

The Incident Command System

ICS Refresher and Preparedness Course

2011

Stafford Reid - Instructor
EnviroEmerg Consulting Services
Duncan, British Columbia
CANADA
(250) 748-3710 E-mail: Stafford.Reid@shaw.ca

EnviroEmerg.ca



Emergency Management is a Shared Responsibility that Takes Team Work

Incident Command System (ICS) Refresher and Preparedness Course

Context: The ICS material - terminology, organization, and protocols - can be pedantic and quickly forgotten. Examples of hard-to-retain concepts include: "What is a Division, Who establishes them? How does a Division differ from a Group". What is an Operational Period. What meetings do I attend? How do I prepare the ICS 215 Operations Planning Worksheet? How does one transition from a small facility event to a larger one requiring an Incident Management Team? What is Unified Command? How does the work at an Incident Command Post differ from a supporting Emergency Operations Centre?

ICS instruction is best provided in a class room setting with presentations, scenario development, and delivered by an instructor that has been around-the-block in emergency preparedness and response. Having the opportunity to listen to stories that frame and provide context around the ICS makes for an interesting learning experience and helps to retain subject details.

This ICS refresher course provides an opportunity for a client to examine their emergency

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response plans and preparedness, as the course revolves around scenarios developed by the participants based on real risk and concerns. The incident planning aspects of ICS provides the main framework for course delivery, as planning engages all aspects of the emergency management organization and functions.

- **Objective:** to refresh personnel perviously trained in Incident Command System (ICS) on the critical aspects and components of this emergency management system, with the focus on incident planning to support and guide operations, and by using client established incident scenarios.¹
- **Course Content:** Subjects covered in this course include:
 - Establishing the ICS foundation for effective initial incident management by Command and Operations;
 - Establishing and applying response objectives, strategies & tactics throughout the ICS process;
 - Planning functions under ICS;
 - Preparing key incident management deliverables:
 - ➔ *Incident Briefing Form* (ICS 201)
 - ➔ *Incident Action Plan*
 - ➔ Supporting plans (medical, communication)
 - ➔ *Operational Planning Worksheet* (ICS 215).
 - The application of the *Operational Period*
 - Model layouts of an Incident Command Post, Situation Board, and Command Room
- **Approach:** to provide classroom instruction that includes presentations, videos, and scenario development relative to client's business operations and environmental, public safety, or other risks.
- **Style:** to deliver the courses that emphasizes the human relationship dynamics of working together and to address emergency preparedness concerns. Opportunities are provided for participant interaction and dialogue to explore issues and concerns as they arise.
- **Audience:** Government, industry, First Nations (Aboriginal), and non-government organizations personnel who are interested refreshing their emergency management training. Mixed sector participation is recommended.
- **Course Delivery:** The ICS refresher is a one day course. The client identifies the participants and establishes the venue. Participants are expected to be prepared to

¹ ICS 200 (basic) and ICS 300 (intermediate) training is highly recommended. ICS 100 (introduction) is a prerequisite. See information on ICS courses below

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develop incident scenarios relevant to their organization(s).² This is an opportunity to “test” response planning and preparedness for your facility or business. Recommended class size is 8 to 15 people.

- **Versions of ICS** Significant effort has been taken to ensure the training and course materials are consistent with the United States *National Incident Management System* (NIMS) at the site (Incident Command Post) and field (tactical levels).³ This builds international harmonization and response capacity. Versions of ICS - such as for Canada - mainly reflects differences in areas of nation-specific terminology.⁴ Other countries that use ICS - or considering to choose ICS - as their national standard will be provides similar modifications. ⁵
- **Course Cost: Instructor Fee and Student Manual:** The one day course the cost is \$1,000 (CAN) for instructor fee, and \$45 *per* student for course materials (student manual, handouts, CD of ICS resources). Applicable taxes are not included.
- **Logistics:** Training room rental and transportation for lunches and coffee to be provided by client. Box/catered lunches should be provided in-class and to optimize class time.
- **Other Expenses:** As *per EnviroEmerg Fee and Expenses Schedule* for travel, meals, accommodation, and consumables. Contact *EnviroEmerg* directly for expenses schedule.

² Course participants build and present two incident scenarios related to a known threats to their organization and which emergency planning has been undertaken such as a typical facility managed incident using local resources and a larger incident that requires an Incident Management Team to be deployed.

³ Course content is from a variety of sources, which includes - but not limited to - the *US Federal Emergency Management Agency, US Department of Agriculture, US National Interagency Fire Centre, and BC Emergency Response Management System.*

⁴ The course materials also are consistent with the Province of British Columbia *BC Emergency Response Management System* (BCERMS) which is founded on the ICS.

⁵ The Incident Command System is recommended by the United Nations for emergency management as it is a proven emergency management approach that fosters competencies and builds national and international response capacity *via* mutual aid.

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MODULES	CONTENT	PARTICIPANT TASKS
Module 1 – Course Outline and Scope	Class introductions and an overview of course structure and contents	Participants prepares two incident scenarios (small and large) based on their business operations and anticipated risks. Scenarios are used through course instruction.
Module 2 – The ICS Process	Examines what constitutes a disciplined approach to an emergency situation - whether small or large - that ensures responder safety and effective incident management. Addresses emergency preparedness issues and challenges shared by industries and agencies.	Participants are encouraged to share their experiences and understandings of emergency management.
Module 3 - Unified Command	Examines the reason, nature and dynamics of Unified Command under the ICS and an integrate Incident Management Team.	Based on participant's large incident scenario explain: <ul style="list-style-type: none"> • Who could potentially participate in Unified Command? • What functions within the ICS would you hold as part of an integrated Incident Management team?
Module 4 – Establishing Command	Explains how to: <ul style="list-style-type: none"> • Assess an incident for its risk and priorities • Establish a Command presence <p>Defines what is an Incident Command Post and gives examples</p>	Based on participant's small and large incident scenario: <ul style="list-style-type: none"> • Undertake reporting/notifications as pre-established in your response plan • Identify your Incident Commander • Identify your Incident Command Post • Based on an incident assessment process, answer: <ul style="list-style-type: none"> • What Needs Protecting? • From What Hazards? • With What Resources?

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<p>Module 5 – Initial Operations</p>	<p>Explains how to:</p> <ul style="list-style-type: none"> • Building Operations from the bottom up • Organizing Operation by Branches • Establishing Operational Divisions and Groups 	<p>Activity is to establish Operations as follows:</p> <ul style="list-style-type: none"> • For the small scenario, identify initial tactical (field) activities and establish the ICS organization for Operations to manage them • For the large scenario, identify Branches that may be established.
<p>Module 6 – Initial Incident Briefing (ICS 201)</p>	<p>Provides an overview of how to conduct an initial incident briefing and use the ICS 201 Briefing Form.</p>	<p>Participants either review or complete and ICS 201 Briefing form.</p>
<p>Module 7 – Response Objectives, Strategies, and Tactics</p>	<p>Explains how to develop response objectives, strategies, and tactics.</p> <p>Emphasizes the importance of Management by Objectives (MBO) throughout the ICS process</p>	<p>Participants can:</p> <ul style="list-style-type: none"> • Provide Response Objectives • Suggest 2 to 3 Strategies for each Response Objective
<p>Module 8 – Model Layout of an Incident Command Post</p>	<p>Explores a model layout of an Incident Command Post to facilitate responder interactions and work performance.</p>	<p>Participants put up some ICP signage and wear IMT vests.</p>
<p>Module 9 - The Planning Section</p>	<p>This module examines Planning Section's organization and dynamics that includes the mission, roles, responsibilities of people within.</p> <p>Emphasizes the importance of working with ICS position guidelines and job aids.</p>	<p>Activity based on the large incident scenario:</p> <ul style="list-style-type: none"> • What "technical specialists" would be need and where to get them • Review from the <i>Operational Guideline on the ICS Process</i> provided, the role of the Planning Section Chief, the Resources Unit, and Demobilization Unit.

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<p>Module 10 - Preparing the Operations Planning Worksheet (ICS 215)</p>	<p>Explains how to apply the <i>Operational Planning Worksheet</i> (ICS 215) that addresses the following resource management questions:</p> <ul style="list-style-type: none"> • What resources do we have now? • What resources do we need • When to we get these resources? <p>Demonstrates the importance of internal communication by the Incident Management Team</p>	<p>Based on the large incident scenario, participants are asked to:</p> <ul style="list-style-type: none"> • Identify what resources (people, equipment) are available at your facility to immediate emergency application. • Identify what resources are identified in your Response Plan • Identify what resources are potential identified from other sources such as through mutual aid
<p>Module 11 - The Written Incident Action Plan and Operational Period</p>	<p>Examines how to prepared a written Incident Action Plan, how the Operational Period process facilitates IAP delivery.</p> <p>Explains the nature of meetings (tactical, planning, ops briefing, etc) to foster internal communications.</p> <p>Reinforces the importance of using ICS position “job aids” and “operational guidelines” to deliver a responders mission and tasks.</p>	<p>Participants area asked to:</p> <ul style="list-style-type: none"> • Review sample Incident Action Plans (IAP) provided. • Explain what you would include in your IAP • Establish your Operational Period • Prepare two ICS 204 Assignments for Operations, and one for Planning Section. • Identify who would sign-off the IAP • Identify who would makes copies of the IAP and who get them.
<p>Module 12 – Course Evaluation</p>	<p>Participant feed back on course and instruction.</p>	<p>Complete and submit a course evaluation</p>

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About the Incident Command System

Training and course materials provided by *EnviroEmerg Consulting Services* focus on the Incident Command System (ICS) as it applies at the "site" (Incident Command Post) and field (tactical) levels of incident management. This is where most of the response performance and accountability resides. ICS is a "disciplined approach" to incident management that:

- ➔ Ensures responder safety.
- ➔ Pays attention to both the detail and the bigger picture about the incident.
- ➔ Lets the management organization get bigger faster.
- ➔ Addresses the complexity of an incident.
- ➔ Shares responsibility with others that have a reason to be involved.
- ➔ Builds relationships both internally within an organization and externally with other stakeholders and the response community.
- ➔ Saves lives.
- ➔ Protects property.
- ➔ Helps the environment, and
- ➔ Builds both response capability and capacity.

The ICS is not just for dedicated emergency departments, such as Fire, Police and Ambulance. It is often undertaken by people that have never worked together or even met - such as companies and agencies. The management of incident can be "unusual" business for most people.

A few well-trained people in the right place, at the right time, doing the right things working as an Incident Management Team can make a big difference. However, it all starts under the ICS with an Incident Commander.

The use of the ICS is not yet universal. The ICS understanding and capacity in many countries are essentially where worker health and safety principles and practices were a decade ago. *EnviroEmerg* would like to improve on this situation by building capability and capacity through ICS training.

Levels of ICS Training

EnviroEmerg Consulting Services provides training on two levels of the Incident Command System: ICS 200 (Basic), and ICS 300 (Intermediate). ICS 100 (Orientation) is a prerequisite to these courses and can be obtained on the web.⁶ The target audiences and objectives of these levels of training are:

- ➔ **ICS 200:** First line supervisors, single resource leaders, field supervisors and entry level positions (trainees) on an Incident Management Team. This level provides the ability to:

⁶ ICS 100 (Orientation) is a prerequisite to the higher levels of ICS training. An alternative classroom training to meet this requirement is from the internet, such as the US *Federal Emergency Management Agency* web-site for ICS 100 at: (<http://emilms.fema.gov/ICS100G/index.htm>) ICS 100 describes the ICS history, features and principles, and organizational structure.

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- Describe an ICS organization appropriate to the complexity of an incident.
- Use the emergency management system to manage an incident or event.

➔ *ICS 300*: Incident team management commander, chiefs, and officers, strike team leaders, task force leaders, unit leaders, division/group supervisors, branch directors. This level provides the student the ability to:

- Describe the management process for expanding incidents.
- Explain the concept and application of Unified Command
- Develop an Incident Action Plan for a planned event or an incident.

Incident Command System Levels and associated Modules

Level	Modules				
ICS 100	#1 ICS Orientation				
BASIC					
ICS 200	#2 Principles & Features	#3 Organizational Overview	#4 Incident Facilities	#5 Incident Resources	#6 Common Responsibilities
INTERMEDIATE					
ICS 300	#7 Organization & Staffing	#8 Resource Management	#9 Unified Command	#10 Event & Incident Planning	#11 Air Operations
ADVANCED					
ICS 400	#12 General & Command Staff	#13 Major Incident Management	#14 Multi-agency Coordination	#15 ICS for Executives	