignment, identify and list the means and types of communications that are used to keep agency and incident personnel informed.
- Identify and list the requirements for a Liaison Officer work location

Topic Communication Challenges



Key Points

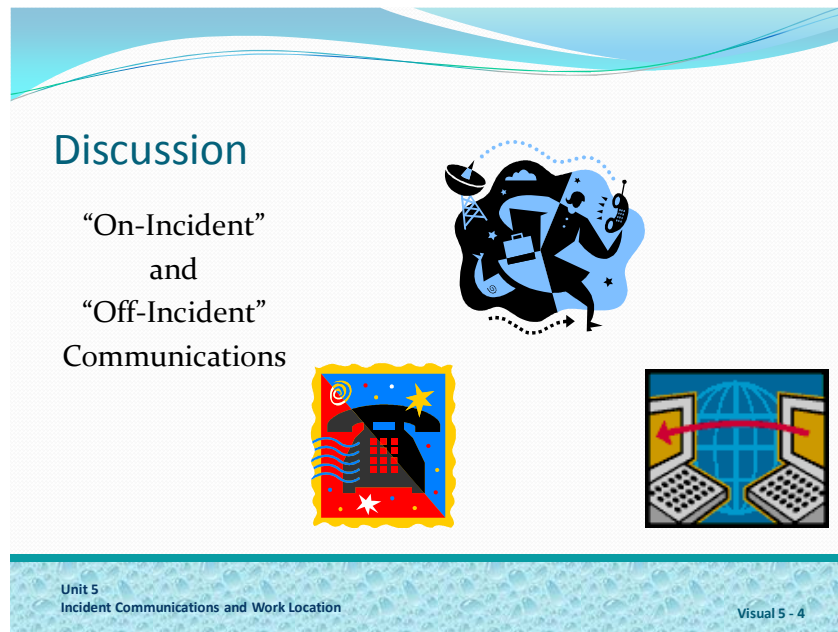
In a large incident Deptt. Reps./Agency Rep. are constantly moving:

- Incident Command Post (ICP)
- Visiting Department Resources
- Lodging
- Home Office

Liaison Officer may have similar changes in location.

Unit 5 Incident Communications and Work Location

Topic Discussion



Key Points

List methods for communicating with Deptt. Reps./Agency Reps. on-incident, and methods for communicating with Deptt. Reps./Agency Reps. off-incident.

Topic Communication Priorities

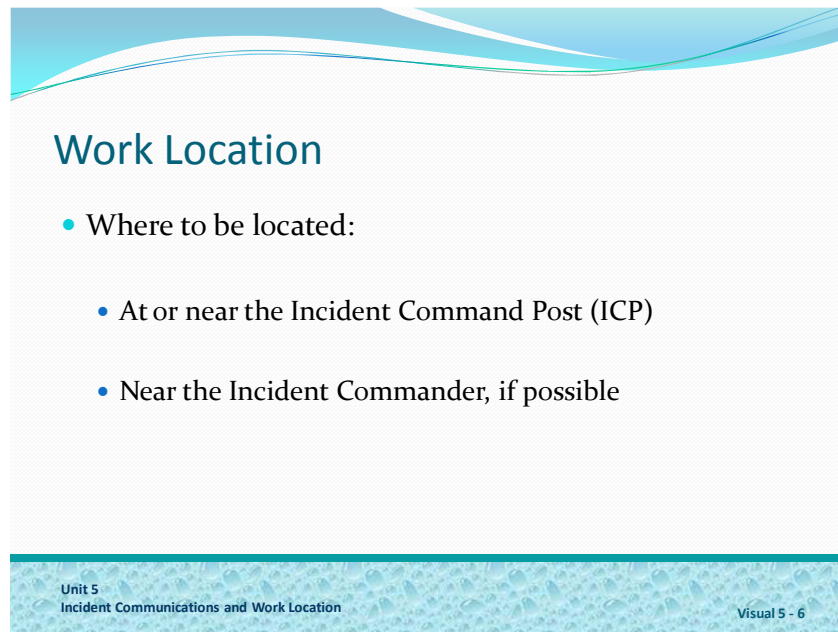


Key Points

Liaison Officers need to establish communications priorities. Example of priority types include:

- Line Departments, such as departments with the largest number of resources, or more critical resources i.e. Police, Health, Municipality, PWD
- Cooperating departments such as Red Cross, NGOs, RWAs etc.

Topic Work Location

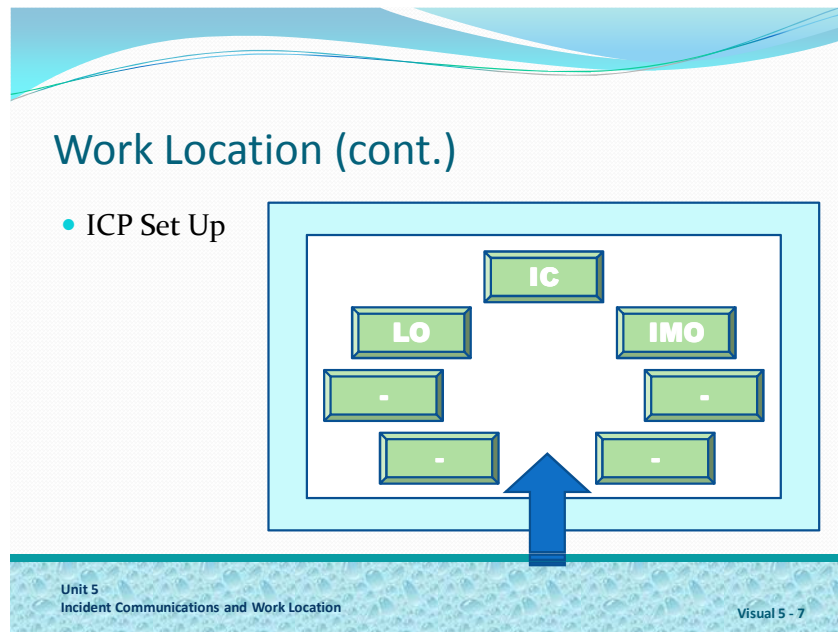


Key Points

Where to be Located

- The Liaison Officer is physically located at the Incident Command Post (ICP)
- Near the Incident Commander, if possible

Topic Work Location (Cont.)

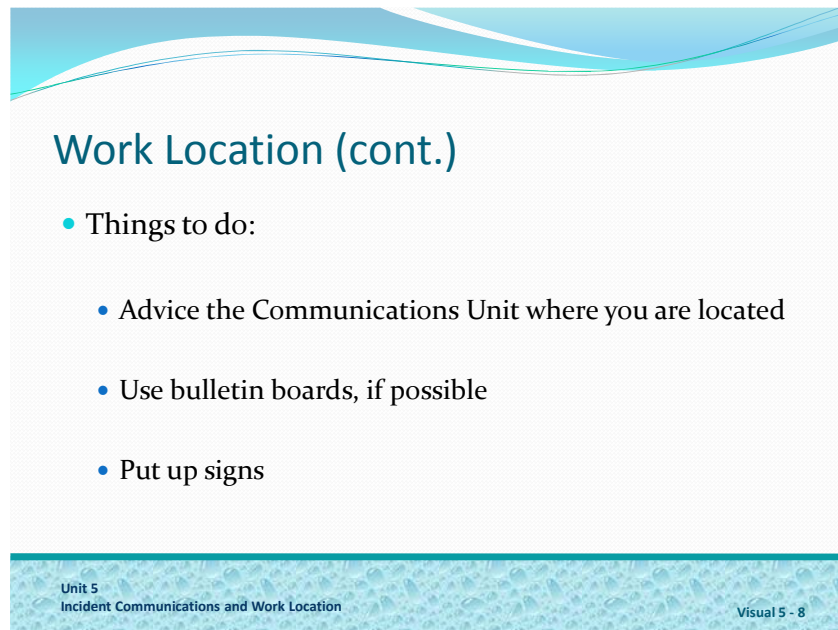


Key Points

Liaison Officer and Information & Media Officer can use work location to protect access to the Incident Command. Liaison Officer can also protect the feelings of the person who wants access to the Incident Command by:

- Offering email instead
- Inviting the person to a briefing

Topic Work Location (cont.)

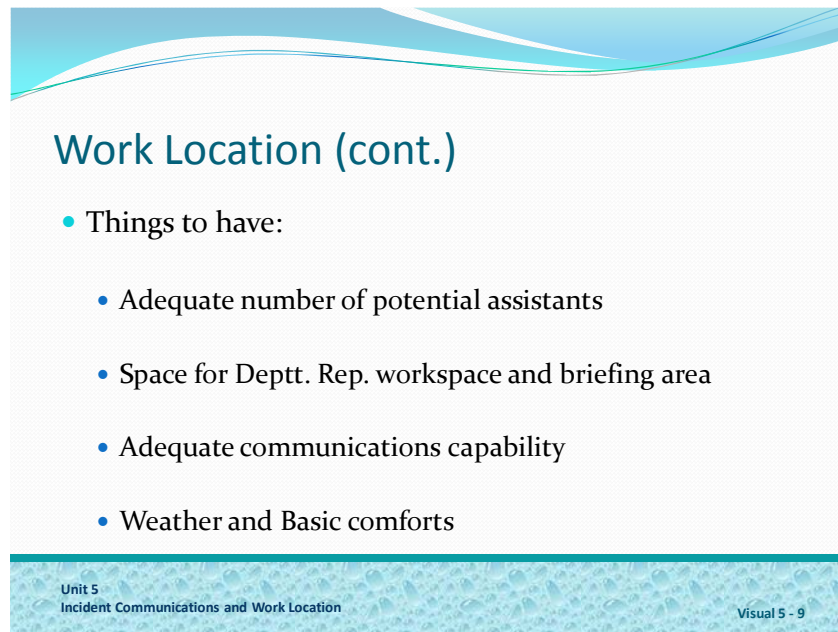


Key Points

Things to Do

- Advise the Communications Unit where you are located
- Use bulletin boards
- Put up signs

Topic Work Location (cont.)



Key Points

Things to Have

- Number of potential assistants
- Number of potential Deptt. Reps., such as Deptt. Rep. workspace and briefing area
- Adequate communications capability
- Weather and creature comforts

Coordinate with Logistics Section for additional personnel, space, equipment, supplies etc.

Topic Check-in Locations

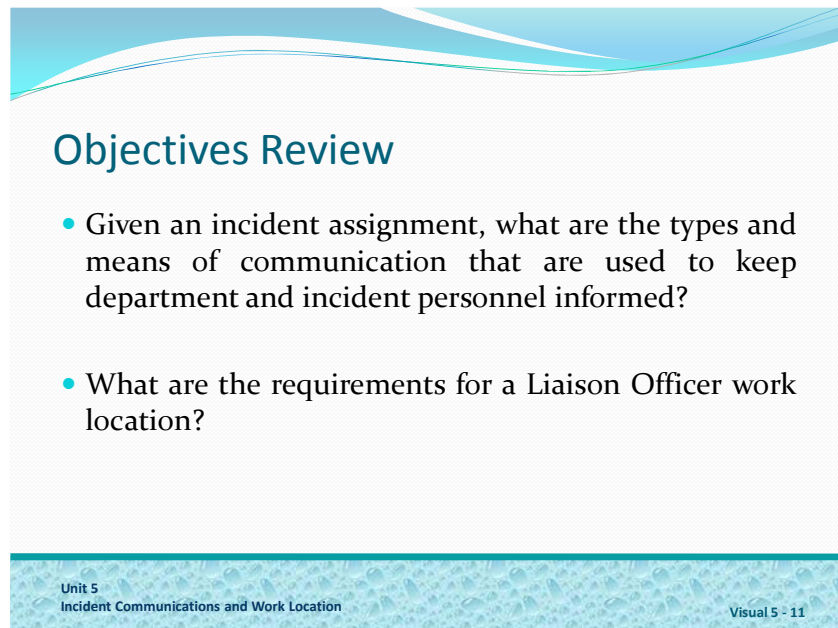


Key Points

Review locations on the incident where Check-in can occur, if necessary, and how that may affect your operation:

- EOC
- Incident Command Post
- Staging Areas
- Base
- Camps
- Helibases
- At a Division/Group

Topic Objective Review



Key Points

Unit Terminal Objective

Identify types of communication and work location needs for a given incident

Unit Enabling Objectives

- Given an incident assignment, identify and list the means and types of communications that are used to keep department and incident personnel informed.
- Identify and list the requirements for a Liaison Officer work location.

Unit 6: Information Flow and Use of Assistants

PARTICIPANT GUIDE

Objectives

By the end of this unit, participants will be able to:

- Understand the process and relevant parties involved in incident information flow, including the role of Assistant Liaison Officers.
- Know how to obtain status and information about assisting and cooperating departments.
- Know what information the Liaison Officer is required to obtain from participating departments.
- Know what information Liaison Officer should provide to the Deptt. Rep.
- Know what information the Liaison Officer should provide to other IRT members.
- Know what information the Liaison Officer needs to provide for the Incident Status Report.
- List the conditions that indicate additional staffing is needed.

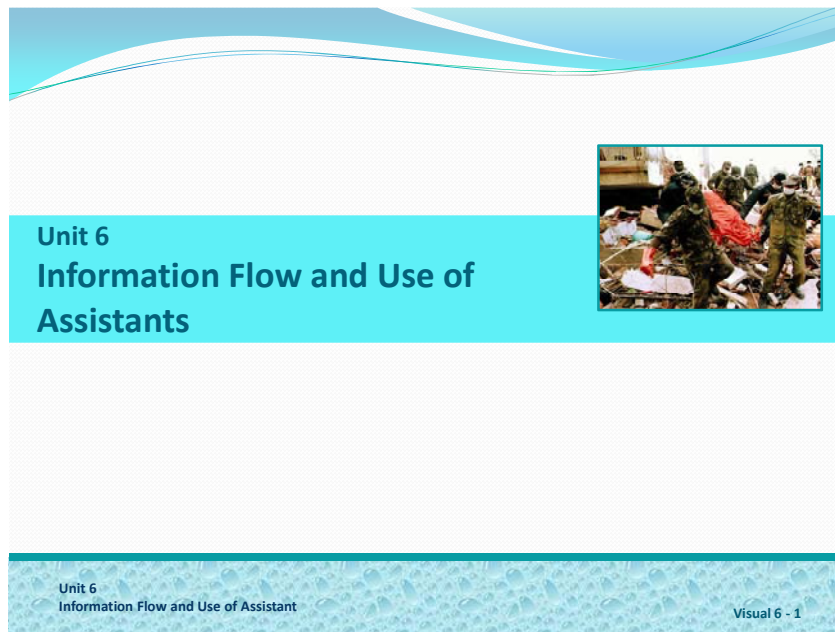
Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Lesson	50 minutes
Exercise 3	20 minutes
Exercise 4	20 minutes
Total Time	1 hour 30 minutes

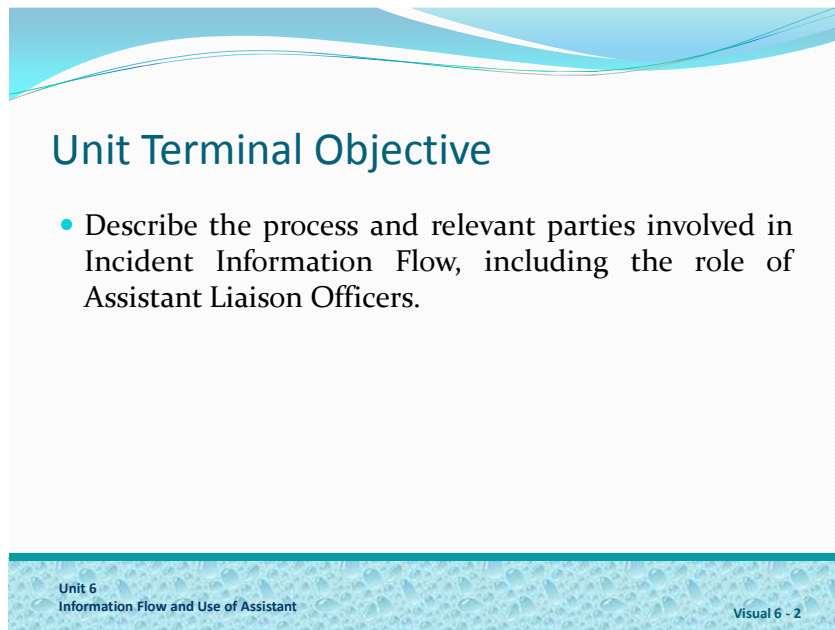
Unit 6 Information Flow and Use of Assistants

Topic Unit Title Slide



Key Points

Topic	Unit Terminal Objective
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A presentation slide with a blue and white wavy header. The title 'Unit Terminal Objective' is in blue. Below it is a bullet point: 'Describe the process and relevant parties involved in Incident Information Flow, including the role of Assistant Liaison Officers.' The footer has a blue textured background with the text 'Unit 6 Information Flow and Use of Assistant' on the left and 'Visual 6 - 2' on the right.

Unit Terminal Objective

- Describe the process and relevant parties involved in Incident Information Flow, including the role of Assistant Liaison Officers.

Unit 6
Information Flow and Use of Assistant

Visual 6 - 2

Key Points

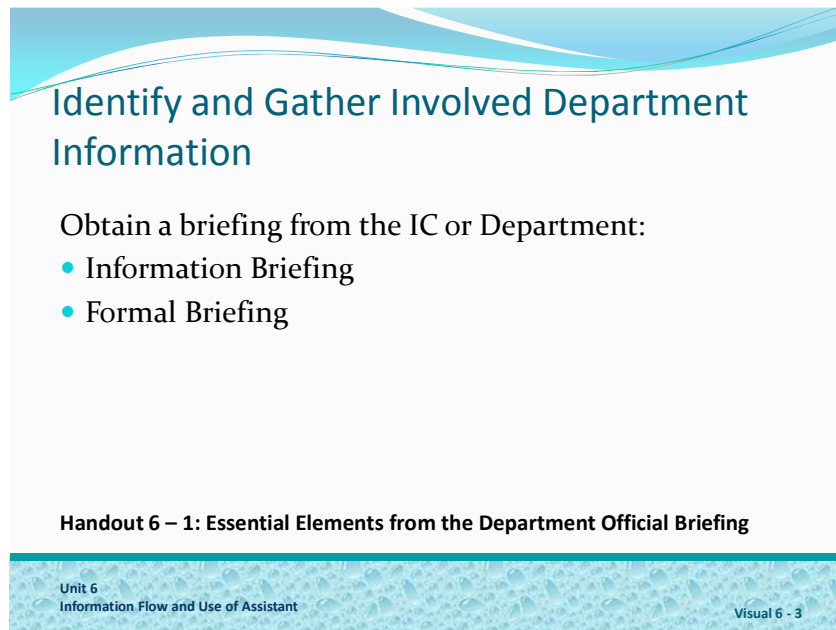
Unit Terminal Objective

Describe the process and relevant parties involved in incident information flow, including the role of Assistant Liaison Officers

Unit Enabling Objective

- Describe how to obtain status and information about assisting and cooperating departments.
- Describe what information the Liaison Officer is required to obtain from participating departments.
- Describe what information Liaison Officer should provide to the Deptt. Rep.
- Describe how to identify and list the information needed from Deptt. Reps. for the Incident Planning Meeting.
- Describe what information the Liaison Officer needs to provide for the Incident Status Report.

Topic Identify and Gather Information from All Departments Involved



Key Points

Obtain briefing (From IC or Lead Department)

Refer to Handout 6 – 1: Essential Elements from and Department Official Briefing

- Upon arrival at an incident, the Liaison Officer must be prepared to assist the team by gathering information and intelligence concerning the agencies currently operating on the incident, and the departments that have been ordered.
- Review the basic elements for briefings and explain how the Initial Incident Commander or other first responders should be prepared to brief at IRT.

Unit 6 Information Flow and Use of Assistants

Topic IRS Form 001 – Incident Briefing

IRS Form 001 – Incident Briefing

Handout 6 – 2: Completed IRS Form 001

Unit 6
Information Flow and Use of Assistant

Visual 6 - 4

Key Points

Refer to Handout 6 – 2: Completed IRS Form 001

The IRS Form 001 – Incident Briefing contains:

- Incident Map
- Summary of Current Actions
- Current Organization
- Resources Summary

Unit 6 Information Flow and Use of Assistants

Topic IRS Form 001 (Cont.)

[illegible]

Key Points

IRS Form 001:

- IRS Form 005 – Organization Assignment List or Page 3 of IRS Form 001. This information may have to be obtained verbally from the Initial Incident Commander, or other command and general staff personnel on the incident. (Review IRS Form 005)
- An initial Incident Action Plan may consist of a hand written combination of IRS Form 001, 005 and 004s (Assignment Sheet), and other hand-drawn maps and notes.

Unit 6 Information Flow and Use of Assistants

Topic Incident Action Plan (IAP)

Incident Action Plan (IAP)

ORGANIZATION ASSIGNMENT LIST

1. Incident Name	2. Incident Date	3. Date Issued	4. Not Issued
1. Incident Name	1/1/2012	1/1/2012	1/1/2012
2. Incident Date	1/1/2012	1/1/2012	1/1/2012
3. Date Issued	1/1/2012	1/1/2012	1/1/2012
4. Not Issued	1/1/2012	1/1/2012	1/1/2012

INCIDENT ASSIGNMENT LIST

1. Incident Name	2. Incident Date	3. Date Issued	4. Not Issued
1. Incident Name	1/1/2012	1/1/2012	1/1/2012
2. Incident Date	1/1/2012	1/1/2012	1/1/2012
3. Date Issued	1/1/2012	1/1/2012	1/1/2012
4. Not Issued	1/1/2012	1/1/2012	1/1/2012

Handout 6 – 3: Sample IAP

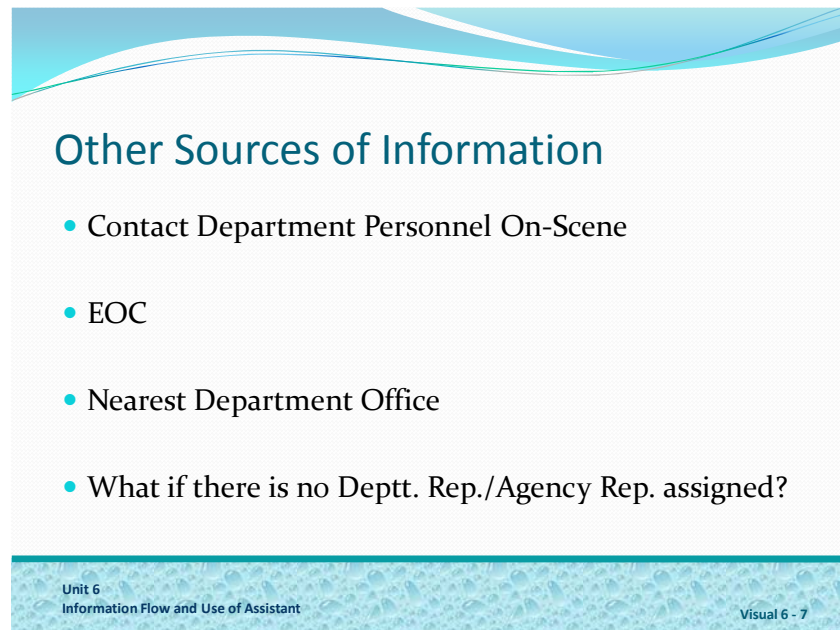
Unit 6
Information Flow and Use of Assistant

Visual 6 - 6

Key Points

Prepare to review Handout 6 – 3: Sample IAP, **IRS Form 003 and 004**

Topic Other Sources of Information



Key Points

Contact Personnel Currently On-Scene

If there is no Tactical Work Sheet, IRS Form 001 or an IAP, the Liaison Officer may have to quickly make personal contacts with the resources or Deptt. Reps. to identify the required information.

Emergency Operations Centers

EOCs can be valuable source of information on other departments unit someone from the department can be contacted.

Nearest Department Office

There may be times when a Liaison Officer must contact the Line or Cooperating Department office to get information on resources that they have assigned to the incident.

Topic Discussion

Discussion

- Collecting Information from Deptt. Rep./Agency Rep.s



Unit 6
Information Flow and Use of Assistant

Visual 6 - 8

Key Points

Follow the instructions from the instructors for discussion on collecting information from Deptt. Rep./Agency Reps.

Topic Department Information Deptt. Rep./Agency Rep. Provides

Department Information Deptt. Rep./Agency Rep. Provides

- Required to safely, effectively and efficiently use departmental / agency resources
- Liaison Officer coordinates the information flow
- Deptt. Rep./Agency Rep. may work closely with either the IRT or Liaison Officer depending on style of IRT

Unit 6
Information Flow and Use of Assistant

Visual 6 - 9

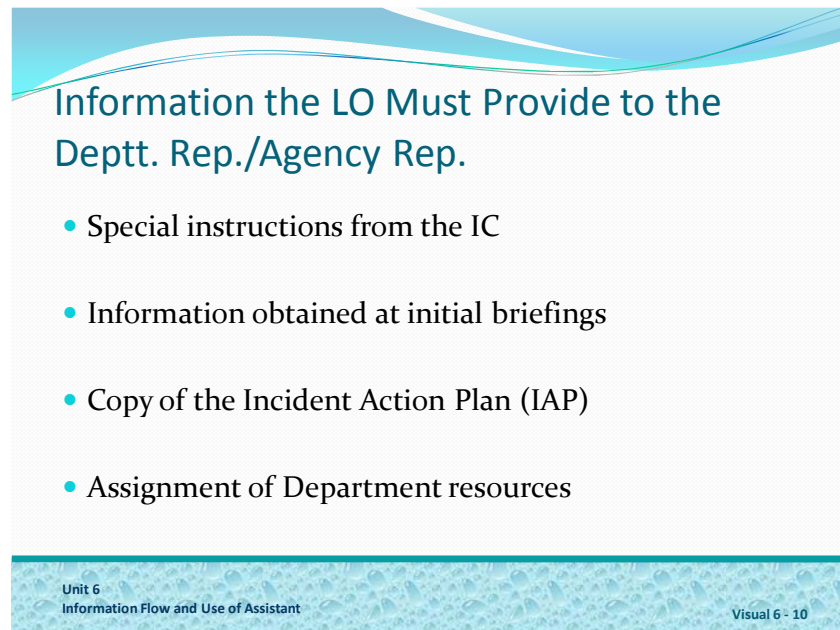
Key Points

There is certain information that the IRT needs to collect to effectively, safely and efficiently use assisting and cooperating agencies. The Liaison Officer plays the role of coordinator and conduit for this information.

In some IRTs the Deptt. Reps./Agency Reps. work closely with the IRT members to exchange this information. Others depend on the Liaison Officer to gather and share this information with the IRT.

Regardless of the preference, the same information must be collected from the Line and cooperating departments.

Topic Information the LO Must Provide to the Deptt. Rep./Agency Rep.

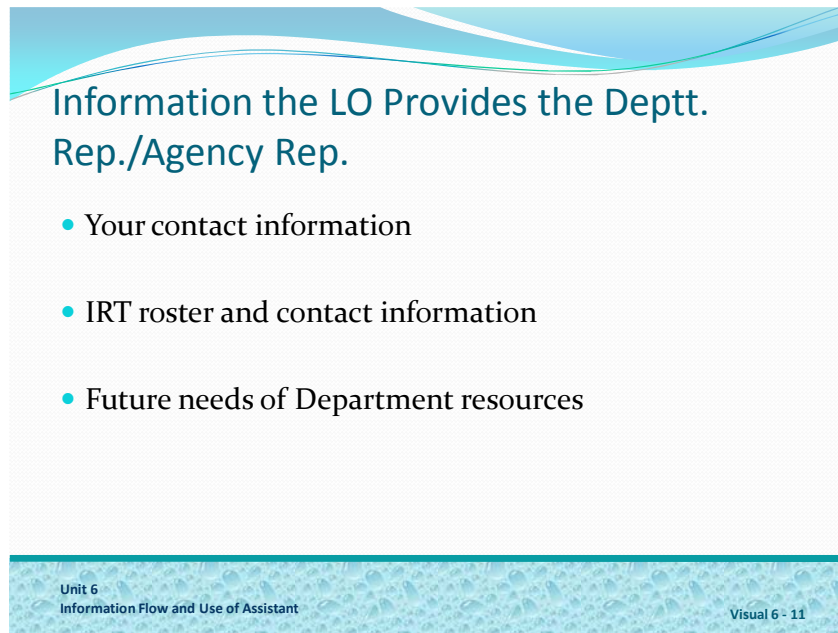


Key Points

The Liaison Officer must provide to the Deptt. Rep./Agency Rep. the following information:

- Special Instructions from the Incident Commander.
- Information obtained by the Liaison Officer at a team briefing or at the initial briefing that may affect specific departments.
- A copy of the Incident Action Plan
 - The current incident management personnel should have the latest Incident Action Plan for your on arrival. If the Incident is in the first operational period an Incident Action Plan may not be available.
- Assignments of Department resources.

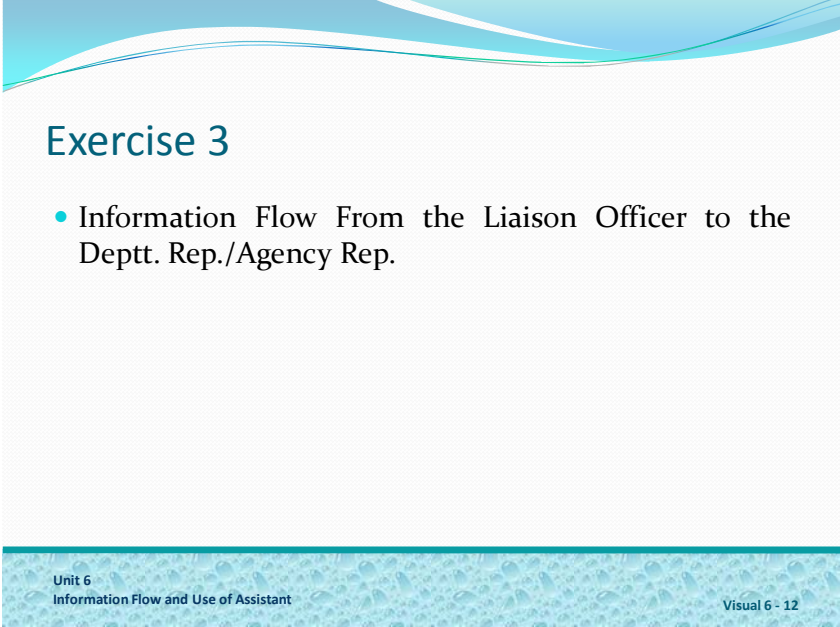
Topic Information the LO Must Provide to the Deptt. Rep./Agency Rep. (Cont.)



Key Points

- Provide a point of contact for your
- Incident Response Team Roster, if not in IAP
- Any known information on future needs of department resources.

Topic Exercise 3

The slide features a light blue header with white wavy lines. The main content area is white with a light blue border. The title 'Exercise 3' is in a large, dark blue font. Below it is a single bullet point in dark blue. The footer is a light blue textured bar with white text on the left and right.

Exercise 3

- Information Flow From the Liaison Officer to the Deptt. Rep./Agency Rep.

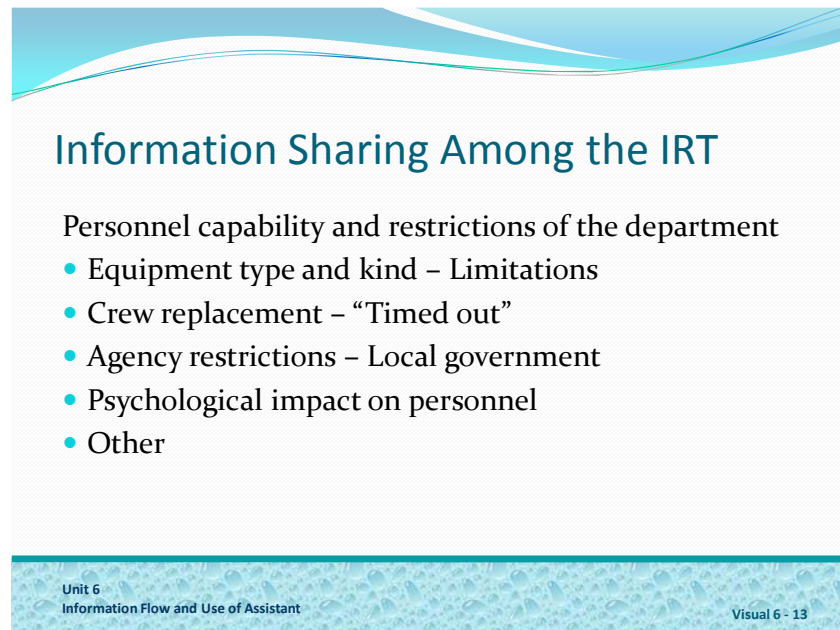
Unit 6
Information Flow and Use of Assistant

Visual 6 - 12

Key Points

Based on the scenario, identify the information the Liaison Officer needs to provide to the Deptt. Rep./Agency Rep. of a Line Department.

Topic Information Sharing Among the IRT



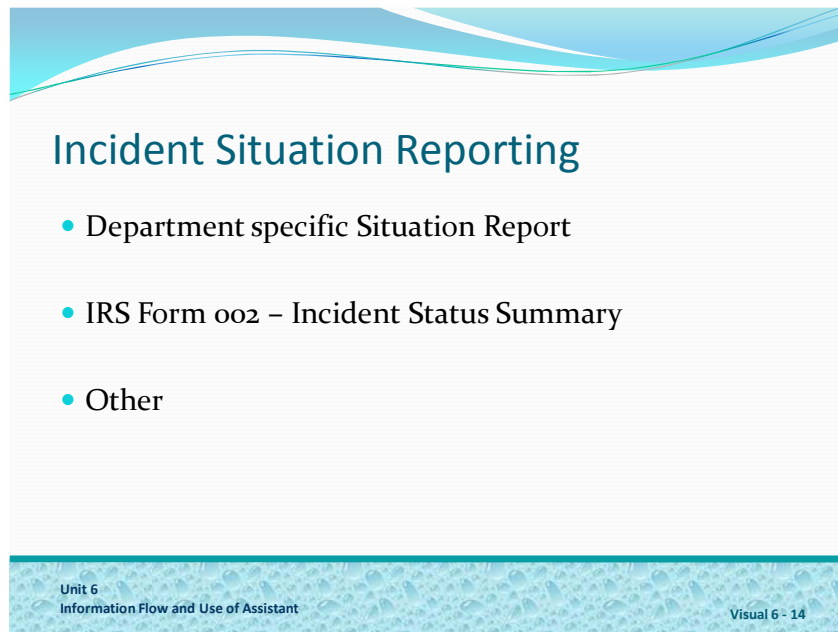
Key Points

Personnel capability and restrictions

- Equipment type and kind – limitations
- Crew replacement – “timed out”
- Agency restrictions – local government
- Psychological impact on personnel
- Other

This information sharing can bring out information that can only be obtained from the Deptt. Rep./Agency Rep.

Topic Incident Situation Reporting

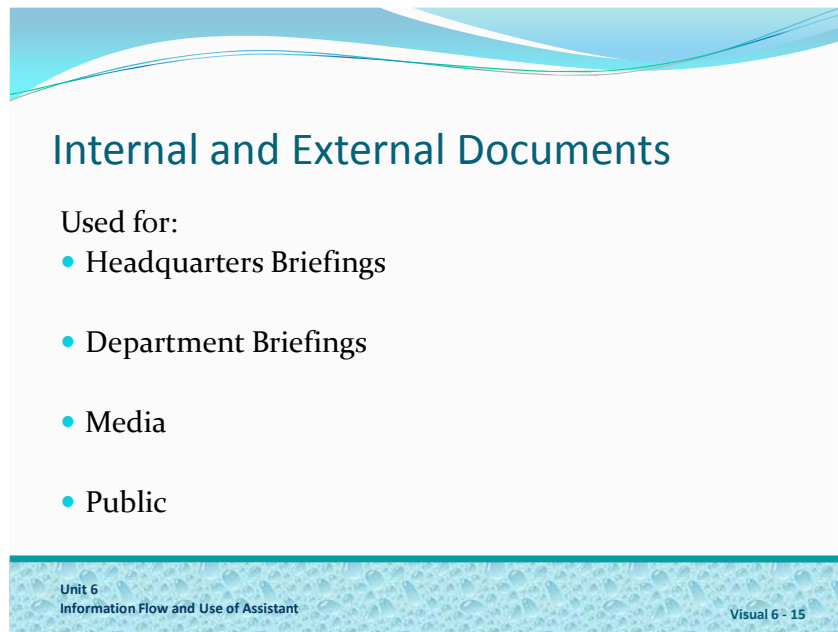


Key Points

No matter what the incident type or the agencies involved, large incidents use some type of reporting system to keep up-to-date reports

- Department Specific
- Incident Status Summary
- Other

Topic Internal and External Documents

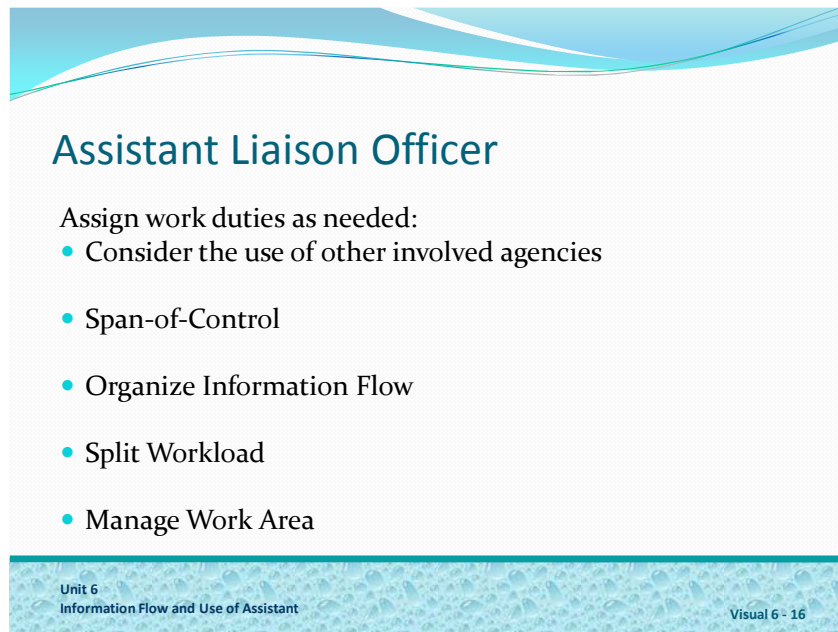


Key Points

Internal and External documents are used for:

- Headquarters Briefings
- Department Briefings
- Media
- Public

Topic Assistant Liaison Officer



Key Points

Assign work duties as needed, considering the use of other involved departments:

- Span of Control
- Organize Information Flow
- Split Workload
- Manage Work Area

Topic Sample Liaison Officer Organization Chart



Key Points

This chart would be adapted based on incident workload and needs.

Topic **Exercise 4**

Exercise 4

- Workload Indicators and Use of Assistants



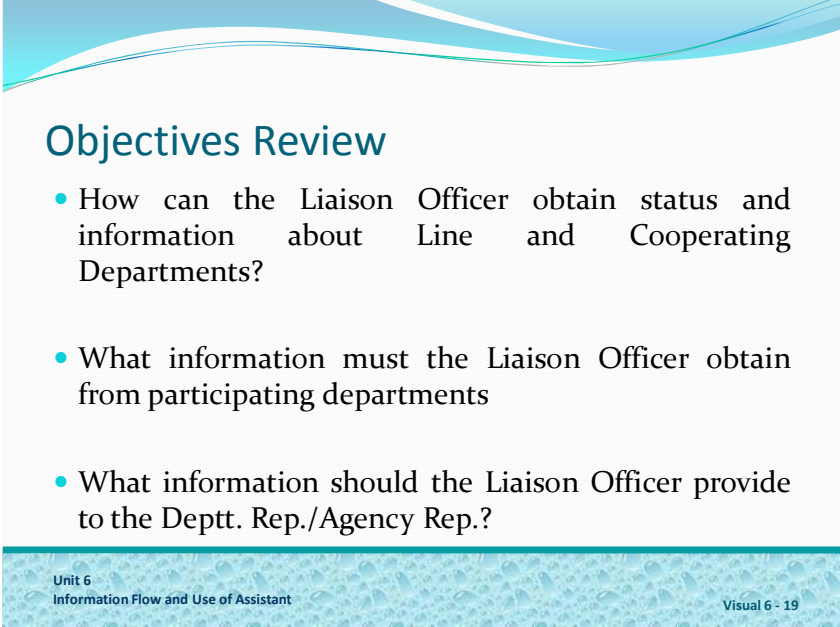
Unit 6
Information Flow and Use of Assistant

Visual 6 - 18

Key Points

List workload indicators that may require establishing Assistant Liaison Officer positions.

Topic Object Review



Objectives Review

- How can the Liaison Officer obtain status and information about Line and Cooperating Departments?
- What information must the Liaison Officer obtain from participating departments
- What information should the Liaison Officer provide to the Deptt. Rep./Agency Rep.?

Unit 6
Information Flow and Use of Assistant

Visual 6 - 19

Key Points

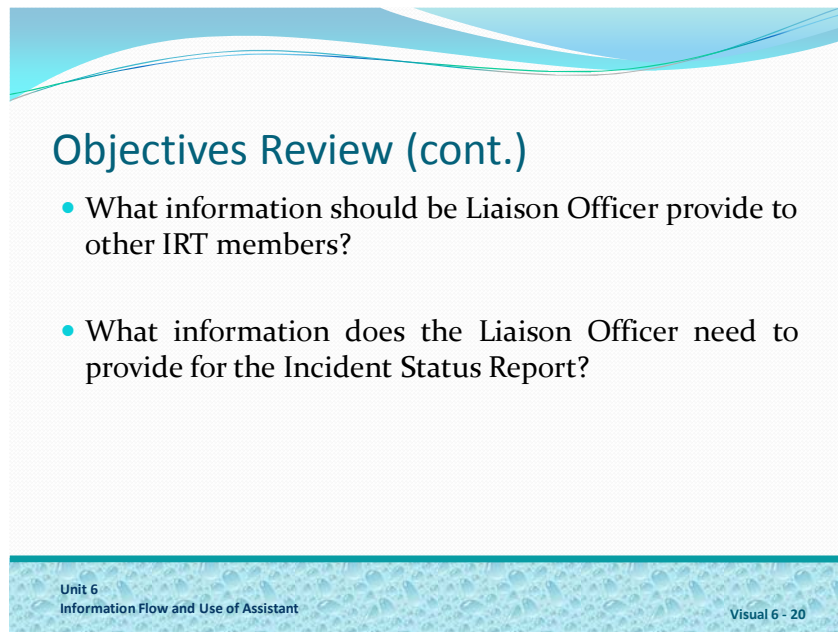
Unit Terminal Objective

Understand the process and relevant parties involved in incident information flow, including the role of Assistant Liaison Officer

Unit Enabling Objectives

- Know how to obtain status and information about line and cooperating departments
- Know what information the Liaison Officer is required to obtain from participating departments.
- Know what information the Liaison Officer should provide to the Deptt. Rep./Agency Rep.

Topic Object Review (cont.)



Key Points

Unit Enabling Objectives (cont.)

- Know what information the Liaison Officer should provide to other IRT members
- Know what information the Liaison Officer needs to provide for the Incident Status Report

ALL HAZARDS LIAISON OFFICER

Information Flow from the LO to the Deptt. Rep./Agency Rep. Exercise 3 Overview Unit 6

Purpose

The purpose of this exercise is to provide participants with an opportunity to discuss the information that the LO should provide to the Deptt. Rep./Agency Rep. from the Line Departments.

Objectives

Participants will:

- Be able to identify what information they need to provide the Deptt. Rep./Agency Rep. of the Line Department.

Exercise Structure

This exercise is scheduled to last approximately 20 minutes, including small group discussions and presentation of each group's approach and answers. Participants will read the situation, discuss and answer the question as a group, and document on an easel pad their answers. Groups will then present their approach to the full class and discuss.

Rules, Roles, and Responsibilities

Participants will be divided into small groups.

Following are the specific activities/instructions for your participation in the exercise:

1. Within your work group, select a group spokesperson.
2. Review the information provided and assigned by the instructors. Given the information in the situation, answer the question to the best of your ability.
3. Write your answers to the questions on easel pad paper.
4. Present your group's approach to the full class.

Facilitators moderate discussions, answer questions, and provide additional information as required.

Exercise 3 Schedule

Activity	Duration	Participation Type
Exercise Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	10 minutes	Small Groups
Debrief/Review	10 minutes	Classroom

ALL HAZARDS LIAISON OFFICER

Exercise 3 Questions

It is 1900 and the crowd from a One Day International Cricket Match is leaving the stadium. An anonymous call has been received claiming that some type of bomb has been planted in the stadium and that “thousands will die.”

You are the Liaison Officer assigned to the incident, and you have been on the scene. You have received a briefing from the IC. He indicated that you should be prepared to deal with a large number of additional Central, State, and Local Department Representatives (Deptt. Reps./Agency Reps.). A few personnel from your department are available on scene. The IC wants you to hold a Department Representatives Meeting in one hour.

- Given this incident, what information do you as the Liaison Officer need to provide to the DREPs of Line Departments?

ALL HAZARDS LIAISON OFFICER

Workload Indicators and the Use of Assistants

Exercise 4 Overview

Unit 6

Purpose

The purpose of this exercise is to provide participants with an opportunity to think about the workload indicators that may require establishing Assistant LO positions.

Objectives

Participants will:

- Identify the workload indicators of a given incident scenario
- Determine if assistant LOs are needed, and if so, how many

Exercise Structure

This exercise is scheduled to last approximately 20 minutes. As a large group, participants will review a given incident scenario with defined stakeholders. Participants will then divide into small groups and identify the workload of the incident, and determine whether or not it is necessary to establish Assistant LO positions. If they determine that Assistant LOs are necessary, they will also determine how many are needed. Each group will present their list to the rest of the class.

Rules, Roles, and Responsibilities

Following are the specific activities/instructions for your participation in the exercise:

1. Within your work group, select a group spokesperson.
2. Review the information provided and assigned by the instructors. Given the information in the situation, answer the question to the best of your ability.
3. Write your answers to the questions on easel pad paper.
4. Present your group's approach to the full class.

Facilitators moderate discussions, answer questions, and provide additional information as required.

Exercise 4 Schedule

Activity	Duration	Participation Type
Exercise Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	5 minutes	Small Groups
Debrief/Review	10 minutes	Classroom

Essential Elements from an Agency Administrator's Briefing

The Incident Response System (IRS) uses the term "Response Officer" (RO) as a generic title for the Chief Executive Officer (or designee) who is responsible for that department's response to an emergency. This title is used temporarily, regardless of that person's normal position title. Another term used for this position is "Department Official", but it is not a standard IRS title.

A Responsible Officer's (RO's) Briefing is used when an incident exceeds the capability of the agency's normal response organization and an IRT is being assigned. Along with a Delegation of Authority, the RO Briefing is used to convey critical information that the IRT needs to safely and efficiently assume command of the incident and achieve the management goals and objectives of the Responsible Officer.

There may be a large amount of information provided during the RO's briefing that must be sorted, analyzed, prioritized and shared among IRT members. Successful IRTs have developed effective methods of accomplishing this process. Of course, good listening skills are required, but the IRT must also be able to work together to insure that critical intelligence is shared. Sometimes the RO allows time for questions, but not always.

The IRT should conduct a quick, internal Strategy Meeting immediately following the RO briefing. During this meeting the IRT shares the important issues that each member gathered during RO Briefing or may have obtained from other sources up to that point in time. The IC may issue interim direction to the IRT while the Incident Objectives are being established.

Each IRT member must effectively glean the information required for that person's functional area as well as issues that span more than one function. Not everyone will "hear the same thing" even though they are listening to the same briefing. The following are some examples of such information:

- Issues concerns and/or tasks that affect your functional area.
- Issues concerns and/or tasks that are discussed within your functional area, but are important to another function. You must make sure that function is aware of the issue.
- Issues concerns and/or tasks that are discussed about another functional area, but have a significant impact on your activities or requirements. You must insure that team member is aware of the impact on your function.
- Issues concerns and/or tasks that may be important when developing Incident Objectives, Strategy, or Tactics.
- Constraints, legal issues, opportunities or problem areas that others may not have heard.
- Issues concerns and/or tasks that are unclear and will need follow-up or clarification in order to effectively accomplish the task or deal with the issue.

SAMPLE 2 – Responsible Officer’s Briefing Checklist

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

SAMPLE 2 – Responsible Officer’s Briefing Checklist

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

SAMPLE 2 – Responsible Officer’s Briefing Checklist

Command Information (continued)
Known Political Considerations:
Sensitive Residential/Commercial Developments, Resource Values, Archaeology Sites, or other Unique Factors:
Local Social/Economic Considerations:
Private Representatives (e.g. Businesses, NGOs, Utilities, Railroads):
Incident Review Team Assigned (i.e. Audit, Other):

SAMPLE 2 – Responsible Officer's Briefing Checklist

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

SAMPLE 2 – Responsible Officer’s Briefing Checklist

Planning Section
General Information:
Access to Fax and Copy Machines:
Access to Computers and Printers:
Existing Pre-incident Plans:
Other Nearby Incidents Influencing Strategy/Tactics/Resources:
Training Specialist Assigned or Ordered:
Training Considerations:

SAMPLE 2 – Responsible Officer’s Briefing Checklist

Planning Section (continued)
Situation Unit:
General Weather Conditions/Forecasts:
Incident Behavior (i.e. flood conditions, earthquake intensity/aftershocks):
Unique Incident Factors/History of Similar Local Incidents:
Resources Unit: (refer to attached resources orders)
Personnel on Incident (General):
Equipment on Incident (General):
Resources on Order (General):
Incident Demobilization Procedures:

SAMPLE 2 – Responsible Officer's Briefing Checklist

Operation Section	
Priorities For Control, Incident Strategic Analysis Approved:	
Current Tactics:	
Incident Accessibility by Engines and Ground Support:	
Air Operations:	
Air Tactical Group Supervisor:	
Fixed Wing Aircraft Assigned	
Airbase(s)	Telephone:

SAMPLE 2 – Responsible Officer’s Briefing Checklist

Operation Section (Continued)
Air Operations (continued):
Helicopters Assigned:
Helibase Location:
Crash/Rescue at Helibase:
Flight Hazard Map Available/Known Hazards in Area:
Visibility Conditions:

SAMPLE 2 – Responsible Officer’s Briefing Checklist

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

SAMPLE 2 – Responsible Officer's Briefing Checklist

Logistics Section (Continued)		
Communications Unit:		
Communications System(s):		
Temporary		
Mobile Phone Cache Available?	Yes ☐	No ☐
Local Network Available?	Yes ☐	No ☐
Landline Access to ICP Available?:	Yes ☐	No ☐
Local Telecomm Technical Available?:	Yes ☐	No ☐
Ground Support Unit:		
Route to ICP/Base:		
Route from ICP/Base to Incident:		
Medical Unit:		
Nearest Hospital or Desired Hospital:		
Nearest Burn Center, Trauma Center:		
Nearest Air Ambulance:		

SAMPLE 2 – Responsible Officer’s Briefing Checklist

Finance/Administration Section
Name of Incident Responsible Official Representative:
Name of Incident Financial Advisor (if assigned):
Agreements and Annual Operating Plans in Place:
Jurisdiction Agencies Involved:
Need for Cost Share Agreement:
Cost Unit:
Financial Considerations:
Cost Collection or Trespass:
Job Codes in Use:

SAMPLE 2 – Responsible Officer’s Briefing Checklist

Finance/Administration Section (continued)
Procurement Unit:
Buying Team in Place or Ordered:
Purchasing Officer Assigned:
Copy of Local Service and Supply Plan Provided:
Is All Equipment Inspected and Under Agreement?
Compensation/Claims Unit:
Potential Claims:
Status of Claims/Accident Reports:
Time Unit:
Payroll Procedure Established for Time and Attendance Transmittal:

Incident Briefing Package Checklist

Report of Incident Dispatch Action

Resource, Overhead, and Equipment Order Forms completed to date

Incident Status Summary, IRS-002 ____/____/____

Five sets of topographics maps covering the incident area and areas which might be affected by the incident and five local road maps or atlases.

Incident Area Aerial Photo(s)

Local plans or documents containing emergency actions

Weather Forecast

ISA for Incident

Responsible Official's Delegation of Authority to the Incident Commander

Responsible Official's Briefing to the Incident Management Team Form

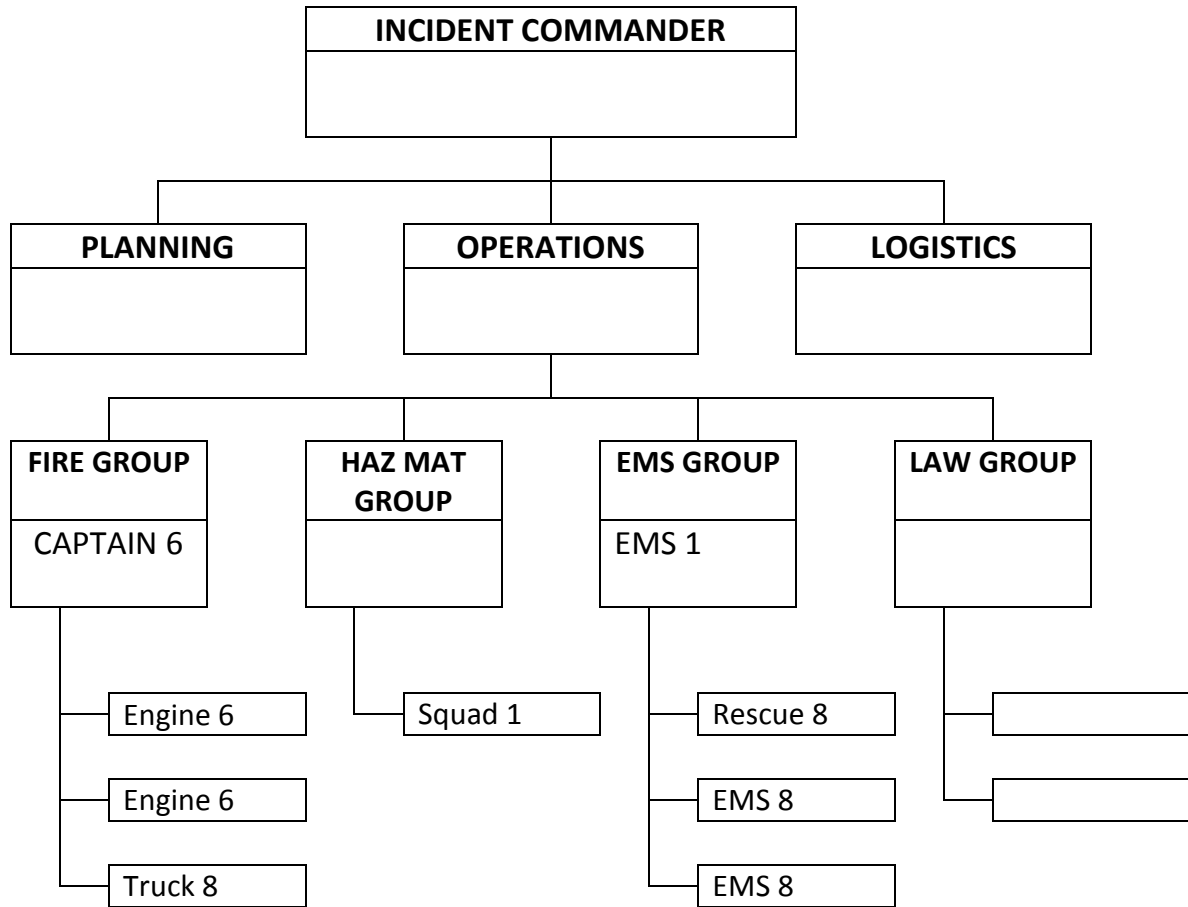
Unit Service and Supply Plant

Local Key Contact Phone List

INCIDENT BRIEFING	1. INCIDENT NAME TRAIN	2. DATE PREPARED 20/03/2012	3. TIME PREPARED 0630
4. MAP SKETCH			
PAGE 1	5. PREPARED BY (NAME AND DESIGNATION) Rajesh Kumar, LO		

	6. SUMMARY OF CURRENT ACTIONS
0615	On arrival, found train derailment on banks of Ganges River.
	Unknown # of cars or contents. Some are obviously leaking, some are
	Burning. E6, E8, T8, R8 on scene assessing rescue and fire.
	Squad 1 is working of Haz Mat identification.
	On scene establishing perimeter. CS 140, CC 141, CC 142 and
	CC 143. Requesting Unified Command with CS 140.
	EMS units 1, 8 and 6 are on scene checking for injured.
0626	Requesting an Information officer to the scene
0630	OBJECTIVES
	1. Protect public and responder safety
	a. Treat injured
	b. Evacuate area of ½ Km north of the inc 1 Km south ½ Km to
	either side
	c. Establish an incident perimeter for site security
	2. Contain the incident
	a. Control existing fires and take action to prevent new ones
	b. Identify and contain materials on the train
	c. Contain material flowing into and down the river
0645	Continuing with evacuations requesting assistance from other city
	Units as well as local and State Police.
	Placing a request for an evacuation center to be set up by Red Cross
	E-6 identified propane as among the burning tank cars – increasing
	evacuation distance to one km. radius
0650	Requesting representatives from Columbia State Fish and Game and
	C&C Railroad respond to scene
0715	Requesting the local Type 3 Incident Response Team respond
PAGE 2	

7.



8. RESOURCES SUMMARY

RESOURCES ORDERD	RESOURCES IDENTIFICATION	ETA ON SCENE	LOCATION/ ASSIGNMENT
		X	Unified Command
	Engine 6	X	Fire Group
	Engine 8	X	Fire Group
	Truck 8	X	Fire Group
	Rescue 8	X	EMS Group
	Squad 1	X	Haz Mat Group
		X	Unified Command
	EMS 1	X	EMS Group Sup
	EMS 6	X	EMS Group
	EMS 8	X	EMS Group
		X	Law Group Sup
		X	Law Group
		X	Law Group
Information Officer		0730	
		1130	
Page 4			

INCIDENT OBJECTIVES	1. Incident Name Train Derailment	2. Date 20/03/2012	3. Time 1200
4. Operation Period 20/03/2012 1200 20/03/2012 2400			
5. Provide for the safety of the public and a safe work environment for all responders. Identify current and potential hazardous material releases and potential impacts to the public and environment, including: Human Exposure, Municipal Water Supplies, Air Quality, Flora and Fauna. Establish safety mitigations for firefighters and extinguish fires as soon as possible. Prepare and initiate a plan to contain and prevent further release of hazardous materials by 1200 hrs. tomorrow. Complete a damage survey within 24 hrs. Establish HAZMAT clean up activities with a target completion time of 72 hrs. Return all public facilities used for the response to at least minimal operational condition within 48 hrs.			
6. Weather Forecast for Period Fog and low clouds though about 1100 then clearing. Maximum Temperature 58-62. Minimum Relative Humidity 60 – 64%. Winds light southwest to 4 MPH turning northwest after about 1600. A high pressure ridge is bringing stable conditions to the area so expect return of fog to the area tonight.			
7. General Safety Message Remember, that appropriate PPE <u>MUST</u> be work at all times. If you do not have PPE, order thru the Logistics Section Chief. Make sure that <u>LOOKOUTS</u> are posted; everyone has adequate <u>COMMUNICATIONS</u> ; <u>ESCAPE ROUTES</u> are identified and known to all; and Each and Every person is aware of the location of <u>SAFETY ZONES</u> .			
8. Attachment (mark if attached)			
☐ Organization List – IRS 003 ☐ Medical Plan – IRS 006 ☐ Safety Message ☐ Div. Assignments List – IRS 004 ☐ Site Safety Plan – IRS 008 ☐ ☐ Communications Plan – IRS 005 ☐ Traffic Plan ☐			
9. Prepared by (Planning Section Chief) Raj Kumar		10. Approved by (Incident Commander) S.C. Gupta	

ORGANIZATION ASSIGNMENT LIST		1. INCIDENT NAME Train Derailment	2. DATE PREPARED 22/03/2012	3. TIME PREPARED 1000
POSITION NAME		4. OPERATIONAL PERIOD (DATE/TIME) 20/03/2012 1200 to 20/03/2012 2400		
5. INCIDENT COMMANDER AND STAFF		9. OPERATIONS SECTION		
INCIDENT COMMANDER	S.C. Gupta	CHIEF		Girish Chawla
DEPUTY SAFETRY OFFICER	Naresh Kr.	DEPUTY		
PUBLIC INFORMATION OFFICER	Vikas Madan			
LIAISON OFFICER	Lalit Sharma	a. BRANCH I-DIVISION/ BRANCH DIRECTOR		
6. DEPARTMENTAL REPRESENTATIVES		DEPUTY		
AGENCY	NAME	DIVISION/GROUP	Damage	Bimlesh Singh
		DIVISION/GROUP	EMS	Bijender Mehta
		DIVISION/GROUP	Fire	Madan Chabra
		DIVISION/GROUP	HazMat	Mithelesh Pandey
		DIVISION/GROUP	LE	Sunil Shekhar
		b. BRANCH II-DIVISION BRANCH DIRECTOR		
7. PLANNING SECTION		DEPUTY		
CHIEF	Raj Kumar	DIVISION/GROUP		
DEPUTY		DIVISION/GROUP		
RESOURCES UNIT	Vipul Thakur	DIVISION/GROUP		
SITUATION UNIT		DIVISION/GROUP		
DOCUMENTATION UNIT		DIVISION/GROUP		
DEMOBILIZATION UNIT				
TECHNICAL SPECIALIST		c. BRANCH III-DIVISION BRANCH DIRECTOR		
		DEPUTY		
		DIVISION/GROUP		
		DIVISION/GROUP		
8. LOGISTICS SECTION		DIVISION/GROUP		
CHIEF	Devender	DIVISION/GROUP		
DEPUTY		DIVISION/GROUP		
		AIR OPERATION BR.		
a. SUPPORT BRANCH		AIR OPERATIONS BR. DIR.		
DIRECTOR		AIR TACTICAL GROUP SUP		
SUPPLY UNIT		AIR SUPPORT GROUP SUP.		
FACILITIES UNIT		HELICOPTER COORDINATOR		
GROUND SUPPORT UNIT		AIR TANKER/FIXED WING DRD.		
b. SERVICE BRANCH		10. FINANCE/ADMINISTRATION SECTION		
DIRECTOR		CHIEF		Rakesh Badal
COMMUNICATIONS UNIT	Manoj Singh	DEPUTY		
MEDICAL UNIT	Kamal Ahuja	TIME UNIT		
FOOD UNIT		PROCUREMENT UNIT		
		COMPENSATION/CLAIMS UNIT		
		COST UNIT		
PREPARED BY (RESOURCES UNIT) Vipul Thakur				

DIVISION ASSIGNMENT LIST		1. Branch		2. Division/Group Fire/Rescue Group			
3. Incident Name Train Derailment		4. Operational Period Date: 20/03/2012 to 20/03/2012 Time: 1200 to 2400					
5. Operations Personnel							
Operation Chief		Gopala Reddy		Division/Group Supervisor		Mohan Chawla	
Branch Director				Air Attach Supervisor No.			
6. Resources Assigned this Period							
Strike Team/Task Force/Resource Designator	Leader	Number Persons	Trans. Needed	Drop Off Pt./Time		Pick up Pt./Time	
S/T 3166 C	Jitender Aneja	15	No	DP-I 1245 hrs.		DP-I 2345 hrs.	
S/T 3167 C	Madan Barua	15	No	DP-I 1245 hrs.		DP-I 2345 hrs.	
Haz Mat 16	B. Budhiraja	7	No	DP-I 1245 hrs.		DP-I 2345 hrs.	
Hvy Res. Crew 12	Shankar Singh	8	No	DP-I 1245 hrs.		DP-I 2345 hrs.	
EMS ALS	Jagmohan Kumar	2	No	DP-I 1245 hrs.		DP-I 2345 hrs.	
EMS BLS	Digamber Singh	2	No	DP-I 1245 hrs.		DP-I 2345 hrs.	
Safety Officer	Surender Sharma	1	No	DP-I 1245 hrs.		DP-I 2345 hrs.	
7. Control Operations Continue containment and extinguishment of LPG Cars and other fires. Eliminate any potential ignition sources. Search for injured where safe to do so.							
8. Special Instructions Make sure everyone is wearing proper PPE! Escape signal will be three (3) blasts on an engine air horn. Establish Gross Decon. Monitor Equipment Use. Post Lookouts and monitor runoff.							
9. Division/Group Communication Summary							
Function	Frequency	System	Channel	Function	Frequency	System	Channel
Command	154.900		1	Logistics	154.160		8
Tactical Div/Group	154.385		2	Air to Ground	155.340		7
Prepared by (Resource Unit Leader) Vipul Thakur		Approved by (Planning Section Chief) Raj Kumar			Date 20/03/2012		Time 1000 hrs

DIVISION ASSIGNMENT LIST		1. Branch		2. Division/Group HAZ MAT GROUP			
3. Incident Name Train Derailment		4. Operational Period Date: 20/03/2012 to 20/03/2012 Time: 1200 to 2400					
5. Operations Personnel							
Operation Chief		Gopala Reddy		Division/Group Supervisor		Bhupesh Kumar	
Branch Director				Air Attach Supervisor No.			
6. Resources Assigned this Period							
Strike Team/Task Force/Resource Designator	Leader	Number Persons	Trans. Needed	Drop Off Pt./Time		Pick up Pt./Time	
Engine 12	Jugal Kishore	3	No	DP-I 1245 hrs.		DP-I 2345 hrs.	
Engine 14	Mohan Lal	3	No	DP-I 1245 hrs.		DP-I 2345 hrs.	
Haz Mat 6	Ganga Prasad	7	No	DP-I 1245 hrs.		DP-I 2345 hrs.	
Haz Mat 7	Kamal Kant	7	No	DP-I 1245 hrs.		DP-I 2345 hrs.	
Haz Mat 9	Rajender Wasan	7	No	DP-I 1245 hrs.		DP-I 2345 hrs.	
Safety Officer	Surya Ganesh	1	No	DP-I 1245 hrs.		DP-I 2345 hrs.	
RR Haz Mat Spe.	Madan Mehta	1	No	DP-I 1245 hrs.		DP-I 2345 hrs.	
F&G Spec.	Deepak Gaur	1	No	DP-I 1245 hrs.		DP-I 2345 hrs.	
7. Control Operations Complete identification of train contents. Coordinate with Fire/Rescue Group. Contains spills around train and down river. Provide decontamination for all personnel							
8. Special Instructions Make sure everyone is wearing proper PPE! Follow Site Safety & Control Plan IRS 008. Post Lookouts and monitor runoff.							
9. Division/Group Communication Summary							
Function	Frequency	System	Channel	Function	Frequency	System	Channel
Command	154.900		1	Logistics	154.160		8
Tactical Div/Group	155.040		3	Air to Ground	153.340		7
Prepared by (Resource Unit Leader) Vipul Thakur		Approved by (Planning Section Chief) Raj Kumar			Date 20/03/2012		Time 1000 hrs

DIVISION ASSIGNMENT LIST		1. Branch		2. Division/Group LAW ENFORCEMENT GROUP			
3. Incident Name Train Derailment		4. Operational Period Date: 20/03/2012 to 20/03/2012 Time: 1200 to 2400					
5. Operations Personnel							
Operation Chief		Gopala Reddy		Division/Group Supervisor		Nand Lal	
Branch Director				Air Attach Supervisor No.			
6. Resources Assigned this Period							
Strike Team/Task Force/Resource Designator	Leader	Number Persons	Trans. Needed	Drop Off Pt./Time		Pick up Pt./Time	
L.E. S/T #11	Binod Kumar	10	No	DP-2 1245 hrs.		DP-2 2345 hrs.	
L.E. S/T #11	Krishan Hari	10	No	DP-2 1245 hrs.		DP-2 2345 hrs.	
L.E. S/T #11	Mahesh Rathore	10	No	DP-2 1245 hrs.		DP-2 2345 hrs.	
L.E. S/T #11	Tilak Pundir	10	No	DP-2 1245 hrs.		DP-2 2345 hrs.	
L.E. S/T #11	Pawan Sharma	10	No	DP-2 1245 hrs.		DP-2 2345 hrs.	
Boat #45	Rohit Patel	1	No	Ramp 1245 hrs.		Ramp 2345 hrs.	
Boat #46	Jeevan Wadhwa	1	No	Ramp 1245 hrs.		Ramp 2345 hrs.	
Safety Officer	Lalit Dawar	1	No	DP-2 1245 hrs.		DP-2 2345 hrs.	
7. Control Operations Maintain perimeter, restrict access to authorized personnel. Complete any evacuation within the perimeter. Continue river closure							
8. Special Instructions Make sure all Escape Routes are Identified. Control and maintain safe traffic patterns for evacuees Monitor equipment use.							
9. Division/Group Communication Summary							
Function	Frequency	System	Channel	Function	Frequency	System	Channel
Command	154.900		1	Logistics	154.160		8
Tactical Div/Group	155.640		4	Air to Ground	155.340		7
Prepared by (Resource Unit Leader) Vipul Thakur		Approved by (Planning Section Chief) Raj Kumar			Date 20/03/2012		Time 1000 hrs
IRS - 004							

DIVISION ASSIGNMENT LIST		1. Branch		2. Division/Group EMS GROUP			
3. Incident Name Train Derailment		4. Operational Period Date: 20/03/2012 to 20/03/2012 Time: 1200 to 2400					
5. Operations Personnel							
Operation Chief		Gopala Reddy		Division/Group Supervisor		Brijesh Mathur	
Branch Director				Air Attach Supervisor No.			
6. Resources Assigned this Period							
Strike Team/Task Force/Resource Designator		Leader		Number Persons		Trans. Needed	
						Drop Off Pt./Time	
						Pick up Pt./Time	
ALS S/T #1		Rohit Sharma		4		No	
ALS S/T #2		Jai Ram		4		No	
ALS S/T #5		Kapil Ojha		4		No	
ALS S/T #7		Chitra Chauhan		4		No	
7. Control Operations Continue treatment of injured. Support Fire, Haz Mat and Law Enforcement Groups with EMS needs. Coordinate EMS Needs with Red Cross Evacuation Center.							
8. Special Instructions Make sure all Escape Routes are Identified. Establish Escape Routes and make them known to everyone. Control Contamination Spread.							
9. Division/Group Communication Summary							
Function	Frequency	System	Channel	Function	Frequency	System	Channel
Command	154.900		1	Logistics	154.160		8
Tactical Div/Group	155.340		5	Air to Ground	155.340		7
Prepared by (Resource Unit Leader) Vipul Thakur		Approved by (Planning Section Chief) Raj Kumar			Date 20/03/2012		Time 1000 hrs

DIVISION ASSIGNMENT LIST		1. Branch		2. Division/Group DAMAGE ASSESSMENT GRP.			
3. Incident Name Train Derailment		4. Operational Period Date: 20/03/2012 to 20/03/2012 Time: 1200 to 2400					
5. Operations Personnel							
Operation Chief		Gopala Reddy		Division/Group Supervisor		Lata Kumari	
Branch Director				Air Attach Supervisor No.			
6. Resources Assigned this Period							
Strike Team/Task Force/Resource Designator		Leader		Number Persons		Trans. Needed	
						Drop Off Pt./Time	
						Pick up Pt./Time	
DAT #1		Ramesh Bindra		3		No	
DAT #2		Chand Singh		3		No	
DAT #3		Ganesh Arya		3		No	
DAT #4		Amit Kumar		3		No	
7. Control Operations Coordinate with all Groups to assess damage throughout the incident area. Assess public facilities for use within 48 hours. Assess impacts to threatened and endangered species.							
8. Special Instructions Post Lookouts! Identify Escape Routes and make them known to everyone. Be expected to have problems with "Runoff Control"! Make sure your monitor runoff.							
9. Division/Group Communication Summary							
Function	Frequency	System	Channel	Function	Frequency	System	Channel
Command	154.900		1	Logistics	154.160		8
Tactical Div/Group	156.050		6	Air to Ground	155.340		7
Prepared by (Resource Unit Leader) Vipul Thakur		Approved by (Planning Section Chief) Raj Kumar			Date 20/03/2012		Time 1000 hrs

INCIDENT RADIO COMMUNICATION PLAN				1. Incident Name Train Derailment	2. Date/Time Prepared 20/03/2012 1000	3. Operational Period Date/Time 20/03/2012 1200 to 20/03/2012 2400
4. Basic Radio Channel Utilization						
Radio Type/Cache	Channel	Function	Frequency/Tone	Assignment	Remarks	
Kolkata City, West Bengal	1	Command	RX/TX 154.900	Command Channel Train Incident	Command Channel is monitored by the Kolkata City, W.B.	
Kolkata City, West Bengal	2	Tactical	RX/TX 154.385	Fire/Rescue Tactical		
Kolkata City, West Bengal	3	Tactical	RX/TX 155.040	Haz Mat Tactical		
Kolkata City, West Bengal	4	Tactical	RX/TX 155.640	Law Enforcement Tactical		
Kolkata City, West Bengal	5	Tactical	RX/TX 155.340	EMS Tactical		
Kolkata City, West Bengal	6	Tactical	RX/TX 156.050	Damage Assessment Tactical		
Kolkata City, West Bengal	7	Tactical	RX/TX 155.340	EMS Air-Ground	This is the Air to Ground for the Air Ambulances assigned to the incident	
Kolkata City, West Bengal	8	Logistics	RX/TX 154.160	Logistics Only	All request for supplies and Supports	
5. Prepared by (Communications Unit) Mohan Anand, Communications Unit Leader						

MEDICAL PLAN	1. Incident Name Train Derailment	2. Date Prepared 20/03/2012	3. Time Prepared 1000	4. Operational Period 1200 – 2400	
5. Incident Medical Aid Station					
Medical Aid Stations	Location		Paramedics Yes No		
Incident Aid Station	Sainthia, West Bengal		Yes		
6. Transportation					
A. Ambulance Services					
Name	Address	Phone	Paramedics Yes No		
Sainthia City EMS					
Red Cross Ambulance					
B. Incident Ambulances					
Medical Aid Stations	Location	Phone	Paramedics Yes No		
Sainthia City EMS					
7. Transportation					
Name	Address	Travel Time Air Ground	Phone	Helipad Yes/No	Burn Center Yes/No
8. Medical Emergency Procedures					
The DIVS/Group Supervisor will take charge of a Medical Emergency, notify EMC Dispatch on Command Channel. Dispatch will clear all radio traffic except for the emergency. The closest line EMT will respond to the incident for triage and treatment. The DIVS/Group Supervisor will give Dispatch the following information: type of injury, mechanism, type of transport needed, and location. Gross Decon will be performed on all patients.					
Prepared by (Medical Unit Leader) Kamal Yadav			Reviewed by (Safety Officer) Sanjay Srivastav		

SITE SAFETY AND CONTROL PLAN IRS 008		1. Incident Name: Train Derailment		2. Date Prepared 20/03/2012		3. Operational Period Time : 1200-2400						
Section I. Site Information												
4. Incident Location		Sainthia, West Bengal										
Section II. Organization												
5. Incident Commander Joginder Harit		6. HM Group Supervisor Madan Diwan			7. Tech. Specialist – HM Reference Joginder Maan							
8. Safety Officer Neeraj Devraj		9. Entry Leader Anil Yadav			10. Site Access Control Leader Deepak Madan							
11. Asstt. Safety Officer – HM Anirudh Bansal		12. Decontamination Leader Chander Prakash			13. Safe Refuge Area Manager Joginder							
14. Environmental Health Mohinder Sahni		15.			16.							
17. Entry Team: (Buddy System) Name: PPE					18. Decontamination Element							
Entry 1		Mukesh Hari		Level		Decon1 Jaswant						
Entry 2		Bijender Singh		A		Decon2 Suresh Kr.						
Entry 3		Sanjay Kumar		A		Decon3 Ramesh Kr						
Entry 4				A		Decon4 Tilak Raj						
Section III. Hazard/Risk Analysis												
19. Material:	Container type	Qty.	Phsy. State	pH	IDLH	F.P.	I.T.	V.P.	V.D.	S.G.	LEL	UEL
Odorized Propane	Comp. Cyl.	U/K	Liq/G as	U/K	.5ppm	-156°	920	127 psig	U/K	.504	2.15	9.6
Oxygen, Refrig. Liq	Comp. Cyl.	U/K	Liq/G as					-118C	1.1			
Turpentine Oil	Tank Car	U/K	Liq/G as	U/K	N/A	95°F		577 mm	4.7		.8%	(N/A)
Diesel Fuel #2	Tank Care	U/K	Liq/G as	U/K	250pp	125°	500	0.40	>3	.81	.3%	10%
Comment:												
Section IV. Hazard Monitoring												
20. LEL Instrument(s)				21. O2 Instruments(s)								
22. Toxicity/PPM Instrument(s)				23. Radiological Instrument(s)								
Comment:												
Section V. Decontamination Procedures												
24. Standard Decontamination Precedures:				Yes No								
Comment: All Decon personnel shall be Level "A" PPE												
Section VI. Site Communications												
25. Command Frequency: 168.100		26. Tactical Frequency: 170.4500		27. Entry Frequency: 168.2000								
Section VII. Medical Assistance												
28. Medical Monitoring:		Yes No		29. Medical Treatment and Transport in-place		Yes No						

Safety Message

March 20, 2012

Day Shift 1200 -2400

*** Hazardous Atmosphere ***

- **PPE!!!**
- **Warning Alarms!!!**
- **Escape Routes!!!**
- **Accountability!!!**

○ **Know where you and your crew members are at “all” time.**

Lookouts

Communication

Escape Route

Safety Zones

You are your own “Safety Officer”!

**Naresh Diwan
Safety Officer**

Handout 6 – 3: Sample IAP

Train Incident Traffic Plan

The ICP is located on the corner of _____. To access the incident from the ICP take _____ to the rail line. The return route to the ICP will follow _____.

Fuel is located at the corner of _____.

Mandatory vehicle wash station will be setup at _____.

All incident vehicles will be washed prior to release from the incident.

Information Required about the Deptt. Rep./Agency Rep.

AGENCY : _____

DREPT NAME : _____

Contact Methods

Emergency Contact _____

Phone #'s _____

E-Mail _____

Fax _____

Address _____

Station Location _____

Lodging Location _____

Decision Making Level _____

Backup/Relief Planned _____

Health issues you would like the LO to know about?

Other

CHECKLIST OF INFORMATION REQUIRED OF A PARTICIPATING AGENCY

Department _____

Deptt. Rep./Agency Rep. _____

Deptt. Rep./Agency Rep. Primary Contact _____

Is Department is Unified Command? Yes _____ No _____

Resources

On Scene

Available, if needed

Capabilities

Limitations

Response times of resources not at scene.

Are the resources contractors or agency employees?

Special Needs or Requirements (i.e. max work hours, union agreements, time out or maximum assignment time etc.)

Off-site support activities or available resources (facilities, mechanics etc.)

What is the agency's mission or objectives as it relates to this incident? Are there any agency specific issues or concerns?

Level of Authority or Approval requirement.

Resource ordering procedures (how to contact the agency's EOC)

Information on pay procedures, funding issues etc.

Department-specific cost tracking requirements.

Department-specific Demobilization requirements

How long does the department expect to commit resources to the incident?

Available Communications methods between the department and the IRT. (phone, email, radio etc.)

LIAISON OFFICE MASTER POC

(Used as a wall chart in the ICP)

AGENCY	TITLE RANK	NAME	CELL PHONE	LAND LINE	FAX	EMAIL	ADDRESS	CITY & STATE	ZIP CODE	Support (Direct or Indirect) Action*	Status**

* Direct Support: One to one contact and communication with action officer

* Indirect support: One to one contact with multiple individual in the unit (e.g. Inventory Specialist) Contact is seldom with the same individual

* LOA# = Specific Actions taken by the LO with point of contact. See LO Action file.

**ETA = Estimate Time of Arrival : May be listed as “date time group” 0925163004

**OH = On Hand

**OR = On Request or On Order

**POC = Person of Contact

**PA = Pending Action

**FUA = Follow Up Action

Handout 6 – 4 Collecting Information From Deptt. Reps./Agency Reps.

Unit 7: The Planning Process

PARTICIPANT GUIDE

Unit 7 The Planning Process

Objectives

By the end of this unit, participants will be able to:

- Describe how the Liaison Officer (LO) fits into the planning process.
- Describe the responsibilities of the Liaison Officer in the IRS Planning Process.

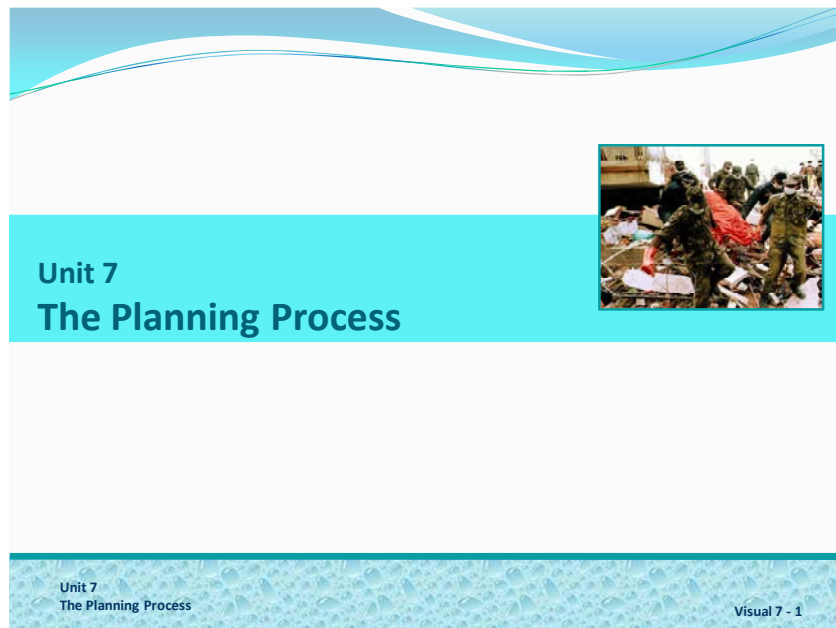
Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Lesson	30 minutes
Total Time	30 minutes

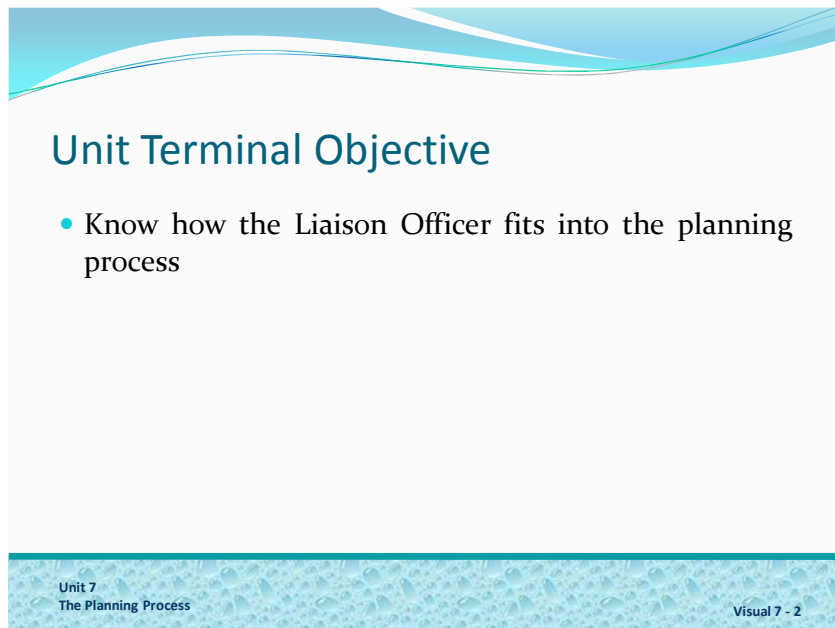
Unit 7 The Planning Process

Topic Unit Title Slide



Key Points

Topic Unit Terminal Objective



Key Points

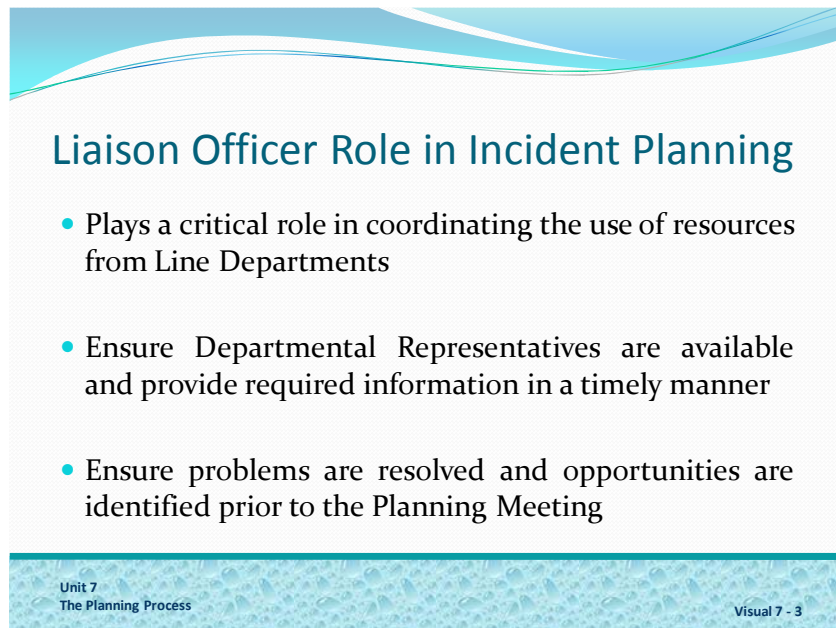
Unit Terminal Objective

Describe how the Liaison Officer fits into the planning process

Unit Enabling Objective

- Describe the responsibilities of the Liaison Officer in the IRS Planning

Topic Liaison Officer Role in Incident Planning



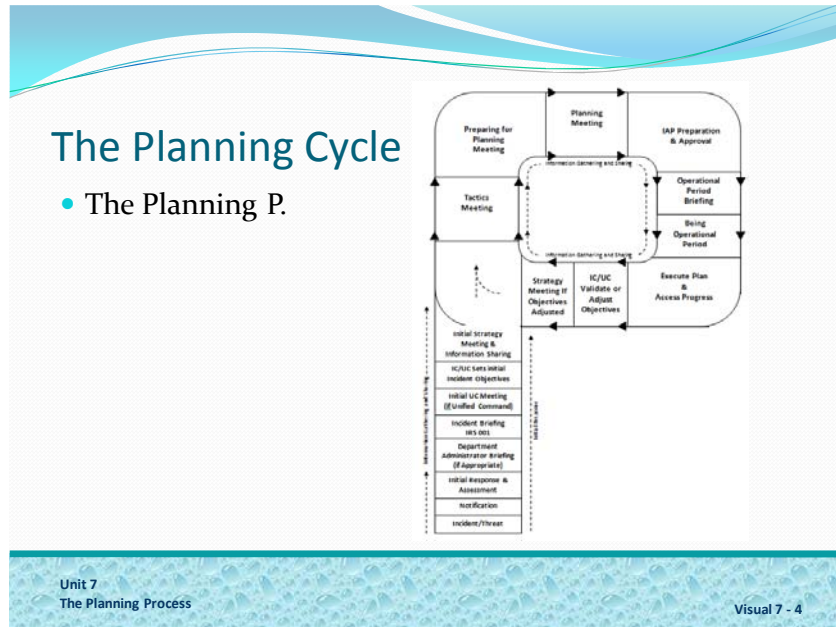
Key Points

In Incident Planning, the Liaison Officer:

- Play a critical role in coordinating the use of resources from Line Departments
- Ensure Departmental Representatives are available and provide required information in a timely manner
- Ensures problems are resolved and opportunities are identified prior to the Planning Meeting.

Unit 7 The Planning Process

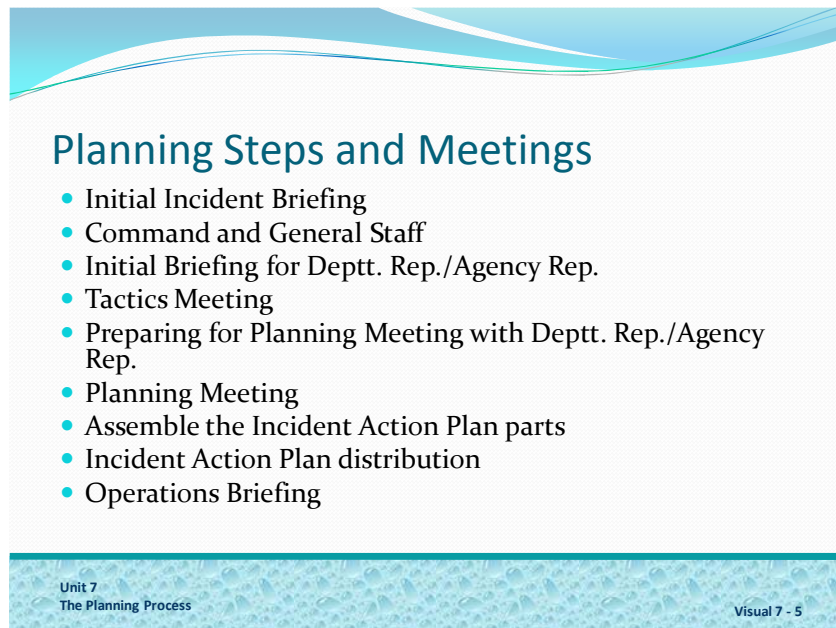
Topic The Planning Cycle



Key Points

Refer to Handout 7 – 1: The Planning P.

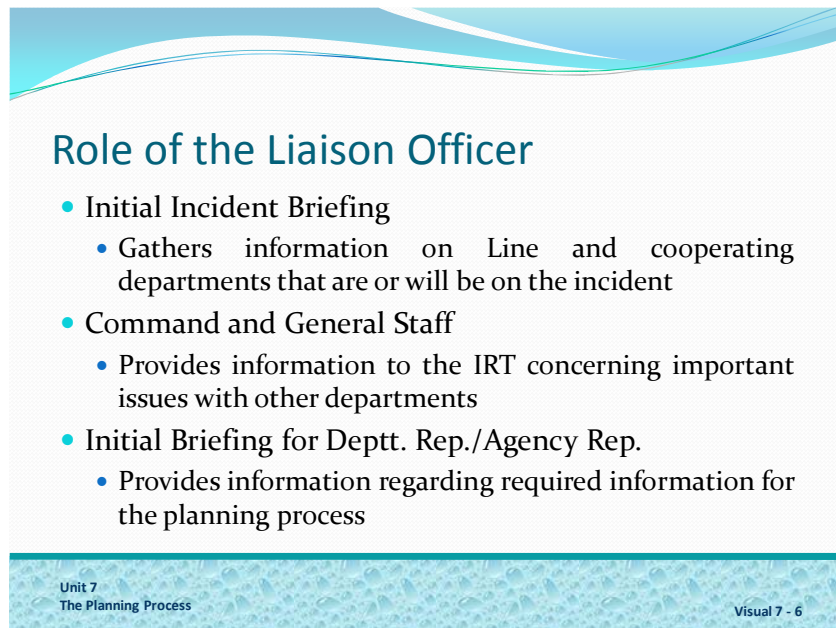
Topic Planning Steps and Meetings



Key Points

- Initial Incident Briefing
- Command and General Staff
- Initial Briefing for Deptt. Reps./Agency Reps.
- Tactics Meeting
- Preparing for Planning Meeting with Deptt. Reps./Agency Reps.
- Planning Meeting
- Assemble the Incident Action Plan parts
- Incident Action Plan distribution
- Operations Briefing
- Operations Briefings*

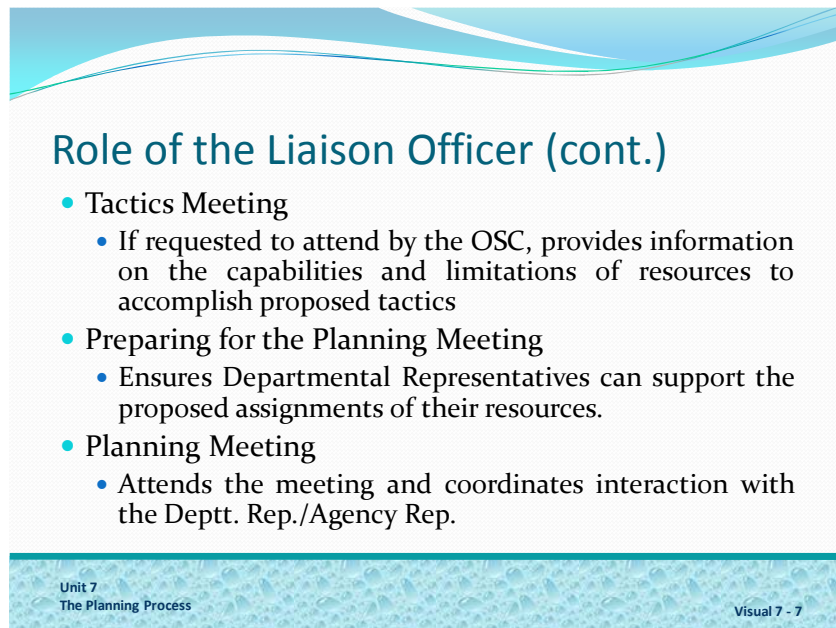
Topic Role of the Liaison Officer



Key Points

- Initial Incident Briefing
 - This may be the time when the Liaison Officer realizes the need for assistants
 - Gathers information on Line and cooperating departments that are or will be on the incident
- Command and General Staff Meetings
 - Stakeholders issues might come up at this juncture
 - This is also the point where the determined relationship between Incident Command, Liaison Officer, and Public Information Officer will be made clear.
- Initial Briefing for Deptt. Rep./Agency Rep.
 - Provides information regarding required information for the Planning Process.

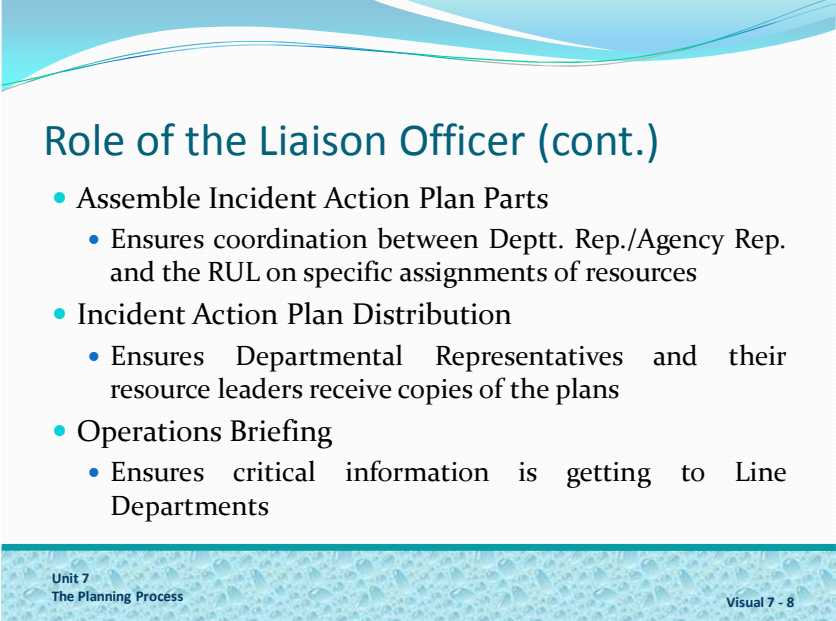
Topic Role of the Liaison Officer (cont.)



Key Points

- Tactics Meeting
 - If requested to attend by the Operations Section Chief, provide information on the capabilities and limitations of resources to accomplish proposed tactics.
- Preparing for the Planning Meeting
 - Ensures Departmental Representatives can support the proposed assignments of their resources.
- Planning Meeting
 - Attends the meeting and coordinates interaction with the Deptt. Rep./Agency Rep..

Topic Role of the Liaison Officer (cont.)



Role of the Liaison Officer (cont.)

- Assemble Incident Action Plan Parts
 - Ensures coordination between Deptt. Rep./Agency Rep. and the RUL on specific assignments of resources
- Incident Action Plan Distribution
 - Ensures Departmental Representatives and their resource leaders receive copies of the plans
- Operations Briefing
 - Ensures critical information is getting to Line Departments

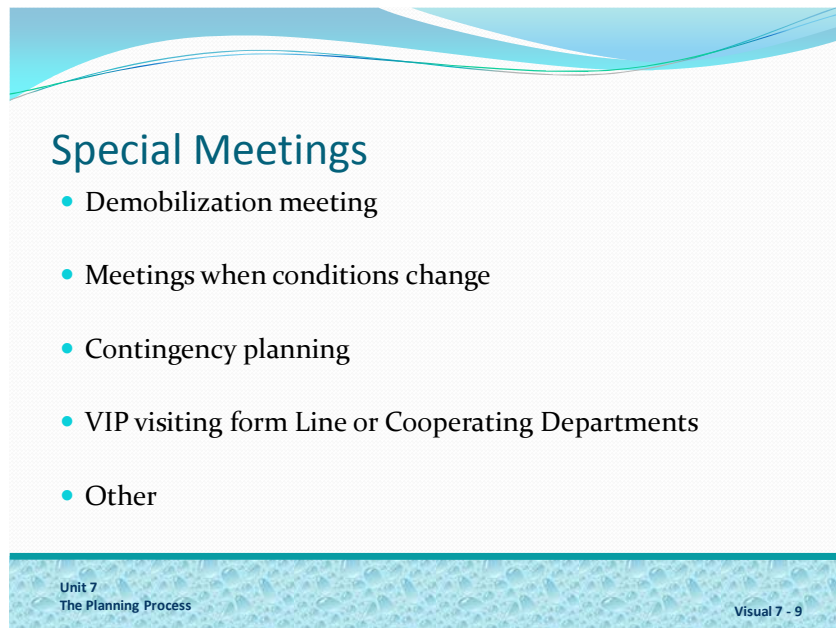
Unit 7
The Planning Process

Visual 7 - 8

Key Points

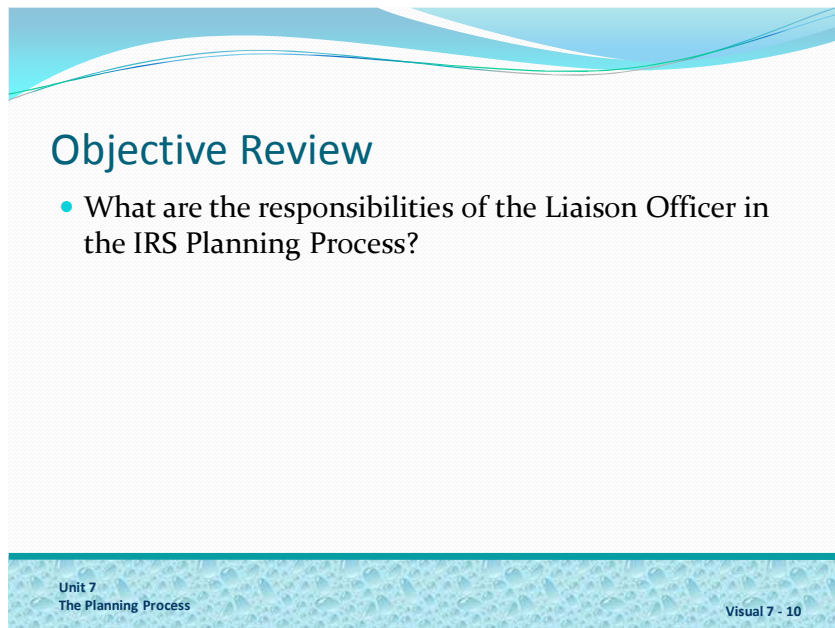
- Assemble Incident Action Plan Parts
 - Ensures coordination between Deptt. Rep./Agency Rep. and the Resource Unit Leader (RUL) on specific assignments of resources.
- Incident Action Plan Distribution
 - Ensure Departmental Representatives and their resource leaders receive copies of the Plan.
- Operations Briefing
 - Ensures critical information is getting to Line Departments.

Topic Special Meetings



Key Points

- Demobilization Meeting
- Meetings when condition change
- Contingency Planning
- VIP visiting from Line or cooperating departments
- Other



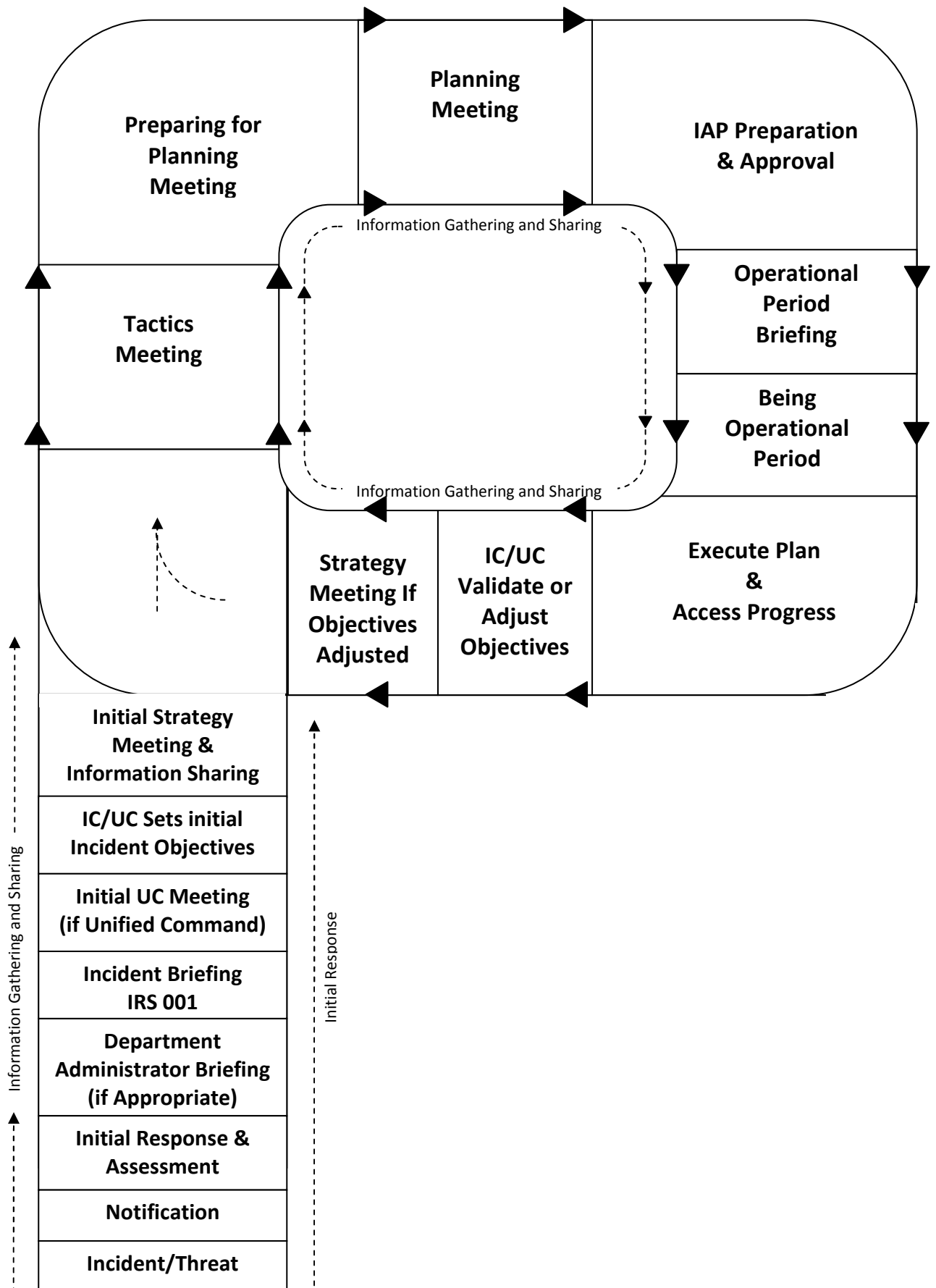
Key Points

Unit Terminal Objective

Describe how the Liaison Officer fits into the planning process

Unit Enabling Objective

Describe the responsibilities of the Liaison Officer in the IRS Planning Process



Unit 8: Special Situation

PARTICIPANT GUIDE

Objectives

By the end of this unit, participants will be able to:

- Describe how to determine the proper steps to follow in the event of special situation.

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Lesson	45 minutes
Total Time	45 minutes

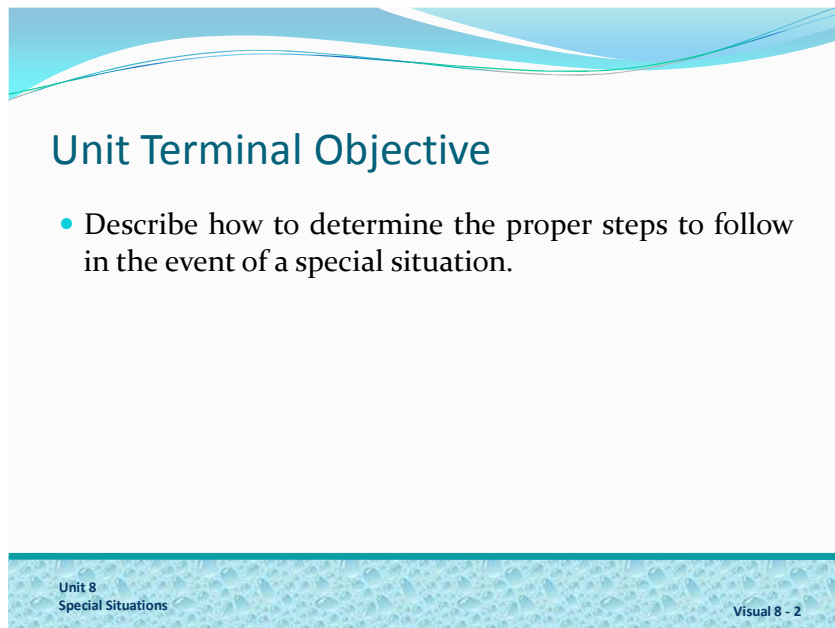
Unit 8 Special Situations

Topic Unit Title Slide



Key Points

Topic Unit Objective

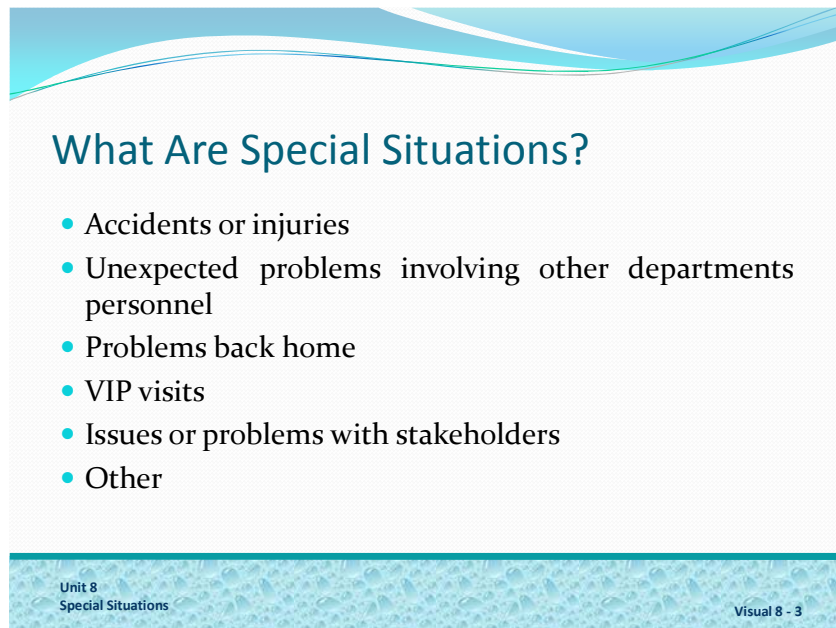


Key Points

Unit Terminal Objective

Describe how to determine the proper steps to follow in the event of a special situation.

Topic What are Special Situations?

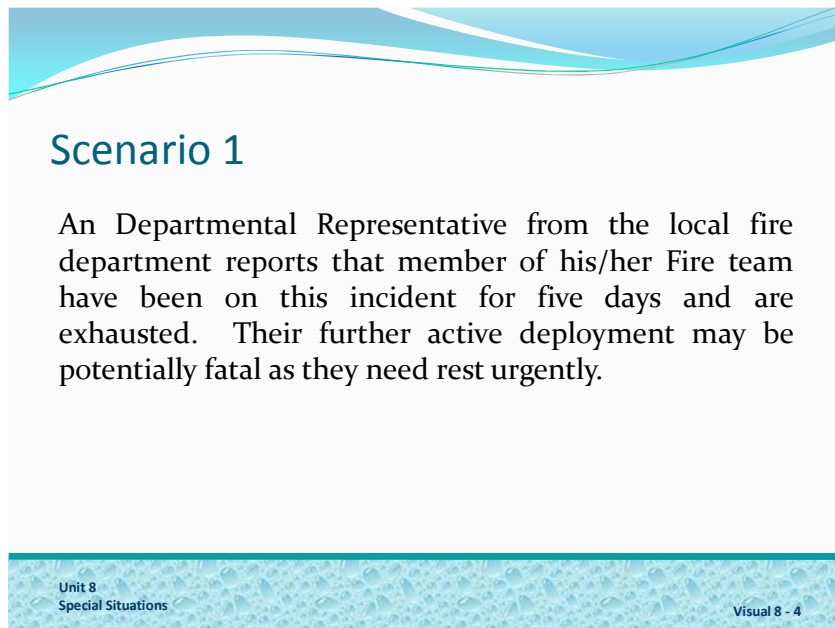


Key Points

Examples of special situations include:

- Accidents or injuries
- Unexpected problems involving other agency personnel
- Problems back home
- VIP visits
- Issues or problems with stakeholders
- Other

Topic Scenario 1

The slide features a decorative header with blue and white wavy lines. The main content area is white with a light blue dotted background. The title 'Scenario 1' is in a large, bold, blue font. Below it, a paragraph of text describes a fire department representative's report. The footer consists of a blue textured bar with white text on the left and a small identifier on the right.

Scenario 1

An Departmental Representative from the local fire department reports that member of his/her Fire team have been on this incident for five days and are exhausted. Their further active deployment may be potentially fatal as they need rest urgently.

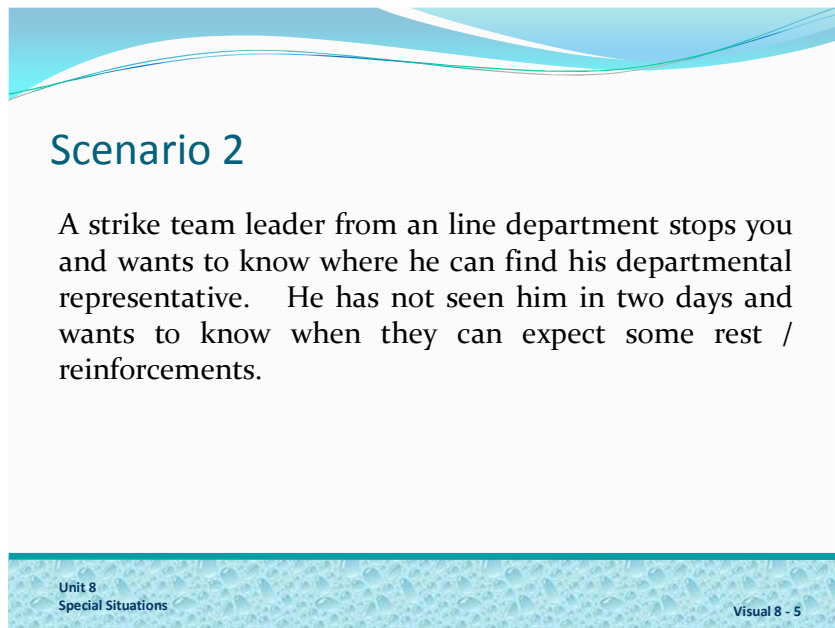
Unit 8
Special Situations

Visual 8 - 4

Key Points

Review the scenario and respond to the discussion question presented by the instructor.

Topic Scenario 2

A presentation slide for 'Scenario 2'. The slide has a light blue header with white wavy lines. The main content area is white with a light blue border. The title 'Scenario 2' is in a large, bold, blue font. Below the title is a paragraph of text. At the bottom of the slide is a blue footer with white text.

Scenario 2

A strike team leader from an line department stops you and wants to know where he can find his departmental representative. He has not seen him in two days and wants to know when they can expect some rest / reinforcements.

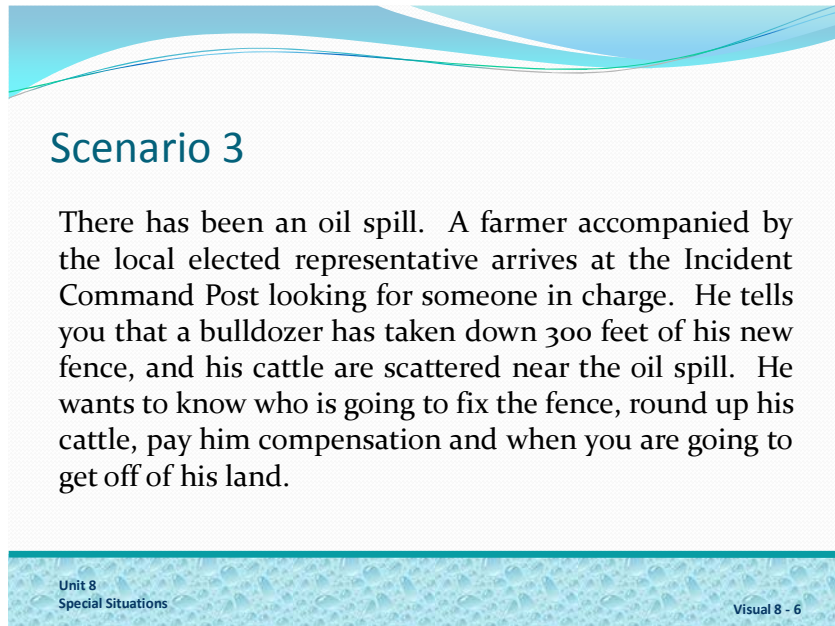
Unit 8
Special Situations

Visual 8 - 5

Key Points

Review the scenario and respond to the discussion question presented by the instructor.

Topic Scenario 3

A presentation slide for 'Scenario 3'. The slide has a light blue background with a wavy blue and white header at the top. The title 'Scenario 3' is in a large, bold, blue font. Below the title is a paragraph of text. At the bottom of the slide, there is a blue footer bar with white text on the left and right sides.

Scenario 3

There has been an oil spill. A farmer accompanied by the local elected representative arrives at the Incident Command Post looking for someone in charge. He tells you that a bulldozer has taken down 300 feet of his new fence, and his cattle are scattered near the oil spill. He wants to know who is going to fix the fence, round up his cattle, pay him compensation and when you are going to get off of his land.

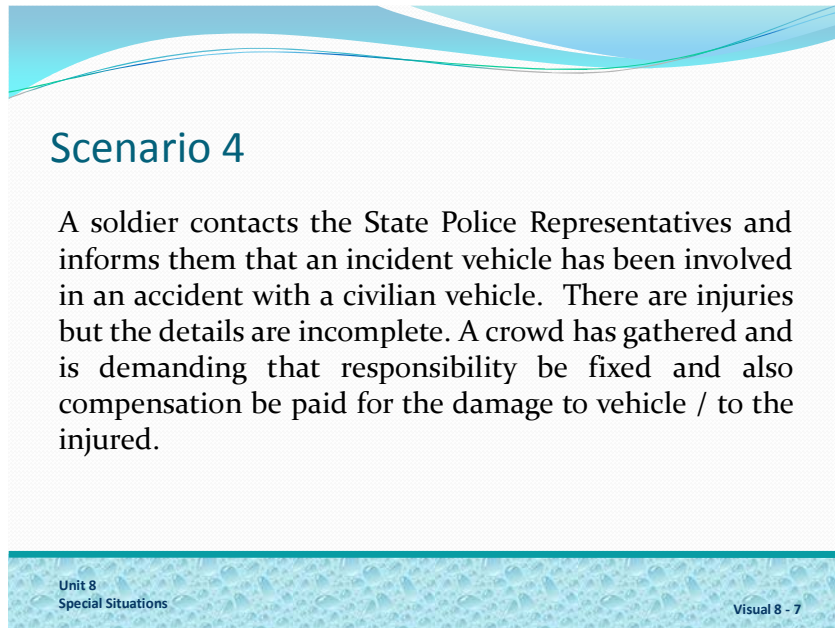
Unit 8
Special Situations

Visual 8 - 6

Key Points

Review the scenario and respond to the discussion question presented by the instructor.

Topic Scenario 4

A presentation slide for 'Scenario 4'. The slide has a light blue header with a white wavy line. The main content area is white with a light blue border. The text describes a scenario where a soldier contacts State Police representatives about an accident involving a civilian vehicle. The slide is identified as 'Unit 8 Special Situations' and 'Visual 8 - 7' in the footer.

Scenario 4

A soldier contacts the State Police Representatives and informs them that an incident vehicle has been involved in an accident with a civilian vehicle. There are injuries but the details are incomplete. A crowd has gathered and is demanding that responsibility be fixed and also compensation be paid for the damage to vehicle / to the injured.

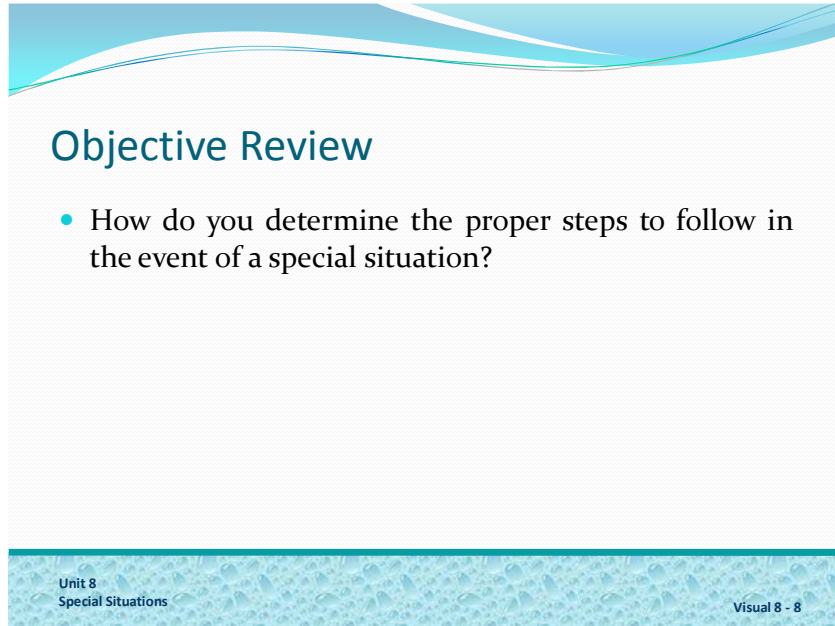
Unit 8
Special Situations

Visual 8 - 7

Key Points

Review the scenario and respond to the discussion question presented by the instructor.

Topic Objective Review



Key Points

Unit Terminal Objective

Describe how to determine the proper steps to follow in the event of a special situation.

Unit 9: Demobilization

PARTICIPANT GUIDE

Objectives

By the end of this unit, participants will be able to:

- Understand the Demobilization process as it relates to the duties of the Liaison Officer.
- Identify and list the information needed from Line and cooperating departments before, and during incident demobilization.
- Describe the Liaison Officer's responsibilities throughout the demobilization process.

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Lesson	40 minutes
Exercise 5	20 minutes
Total Time	1 hour

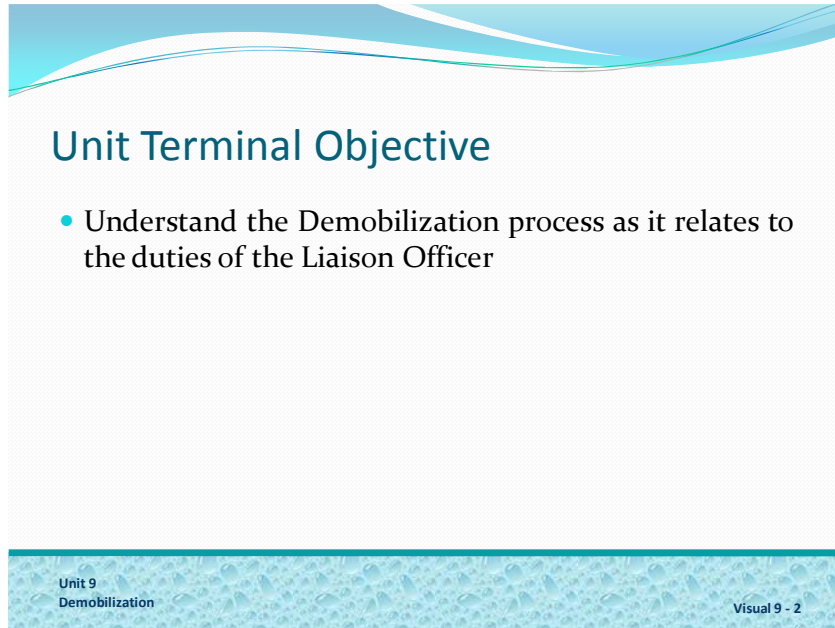
Unit 9 Demobilization

Topic Unit Title Slide



Key Points

Topic Unit Terminal Objective



Key Points

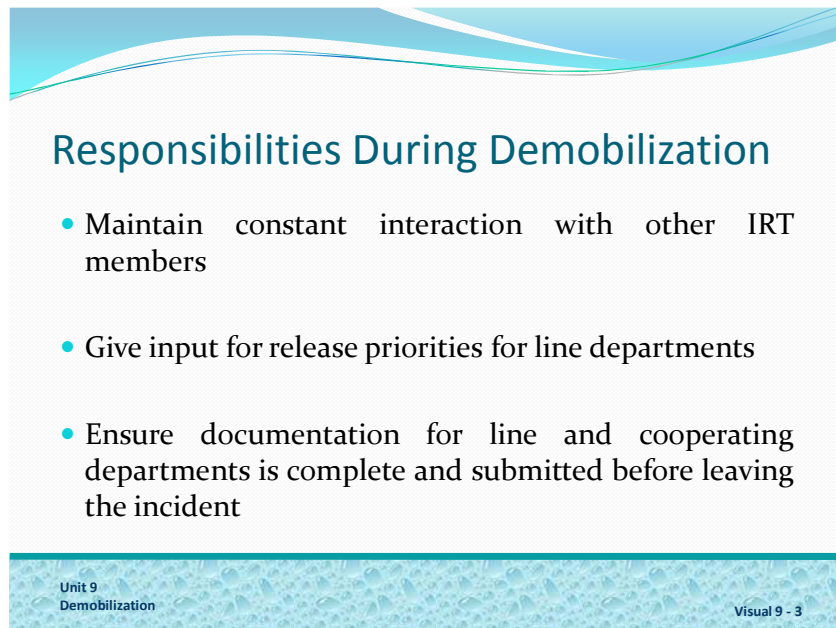
Unit Terminal Objective

Understand the Demobilization process as it relates to the duties of the Liaison Officer.

Unit Enabling Objective

- Identify and list the information needed from line and cooperating departments before, and during incident demobilization.
- Describe the Liaison Officer's responsibilities throughout the demobilization process.

Topic Responsibilities During Demobilization

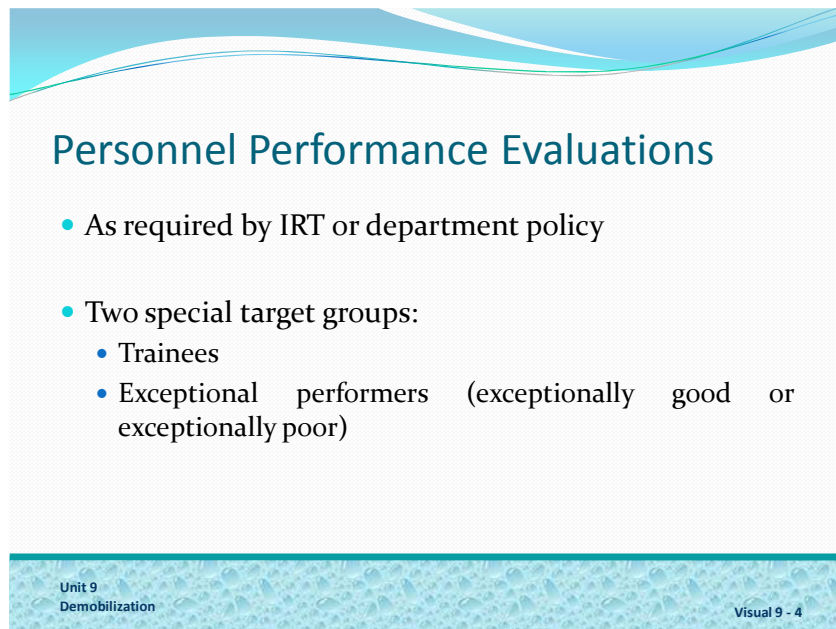


Key Points

The following are some of the responsibilities of a Liaison Officer during Demobilization:

- Maintain constant interaction with other IRT members
- Give input for release priorities for line government.
 - Release priorities are incident specific
 - Central
 - Out of State
 - State Government
 - Local Government
- Ensure documentation for line and cooperating government is complete and submitted before leaving the incident.
 - Times sheets
- IRS Form 003 – Unit Log.

Topic Personnel Performance Evaluations



Key Points

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

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

Model the expected behavior as a function of leadership. If you want an injury free incident operation, model safe practices. If you want a discrimination-free operation, be sensitive to all persons and do not tolerate unacceptable behavior. If you want good documentation keep a good log and check to make sure that other logs are being done.

The things you pay attention to will become the individual and team priorities.

There are two target groups that will need evaluation:

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

If you desire evaluations or want everyone to get a performance appraisal, that needs to be stated at the beginning so that supervisors can be prepared. Performance appraisals should focus on the job requirements; using the checklist as the basis of appraisal makes it very objective.

Topic Personnel Performance Evaluations (cont.)

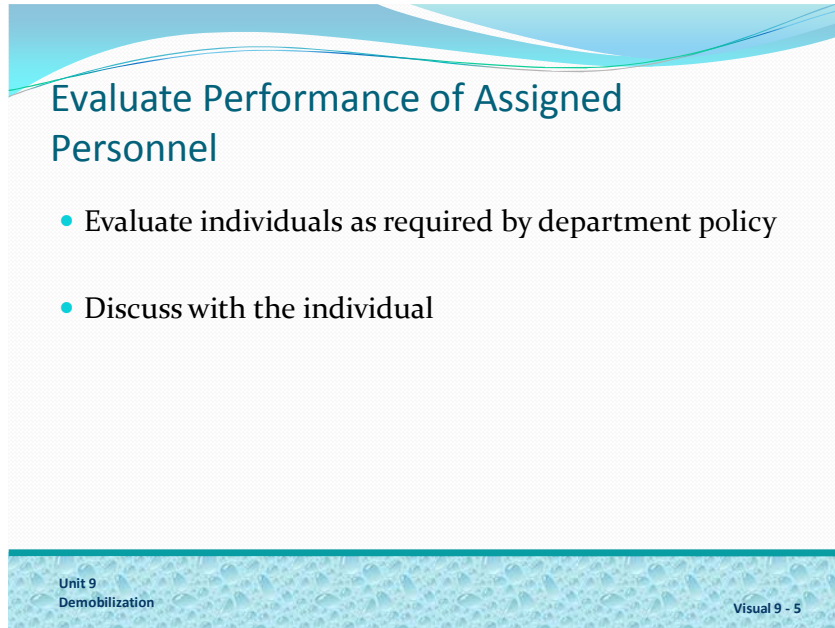


Key Points

Performance evaluations should include the following characteristics

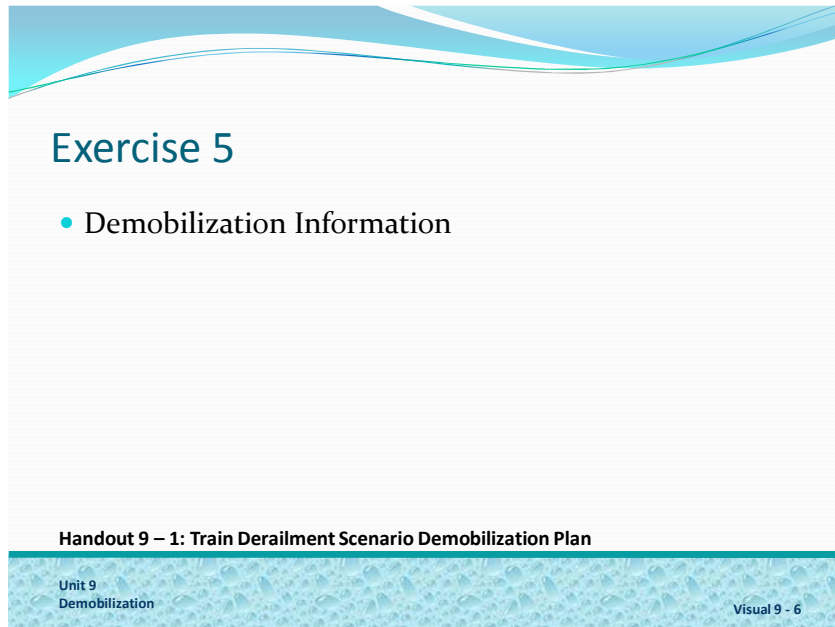
- Be candid and objective.
- Emphasize results rather than processes.
- Concentrate on situations, not people.
- Emphasize the important issues.
- Be based on objectives and direction provided.
- Finalized in a face-to-face exchange.
 - Complete performance evaluations before the individuals are released from the incident.
 - Discuss performance evaluations with the individuals.
 - Facilitates a process to deal with substandard performance or conduct.
- Ensure evaluations are documented and distributed.

Topic Evaluate Performance of Assigned Personnel



Key Points

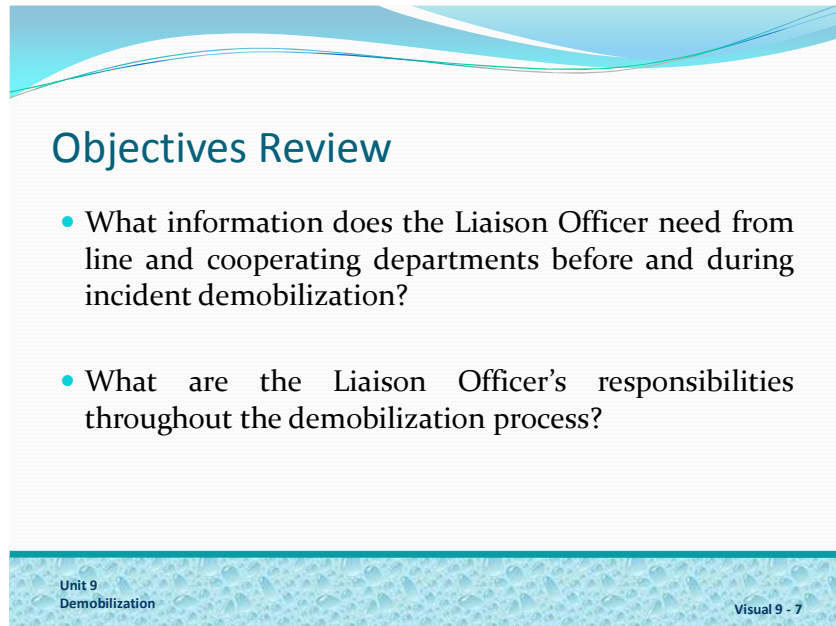
- Evaluate individuals as required by department policy.
- Discuss performances with individuals
- Maintain accuracy and fairness
- Submit signed form to Documentation Unit



Key Points

Follow instructions from the instructor for completing the exercise activities as well as any instructions in the supplemental materials.

Topic Objectives Review



Key Points

Unit Terminal Objective

Understand the Demobilization process as it relates to the duties of the Liaison Officer.

Unit Enabling Objective

- Identify and list the information needed from line and cooperating departments before and during incident demobilization.
- Describe the Liaison Officer's responsibilities throughout the demobilization process.

Topic Review of Course Expectations



Key Points

Follow instructions from the instructor for reviewing the course expectations.



Key Points

Follow instructions from the instructor on completing the course final.

ALL HAZARDS LIAISON OFFICER

Demobilization Exercise 5 Overview Unit 9

Purpose

The purpose of this exercise is to provide participants with an opportunity to identify the LO's roles and responsibilities during the Demobilization meeting.

Objectives

Participants will:

- Create a basic agenda for use by the LO during a Demobilization meeting with Line Departments (Deptt. Reps./Agency Reps.).

Exercise Structure

This exercise is scheduled to last approximately 15 minutes, including small group discussion and presentation of group findings.

Rules, Roles, and Responsibilities

Following are the specific activities/instructions for your participation in the exercise:

1. Within your work group, select a group spokesperson.
2. Create basic bullet points for the agenda of your Demobilization meeting with Line Department (Deptt. Reps./Agency Reps.).
3. Write your answers to the questions on easel pad paper.
4. Present your group's approach to the full class.

Facilitators moderate discussions, answer questions, and provide additional information as required.

Exercise 4 Schedule

Activity	Duration	Participation Type
Exercise Introduction and Overview	2 minutes	Classroom
Discussion/Documentation	5 minutes	Small Groups
Debrief/Review	5 minutes	Classroom

TRAIN INCIDENT

DEMOBILIZATION PLAN

Reviewed By:	_____	Planning Section Chief
Reviewed By:	_____	Operations Section Chief
Reviewed By:	_____	Finance Section Chief
Reviewed By:	_____	Logistics Section Chief
Reviewed By:	_____	Safety Officer
Reviewed By:	_____	Liaison Officer
Reviewed By:	_____	Information Officer

Approved By:	_____	Incident Commander
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Date Approved: 22/01/XXXX

DEMOBILIZATION PLAN

I. General Information:

This Demobilization Plan will be adjusted and implemented within the operational/planning cycle of the incident. Guidelines contained within this plan will be used by the Command and General Staff in their efforts to properly release personnel and equipment from the scene with the approval of the Incident Commander. Staffing standards, work hours, overtime, and other personnel matters will be noted within this plan.

II. Responsibilities:

A. General

- 1 All field deployed personnel and equipment can only be demobilized with the approval of the Incident Commander. Demobilization of critical resources is mentioned later.
- 2 No personnel or equipment will leave the incident until authorized to do so.
- 3 Demobilization will be accomplished in a cost effective manner.
- 4 Safety of personnel is paramount during demobilization.
- 5 All incident response personnel shall follow the guidelines put forth in this plan.
- 6 All equipment checked out must be returned to the appropriate originator.

B. Emergency Operations Center Manager

1. The role of EOC Manager is to facilitate demobilization through normal operating procedures, and assure the demobilization priorities are consistent with geographic area and national guidelines.

C. Incident Commander

1. The Incident Commander will follow normal procedures of developing and approving the Demobilization Plan and implementation procedures. The Incident Commander may use the State's plan if it meets the needs or develop a new plan that addresses these issues.

D. Planning Section Chief

1. Shall ensure demobilization information is disseminated in sufficient time to ensure the orderly downsizing or reorganization of incident resources.
2. Submit proposed release of resources for the proper approvals. Ensure approved releases receive and comply with the Demobilization Check-out Form.

E. Operations Section Chief

1. Identify surplus personnel and equipment to the Incident Commander.
2. Communicate excess personnel and equipment available for demobilization to the Planning Section Chief.

F. Logistics Section Chief

1. Coordinate all personnel and equipment transportation needs to final

destinations.

2. Ensure all communications, facilities, and ground equipment and other returnable items are checked in and verified.

G. Finance/Administration Section Chief

1. All personnel time reports are up-to-date.
2. All equipment time reports are completed.
3. All known claims are recorded.

III. Critical Resource and Release Priorities:

A. Critical Resources

1. The State EOC will assist the Incident Commander in identifying critical resources.
2. The Incident Commander will determine the release priorities for any critical resources in the Incident Management Organization. Prior to scheduling the release of a critical resource the Planning Section Chief will notify the EOC Manager.

B. Non-Critical Resource Exchange

1. All non-critical resources will be demobilized through normal procedures.

C. Priority Release Guidelines.

Personnel:

1. Personnel that have worked continuously for 14 days. This time standard should not be flexible based on the national work rest guidelines.
2. Out-of-State Personnel
3. Line Department personnel will be released in accordance with agreements or other arrangements made with their respective department.
4. Local Personnel

D. Equipment:

1. Equipment designated as a critical resource.
2. Equipment staged for long periods of time and no longer expected to be needed.
3. Rented or leased equipment.
4. Equipment vital to other regional operations.

IV. Personnel Demobilization Guidelines:

A. Personnel Demobilization.

1. Demobilization Checkout Form For each operational period where personnel demobilization is anticipated, the Demobilization Unit shall complete a Demobilization Checkout Form . This form is attached to this plan.
2. Check-out All personnel demobilizing permanently from the incident shall complete a Demobilization Checkout Form. This form will facilitate the return of:
 - Non-expendable equipment

- Communications gear
 - Vehicles
 - Other equipment or administrative matters that need to be addressed before the release of the individual (i.e., removal of person for rosters, employee profile database, etc.).
3. Debrief Each demobilized person will receive an operational and safety/medical debrief. This is to ensure that the job they were performing is either complete or the person has been properly relieved by another worker to address ongoing issues. The safety/medical debriefs serves as a check to the Incident Management Team to determine any unsafe conditions not previously reported and to ensure that the person is leaving the incident in a healthy state.
 4. Departure For safety reasons, demobilized personnel should insure they are properly rested before beginning their travel to their normal work place or home (especially if driving).
 5. Travel Restrictions Travel shall be conducted in accordance with existing rules and guidelines as per individual travel authorizations

V. Equipment Demobilization Guidelines:

A. Equipment Demobilization.

1. Check-out. All equipment demobilizing permanently from the incident shall be noted on the Demobilization Checkout Form.

Personal Check-out Process Checklist

General Check-out		
Preparing for Departure	☐	General. All persons demobilizing from the response shall ensure that they are cleared to leave with their immediate supervisor. If onsite relief is necessary, time should be planned to accomplish that task.
	☐	Each person demobilizing under the IMT or Incident Command shall ensure that the Resources Unit is aware of their departure so you can be signed out from the response via the IRS 003.
Logistics		
	☐	Logistics. The Logistics Section Chief will ensure that lodging and other support needs are in-place for the demobilized individual while they are returning to their quarters. This would include transportation and other applicable issues needed to support their departure.
Equipment Return	☐	Non-Expendable Equipment. Non-expendable equipment shall be returned before departure. People shall not be allowed to fully demobilize without returning non-expendable property.
Transportation	☐	Vehicles. Vehicles shall be returned prior to departure. Individual are responsible for the return of the vehicle assigned to them clean and inspected
Finance		
	☐	Timekeeping. Each person will be responsible for insuring their time records are completed prior to departure from the incident.
Health and Safety/Medical Debrief/Critical Incidents Stress Management (CISM) Debrief		
Health and Safety	☐	Health and Safety Debrief. Each person shall receive a health and safety debrief prior to departure to document any outstanding issues.
	☐	Medical Issues. Each person with outstanding medical issues shall have them addressed prior to departure
	☐	Departure Rest. All responders shall ensure that they receive the proper amount of rest before departing the incident. This is especially important for those driving.