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## **UNIT 6: INCIDENT RESOURCE MANAGEMENT**

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### Visuals

#### Unit 6: Incident Resource Management



#### Unit Objectives (1 of 2)

- Identify and describe basic principles of resource management.
- Identify the basic steps involved in managing incident resources.
- Identify key considerations associated with resource management and the reasons for each.
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources.



### Your Notes

#### Unit Objectives (2 of 2)

- Identify the organizational elements at the incident that can order resources.
- Describe the differences between single-point and multipoint resource ordering and the reasons for each.



#### NIMS Resource Management Principles

- **Planning:** Preparedness organizations should work together before an incident to develop plans for managing and using resources.
- **Use of Agreements:** Mutual aid agreements should be established for resource sharing.
- **Categorizing Resources:** Resources should be categorized by size, capacity, capability, skill, or other characteristics to make resource ordering and dispatch more efficient.
- **Resource Identification and Ordering:** Standard processes and methods to identify, order, mobilize, dispatch, and track resources should be used.
- **Effective Management of Resources:** Validated practices should be used to perform key resource management tasks.



### Your Notes

### Visuals

#### Resource Management Practices

- **Safety:** Resource actions at all levels of the organization must be conducted in a safe manner.
- **Personnel Accountability:** All resources will be fully accounted for at all times.
- **Managerial Control:** Performance and adequacy of the current Incident Action Plan must be assessed and adjusted continually. Direction is always through the chain of command.
- **Adequate Reserves:** Adequate reserves must be maintained to meet anticipated demands.
- **Cost:** Objectives must be achieved through cost-effective strategy selection, and selection of the right kind, type, and quantity of resources.



View the job aid on the following page.

### Your Notes

### Job Aid: NIMS Resource Management Principles

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The National Incident Management System (NIMS) includes the following principles related to resource management:

- **Planning:** Coordinated planning, training to common standards, and inclusive exercises provide a foundation for the interoperability and compatibility of resources throughout an incident. Jurisdictions should work together in advance of an incident to develop plans for ordering, managing, and employing resources. The planning process should include identifying resource needs based on the threats and vulnerabilities of the jurisdiction and developing alternative strategies to obtain the needed resources.

Planning may include the creation of new policies to encourage pre-positioned resources. Pre-positioned resources are those that are moved to an area near the expected incident site in response to anticipated resource needs. Plans should anticipate conditions or circumstances that may trigger a specific reaction, such as the restocking of supplies when inventories reach a predetermined minimum. Organizations and/or jurisdictions should continually assess the status of their resources in order to have an accurate list of resources available at any given time. Additionally, emergency management/response personnel should be familiar with the National Response Framework (NRF) and should be prepared to integrate and/or coordinate with Federal resources, including those that might be pre-positioned.

- **Use of Agreements:** Agreements among all parties providing or requesting resources are necessary to enable effective and efficient resource management during incident operations. This includes developing and maintaining standing agreements and contracts for services and/or supplies that may be needed during an incident.
- **Categorizing Resources:** Resources are organized by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across jurisdictions and between all levels of government, the private sector, and nongovernmental organizations (NGOs) more efficient, and is intended to ensure that needed resources are received.
- **Resource Identification and Ordering:** The resource management process uses standardized processes and methodologies to identify, order, mobilize, and track the resources required to support incident management activities. Those with resource management responsibilities perform these tasks either at the Incident Commander's request or in accordance with planning requirements. Identification and ordering of resources are intertwined. In some cases, the identification and ordering process is compressed, where an Incident Commander may know the resources necessary for the task and specify a resource order directly. However, in larger, more complex incidents, the Incident Commander may not be fully aware of resources available to meet the incident demands. At this point, the Incident Commander may identify needs based on incident objectives and use the resource management process to fill these needs.
- **Effective Management of Resources:** Resource management involves acquisition procedures, management information, and redundant systems and protocols for ordering, mobilizing, dispatching, and demobilizing resources.

### Job Aid: NIMS Resource Management Principles (Continued)

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- **Safety:** Resource actions at all levels of the organization must be conducted in a safe manner. This basic principle of resource management includes ensuring the safety of:
  - Responders to the incident.
  - Persons injured or threatened by the incident.
  - Volunteers assisting at the incident.
  - News media and the general public who are on scene observing the incident.
- **Personnel Accountability:** All resources will be fully accounted for at all times. ICS provides a unity of command structure that allows supervisors at every level to know exactly who is assigned and where they are assigned. If the management process is followed, and the principles of ICS maintained, personnel accountability can be maintained at all times.
- **Managerial Control:** Performance and adequacy of the current Incident Action Plan (IAP) must be assessed and adjusted continually. ICS has a built-in process that allows resource managers at all levels to constantly assess performance and the adequacy of current action plans. If necessary, strategies and actions used to achieve objectives can and must be modified at any time. Information exchange is encouraged across the organization. Direction is always through the chain of command.
- **Adequate Reserves:** Adequate reserves must be maintained to meet anticipated demands. Assignment of resources to the Incident Base, Camps, and Staging Areas provides the means to maintain adequate reserves. Reserves can always be increased or decreased in Staging Areas to meet anticipated demands.
- **Cost:** Objectives must be achieved through cost-effective strategy selection, and selection of the right kind, type, and quantity of resources. Incident-related costs must always be a major consideration.

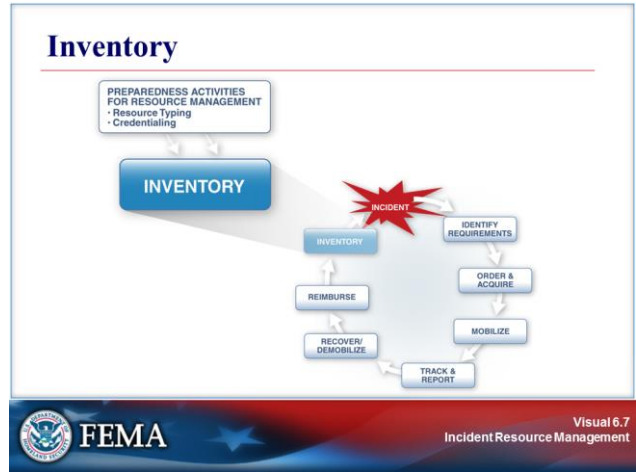
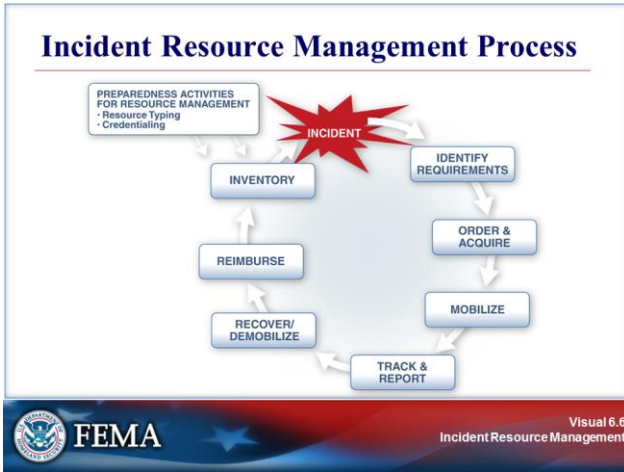
The Incident Commander must ensure that objectives are being achieved through cost-effective strategy selection, and selection of the right kind and right number of resources.

The Finance/Administration Section's Cost Unit has the responsibility to:

- Obtain and record all cost information.
- Prepare incident cost summaries.
- Prepare resource use cost estimates for planning.
- Make recommendations for cost savings.

The Cost Unit can assist the Incident Commander in ensuring a cost-effective approach to incident resource management, and should be activated on any large or prolonged incident.

Visuals



Your Notes

### Credentialing

- An objective evaluation of a person's qualifications to meet nationally accepted minimum standards.
- A separate process from badging, which takes place at an incident scene.

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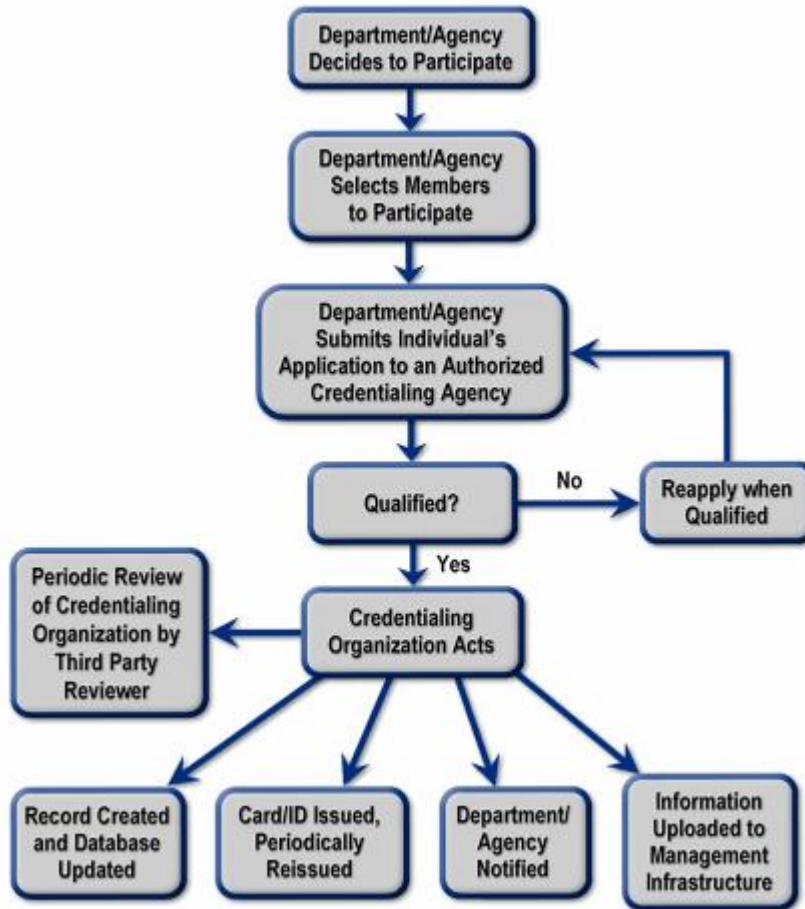
Visual 6.8  
Incident Resource Management

View the job aid on the following page.

Your Notes

**Job Aid: Credentialing**

The following figure summarizes the NIMS credentialing process.



Source: NIMS document



Visuals

Review: Resource Typing

To ensure that responders get the right personnel and equipment, ICS resources are categorized by:

- **Kinds of Resources:** Describe what the resource is (for example: medic, firefighter, Planning Section Chief, helicopters, ambulances, combustible gas indicators, bulldozers).
- **Types of Resources:** Describe the size, capability, and staffing qualifications of a specific kind of resource.



Identify Requirements



Your Notes

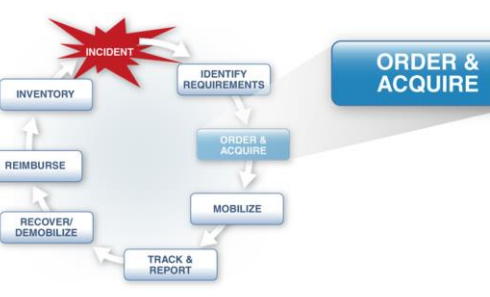
Identifying Requirements: Tactics Meeting

1. Incident Name: Major Incident		2. Operational Period: Day 1 of 1									
A. Resources	B. Objectives	C. Tasks		D. Resources		E. Equipment		F. Personnel		G. Other	
		Task	Resource	Equipment	Personnel	Other					

The Operational Planning Worksheet (ICS Form 215) identifies the resources needed to achieve the incident objectives and tactics.



Order and Acquire



Your Notes

Visuals

### Who Does What?

**Command:** Develops incident objectives and approves resource orders and demobilization.

**Incident Commander**

**Finance/Admin:** Procures and pays for the resources. Reports costs.

**Operations Section**

**Planning Section**

**Logistics Section**

**Finance/Admin Section**

**Operations:** Identifies, assigns, and supervises the resources needed to accomplish the incident objectives.

**Planning:** Tracks resources and identifies resource shortages.

**Logistics:** Orders resources.

FEMA Visual 6.13 Incident Resource Management

### Authority To Order Resources

- **Approving Orders:** The Incident Commander approves all resource orders.
- **Placing Orders:** The Incident Commander, Logistics Section Chief, and Supply Unit Leader are authorized to place orders.

FEMA Visual 6.14 Incident Resource Management

Your Notes

### Resource Ordering: Small Incidents

On smaller incidents, where only one jurisdiction or agency is primarily involved, the resource order is typically:

- Prepared at the incident,
- Approved by the Incident Commander, and
- Transmitted from the incident to the jurisdiction or agency ordering point.

Incident Site

FEMA Visual 6.15 Incident Resource Management

### Single-Point Ordering

In single-point ordering, the burden of finding the requested resources is placed on the responsible ordering point and not on the incident organization.

Agency/Multiagency Ordering Point

Logistics Section

Command Approval

Command Staff

Operations Section

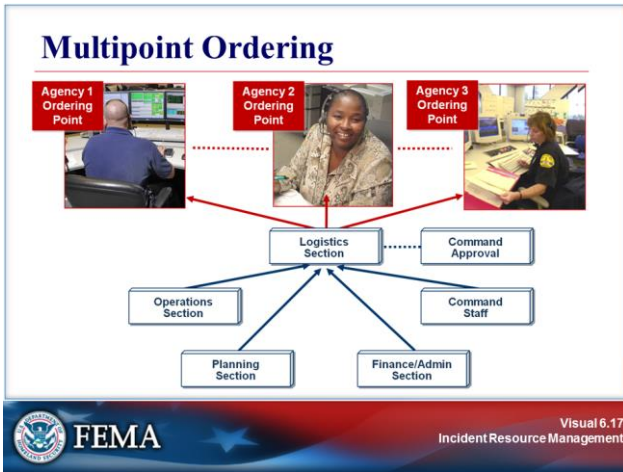
Planning Section

Finance/Admin Section

FEMA Visual 6.16 Incident Resource Management

Your Notes

Visuals



### Review: Single-Point vs. Multipoint Ordering

What are the advantages of single-point ordering?

Under what circumstances would you use multipoint ordering?

Visual 6.18  
Incident Resource Management

Your Notes

### Resource Orders: Information Elements (1 of 2)

- Incident name
- Order and/or request number (if known or assigned)
- Date and time of order
- Quantity, kind, and type
- Special support needs (as appropriate)

Visual 6.19  
Incident Resource Management

### Resource Orders: Information Elements (2 of 2)

- Reporting location (specific)
- Requested time of delivery (specific, immediate vs. planned, not ASAP)
- Radio frequency to be used
- Person/title placing request
- Callback phone number or radio designation

Visual 6.20  
Incident Resource Management

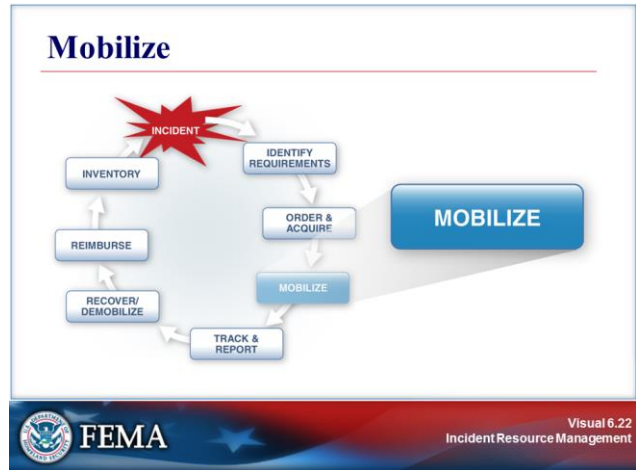
Your Notes

# Unit 6: Incident Resource Management

## Visuals

**Information Included on Resource Order Forms**

- Sources or potential sources for the resource requests
- Source for the responding resource
- Identification of the responding resource (name, ID number, transporting company, etc.)
- Estimated time of arrival
- Requisition/order number



### Your Notes

### Check-In Process (1 of 2)

Where and how do you check in to an incident?

**FEMA** Visual 6.23 Incident Resource Management

### Check-In Process (2 of 2)

- ICS Form 211, Check-In List, is used to document the check-in process.
- Check-in recorders report check-in information to the Resources Unit.

**FEMA** Visual 6.24 Incident Resource Management

### Your Notes

**Unit 6: Incident Resource Management**

Sample: ICS Form 211

**Incident Check-In List, ICS Form 211**

<b>1. Incident Name:</b>							<b>2. Incident Number:</b>							<b>3. Check-In Location</b> (complete all that apply): <input type="checkbox"/> Base <input type="checkbox"/> Staging Area <input type="checkbox"/> ICP <input type="checkbox"/> Helibase <input type="checkbox"/> Other					<b>4. Start Date/Time:</b> Date: _____ Time: _____				
<b>Check-In Information</b> (use reverse of form for remarks or comments)																							
<b>5. List single resource personnel (overhead) by agency and name, OR list resources by the following format:</b>								<b>6. Order Request #</b>	<b>7. Date/Time Check-In</b>	<b>8. Leader's Name</b>	<b>9. Total Number of Personnel</b>	<b>10. Incident Contact Information</b>	<b>11. Home Unit or Agency</b>	<b>12. Departure Point, Date and Time</b>	<b>13. Method of Travel</b>	<b>14. Incident Assignment</b>	<b>15. Other Qualifications</b>	<b>16. Data Provided to Resources Unit</b>					
State	Agency	Category	Kind	Type	Resource Name or Identifier	ST or TF																	
<b>ICS 211</b>		<b>17. Prepared by:</b> Name: _____ Position/Title: _____ Signature: _____ Date/Time: _____																					

## Visuals

### Check-In Information

The following check-in information is used for tracking, resource assignment, and financial purposes:

- ✓ Date and time of check-in
- ✓ Name of the resource
- ✓ Home unit or agency
- ✓ Departure point, date, and time
- ✓ Order request number
- ✓ Crew Leader name and number of personnel
- ✓ Other qualifications
- ✓ Travel method
- ✓ Incident assignment



Visual 6.25  
Incident Resource Management

### Assignment of Resources



Visual 6.26  
Incident Resource Management

## Your Notes

### Direct Assignment to Supervisor

- On fast-moving or rapidly expanding incidents, tactical resources may report immediately to Divisions or Groups.
- In direct assignments, tactical resources report in with a designated Supervisor.
- Formal check-in must take place when the resources are in the Staging Areas or are out-of-service.



Visual 6.27  
Incident Resource Management

### Assignment to Staging Area

Assignments to Staging Areas occur when:

- Resources are to be assigned during the current operational period.
- Resources are needed to provide a reserve force for contingencies.
- Single resources need to be formed into Task Forces and/or Strike Teams prior to assignment.



Visual 6.28  
Incident Resource Management

## Your Notes

Visuals

Staging Area Managers

The Operations Section Chief must brief the Staging Area Manager(s) about:

- Expected number, kind, and type of resources.
- Communications to be used.
- Minimum resource levels that should be maintained.
- Procedures for obtaining additional resources.
- Expected duration for use of the Staging Area.
- Procedures for obtaining logistical support.



Resources in Staging Areas

What are some concerns that the Operations Section Chief must be aware of if resources are in the Staging Area for long periods?



Your Notes

Assignment to Base or Camp

- Often done when the tactical resources are not scheduled for use during the current operational period.
- For resources that have traveled some distance, being in an out-of-service status allows briefings and a rest period.



Incident Resource Management Process



Your Notes

### Visuals

#### Accounting for Responders

- As responders arrive, they must be separated from spectators, self-dispatched personnel, and victims by securing a perimeter around the incident.
- The perimeter allows the organization to:
  - Establish personnel accountability.
  - Control access.
  - Ensure safety of the public.
  - Establish a working environment for responders that is as safe and secure as possible.



#### Incident Security



Incident security requires:

- Distinguishing agency personnel who have been dispatched from those who self-dispatched.
- Identifying and credentialing officially dispatched mutual aid resources.
- Establishing controlled points of access for authorized personnel.



### Your Notes

#### Tracking Resources: Responsibilities

Resource tracking responsibilities are shared as follows:

- **Planning Section** is responsible for tracking all resources assigned to the incident and their status (assigned, available, out of service).
- **Operations Section** is responsible for tracking the movement of resources within the Operations Section itself.
- **Finance/Administration Section** is responsible for ensuring the cost-effectiveness of resources.



#### Review: Tactical Resources Status



**Assigned:** Currently working on an assignment under the direction of a supervisor.

**Available:** Ready for immediate assignment and has been issued all required equipment.

**Out of Service:** Not available or ready to be assigned (e.g., maintenance issues, rest periods).



### Your Notes



## Visuals

### Resource Status

Change in resource status:

- May be made by the Incident Commander, Operations Section Chief, Branch Director, or Division/Group Supervisor.
- Must be communicated to the Resources Unit or other appropriate element if the change lasts more than a few minutes.



Visual 6.37  
Incident Resource Management

### Resource Status-Keeping Systems

- Manual recordkeeping on ICS forms
- Card systems
- Magnetic symbols on maps or status boards
- Computer systems



Visual 6.38  
Incident Resource Management

## Your Notes

### Monitoring and Assessing Resources

Resource use is:

- Monitored on an ongoing basis.
- Assessed before objectives are set for the next operational period.



Visual 6.39  
Incident Resource Management

### Resource Evaluation

Resources should be evaluated:

- On an ongoing basis as part of resource monitoring.
- At demobilization, upon the achievement of the assigned tactical objectives.
- During after-action reporting.



Visual 6.40  
Incident Resource Management

## Your Notes

### Visuals

#### Management Actions & Poor Performance

Management practices may be the underlying cause of poor incident outcomes:

- Incident objectives, strategies, or tactics are unrealistic or poorly defined.
- The wrong resource was allocated for the assignment.
- There are inadequate tactical resources, logistical support, or communications.
- The resource is not trained or properly equipped for the assignment.
- Conflicting agency policies or procedures prevent the resource from carrying out the assignment.



#### Activity: Improving Performance Effectiveness

##### Instructions:

1. Working as a team, review your assigned problem statement.
2. Answer the following questions:
  - What is the cause of the performance problem?
  - Who in the Command and General Staff need to address the problem?
  - What are some strategies for preventing or solving this problem?
3. Select a spokesperson and be prepared to present your work in 15 minutes.



### Your Notes

Complete the activity before proceeding.

### Activity: Improving Performance Effectiveness

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On a recent incident, the following performance issues have arisen.

**Performance Issue #1:** A local volunteer organization has personnel assigned to the Logistics Section to assist in providing meals to responders. One volunteer arrived for work visibly impaired, and informed his coworkers that he had “just a couple of drinks to relax” before coming to work.

**Strategy:**

**Performance Issue #2:** Resource tracking is poor. Check-In Recorders are providing incomplete or inaccurate information from responding resources. Some resources have evidently responded, worked, and gone home without ever having checked in. Additionally, resources obtained through a mutual aid agreement that are no longer needed remain at the incident site.

**Strategy:**

**Performance Issue #3:** Evacuation Division B is using non-uniformed personnel to deliver evacuation instructions door-to-door within the community. Compliance with the evacuation order is very poor, and 911 has been deluged with calls from the affected public asking if the evacuation order is official.

**Strategy:**

### Activity: Improving Performance Effectiveness (Continued)

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**Performance Issue #4:** A police officer at a traffic control point was struck by a motorist and received minor injuries. She was taken to the hospital by a witness to the accident, treated, and released. The first that incident management staff hear of the problem is when asked by the media at a press conference.

**Strategy:**

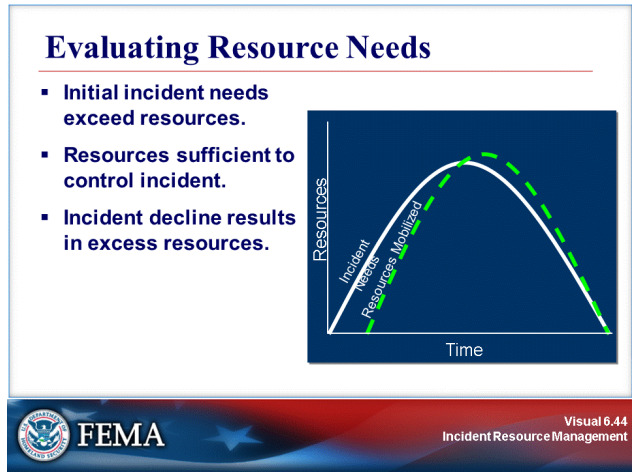
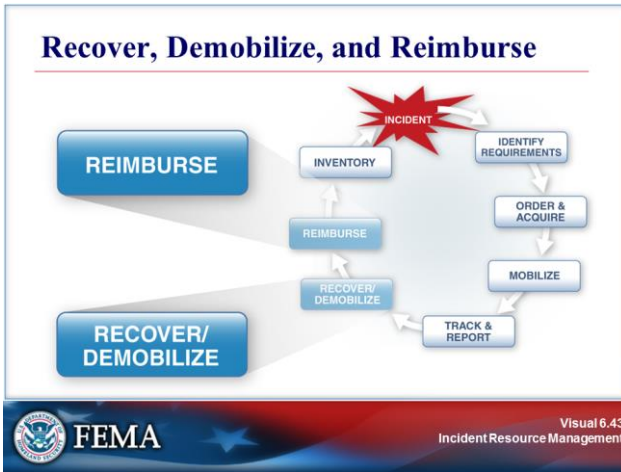
**Performance Issue #5:** Self-dispatched resources are arriving at the Staging Area. In the confusion, several of these resources who were assigned to Task Forces now appear to lack the skills needed to operate equipment or execute orders.

**Strategy:**

**Performance Issue #6:** The 5 o'clock news features a prominent interview with an incident responder at the Staging Area. The responder is not a member of the Public Information staff and has not been given an active assignment (or even seen the actual scene of the train wreck), but is waxing eloquently about how poorly the incident is being managed.

**Strategy:**

Visuals



Your Notes

### Resource Demobilization

- Excess resources must be released in a timely manner to reduce costs, and to "free them up" for reassignments.
- Demobilization planning **should begin almost immediately**.
- Demobilization planning begins with the tactical resources assigned to the Operations Section. As tactical resources are released, support resources may also be reduced.

Visual 6.45  
Incident Resource Management

### Applied Activity

Follow instructions . . .

- Presented by instructors.
- Outlined on handouts.

Visual 6.46  
Incident Resource Management

Your Notes

### Visuals

#### Summary (1 of 2)

Are you now able to:

- Identify and describe basic principles of resource management?
- Identify the basic steps involved in managing incident resources?
- Identify key considerations associated with resource management and the reasons for each?
- Describe how ICS Form 215, Operational Planning Worksheet, is used to manage incident or event resources?



Visual 6.47  
Incident Resource Management

#### Summary (2 of 2)



Are you now able to:

- Identify the organizational elements at the incident that can order resources?
- Describe the differences between single-point and multipoint resource ordering and the reasons for each?



Visual 6.48  
Incident Resource Management

### Your Notes