



United States Coast Guard



Incident Command System

Demobilization Unit Leader

- DMOB -

Job Aid



May 2020

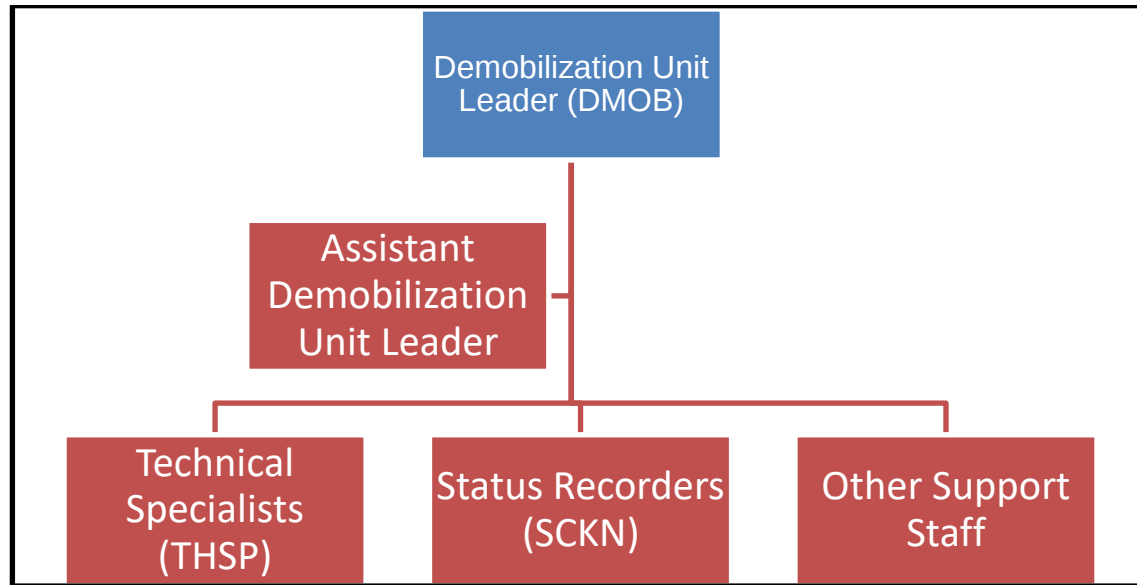


Figure 1: Demobilization Unit Organization

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1. Overview

1.1. User

This Job Aid is for anyone assigned to an incident as a Demobilization Unit Leader (DMOB) within the National Incident Management System (NIMS) Incident Command System (ICS).

Note: In the context of this Job Aid, the word incident means an occurrence, event, or exercise, unless otherwise noted.

1.2. When to Use

This Job Aid is a tool to understand complex tasks and processes encountered using ICS for the Situation Unit Leader (SITL) position.

1.3. Disclaimers

This Job Aid:

- Is not a policy document, nor does it act as or replace official policy, required training, or direction from higher authority. It is, rather, guidance for response personnel requiring application of judgment.
- Provides guidance to Coast Guard personnel and is not intended to, nor does it impose legally binding requirements on any party outside of the Coast Guard.

1.4. Major Responsibilities

The DMOB's primary responsibility is to manage the demobilization process for the incident or event. The major responsibilities listed in Figure 2 are expanded below, and sections in this Job Aid.

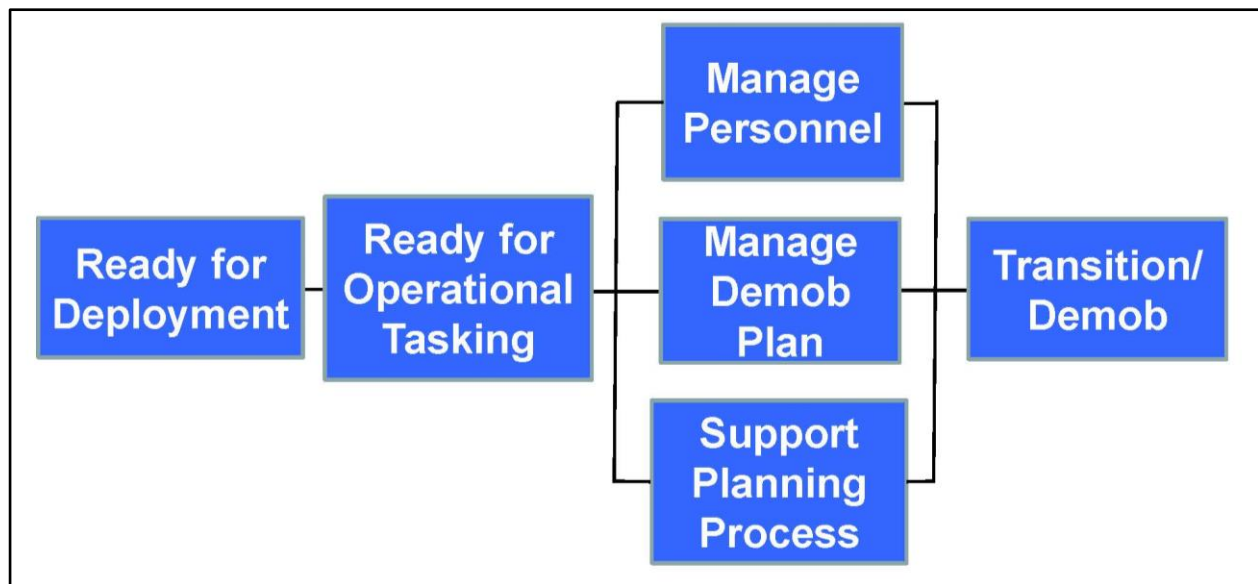


Figure 2: DMOB Major Responsibilities

- Ready for deployment - Pre-assignment
- Ready for operational tasking
 - Pre-deployment actions
 - Check-In to the incident
 - Obtain situation assessment
 - Receive initial brief
 - Activate Resources Unit
 - Set up check-In locations
 - Set up resource status display
- Manage Unit personnel
 - Task and employ staff
 - Support personnel

- Evaluate staffing level
- Evaluate and provide feedback to personnel
- Evaluate Unit and make adjustments
- Conduct after action review
- Manage Demobilization Process
 - Manage the Demobilization Plan
 - Obtain feedback on products
 - Coordinate with IMT members
 - Maintain documentation
- Support the Planning Process
 - Provide feedback on resource use
 - Assist with ICS 236-CG Tentative Release Lists
- Transition Demobilization
 - Unit
 - Personnel

1.5. References

While the following list of references is not all encompassing, links for many of these are found on Homeport at: <https://Homeport.uscg.mil/>

- Incident Management Handbook (IMH)
COMDTPUB P3120.17 (series).
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- USCG Type 3 Unit Leader Performance
Qualification Standard (PQS)
- USCG Type 3 Planning Unit Leader Positions Part
B PQS

1.6. Materials and Forms

Section 9.2 DMOB Deployment kit. , contains a suggested list of materials to take with you to an incident. Maintain an adequate supply of these materials throughout your assignment. Submit an ICS 213RR-CG Resource Request for supplies in accordance with the incident's resource request process.

The forms are found on the Coast Guard ICS web pages on Homeport at: <https://homeport.uscg.mil/>. The FEMA or CG version of forms can generally be used interchangeably unless noted. Common forms the DMOB may encounter include:

*Indicates DMOB responsibility for form completion

- Incident Action Plan Cover Sheet
- ICS 201 Incident Briefing
- ICS 202 Incident Objectives
- ICS 202A-CG Command Direction
- ICS 202B-CG Critical Information Requirements
- ICS 203 Organization Assignment List
- ICS 204 Assignment List
- ICS 204A-CG Assignment List Attachment
- ICS 205 Incident Radio Communications Plan
- ICS 205A-CG Communications List
- ICS 206 Medical Plan
- ICS 207 Incident Organization Chart
- ICS 208-CG Site Safety and Health Plan (not

FEMA form)

- ICS 209-CG Incident Status Summary (not FEMA form)
- ICS 210 Status Change Card
- ICS-211 Check-In List
- ICS-211a-CG Daily Sign-In Sheet
- ICS 213 General Message
- ICS 213RR-CG Resource Request Message
- ICS 214 Unit Log
- ICS 214A-CG Chronology of Events Log
- ICS 215 Operational Planning Worksheet
- ICS 215A-CG Incident Action Plan Safety Analysis (not FEMA form)
- ICS 219 Resource Status Card (T-Card)
- ICS 220 Air Operations Summary
- ICS 221 Demobilization Check-Out
- ICS 225-CG Incident Personnel Performance Rating
- ICS 230-CG Daily Meeting Schedule
- ICS 232-CG Resources at Risk Summary
- ICS 233-CG Incident Open Actions Tracker
- ICS 234-CG Work Analysis Matrix
- ICS 235-CG Facility Needs Assessment Worksheet
- ICS 236-CG Tentative Release List*
- ICS 237-CG Incident Mishap Report
- ICS 238-CG Demobilization Tracking Table*
- ICS 239-CG Incident Complexity Analysis
- ICS 240-CG Information Management Matrix

- ICS 251-CG Resource Request Log
- ICS 261-CG Incident Property Tracking Table

1.7. Questions

Direct questions about this Job Aid to the USCG Office of Emergency Management (CG-OEM) at ICS-ProgramCoordinator@uscg.mil.

2. Checklists

2.1. Ready for Deployment - Pre-Assignment Checklist

	Ensure personal readiness for assignment (See detail on page 17)
	Assemble Personal Deployment kit (See detail on page 18)
	Assemble DMOB Deployment kit (See detail on page 18)

2.2. Ready for Operational Tasking Checklists

2.2.1. Pre-Deployment Actions

	Receive assignment (See detail on page 19)
	Receive travel orders and order number (See detail on page 19)
	Verify reporting location, date and time (See detail on page 19)
	Make travel arrangements (See detail on page 20)
	Finalize personal readiness for assignment (See detail on page 19)
	Verify/update personal deployment kit (See detail on page 20)
	Verify/update DMOB deployment kit (See detail on page 20)
	Gain incident awareness (See detail on page 20)

2.2.2. Check in to the Incident

	Check-in on ICS 211 (See detail on page 21)
	Receive assignment/tasking (See detail on page 21)
	Check in with Finance/Admin Section (See detail on page 21)
	Check in with Logistics Section (See detail on page 21)
	Review and sign ICS 208-CG Site Safety and Health Plan (See detail on page 22)

2.2.3. Obtain Situation Assessment

	Review the current ICS 201 and/or IAP (See detail on page 23)
	What kind of incident? (See detail on page 23)
	Who are key players? (See detail on page 23)
	When incident occurred? (See detail on page 23)
	Where is incident location/AOR? (See detail on page 24)
	What is the incident organization? (See detail on page 24)
	Obtain a meeting and briefing schedule (See detail on page 24)

2.2.4. Receive Initial Brief

	Define your role (See detail on page 25)
	Obtain PSC expectations (See detail on page 26)
	Identify limitations and/or constraints (See detail on page 26)

2.2.5. Activate Demobilization Unit

	Determine staffing requirements (See detail on page 26)
	Establish Demobilization Unit work location (See detail on page 28)
	Organize and brief subordinates (See detail on page 29)
	Acquire work materials (See detail on page 28)
	Begin to determine demobilization effort (See detail on page 29)
	Begin Support of ICS planning process (see detail on page 29)
	Begin Unit documentation (See detail on page 29)

2.3. Manage Unit Personnel Checklist

	Task and employ staff (See detail on page 31)
	Support Personnel (See detail on page 32)
	Evaluate staffing level (See detail on page 31)
	Evaluate Personnel (See detail on page 33)
	Evaluate Unit (See detail on page 33)
	Complete After Action Review (See detail on page 34)

2.4. Manage the Demobilization Process Checklist

	Manage Demobilization Plan (see detail on page 35)
	Obtain feedback on products (see detail on page xx)
	Coordinate with IMT members (see detail on page 38)
	Maintain Documentation (See detail on page 39)

2.5. Support the ICS Planning Process Checklist

	Provide feedback on resource use (See detail on page 41)
	Assist with ICS 236-CG Tentative Release Lists (See detail on page 41)

2.6. Transition-Demobilization Checklist

	Transition/Relief of personnel or Unit (See detail on page 42)
	Provide input to the Demobilization Plan (See detail on page 42)
	Review approved Demobilization Plan (See detail on page 42)
	Supervise demobilization of unit personnel (See detail on page 44)
	Supervise demobilization of unit (See detail on page 44)

3. Ready for Deployment - Pre-Assignment Actions

3.1. Ensure personal readiness for assignment:

Deploying without being personally ready will affect your ability to perform and respond and in turn place additional burden on the incident management team (IMT). Since responses and deployment lengths can vary from incident to incident, it is recommended you plan for a 30-day deployment. Personal readiness includes:

- Medical/dental readiness
 - For active duty and reserve members ensure that CG Business Intelligence (CGBI) shows “green” in all categories.
 - For civilians and Auxiliarists, ensure you have no outstanding issues that would prevent you from being deployed (e.g., have a plan to ensure you have enough medications for the entire period of the deployment).
- Training and Certification readiness:
 - RESL training and certification is current.
 - Mandated training is current and “green “ in CGBI.
 - Complete incident specific training prior to deployment (e.g. HAZWOPER, area familiarization, etc.).
- Financial Readiness – Ensure you are financially ready to deploy. This means ensuring your financial situation is in order.

- Government travel credit card (GTCC) – you should check your GTCC limit and that it is activated. If you expect to be deployed more than 30 days, your limit should be increased (e.g. to \$10,000).
 - Make a plan for how bills will be paid while deployed.
 - Ensure TPAX account is active.
 - Family Readiness
 - Ensure you have a Dependent Care/Pet Care plan for when deployed.
- www.militaryonesource.com may be helpful.

3.2. Assemble Personal Deployment kit

If your job requires regular or short-notice deployments, preparing a Personal Deployment Kit BEFORE activation can ease the stress of deployment. See 9.1 Personal Deployment kit for an example of what the kit contains.

3.3. Assemble DMOB Deployment kit

- Once certified as a RESL, you are likely to be called to fill the position for your AOR or large events outside your AOR. A ready to go Deployment Kit can ease the burden of deployment. See 9.2 DMOB Deployment kit for an example of what the kit contains.

4. Ready for Operational Tasking

4.1. Pre-Deployment Actions

4.1.1. Receive assignment

Assignments can be received via message traffic, by phone call, through a supervisor, or by Direct Access (DA) orders.

4.1.2. Receive Travel Orders and order number

Ensure you have received your orders and order number for the incident.

- As per Federal Travel Regulations (FTR), a written order issued by a competent authority is required for reimbursement of travel expenses. Travel under verbal orders is only authorized under extreme circumstances and all travelers should attempt to obtain written travel orders before departure. Refer to the FTR to ensure all conditions are met when traveling under verbal orders.
- The travel order number (TONO) and order number are different. The order number is assigned by the incident (usually Logistics) to both order and track each resource on the incident and is used at check-in to verify the position you will fill.
- Order number is generally in the following format: O374 where O is for Overhead, and the unique three-digit number is assigned by Logistics.

4.1.3. Verify the reporting information

Verify reporting location, date and time, order number, as well as contact information for the

Incident Command Post (ICP) in case you need assistance with travel or check-in.

4.1.4. Make travel arrangements

Obtain counseling on entitlements and responsibilities from a travel authorizing official and review the FTR as necessary.

- Request cash advance, if needed.
- Make travel arrangements using approved CG travel method.

4.1.5. Finalize personal readiness for assignment

Review the “ready for deployment checklist” to ensure readiness for assignment.

- Notify your chain of command of any outstanding readiness issues. This may mean delaying deployment to resolve the issue.

4.1.6. Verify/update personal deployment kit.

See 9.1 Personal Deployment kit, which outlines personal items, needed for the deployment.

4.1.7. Verify/update DMOB deployment kit

- Ensure manuals, forms and guides are current versions (electronic and paper).
- Ensure supplies are restocked from last deployment.
- See 9.2 DMOB Deployment kit for list of items.

4.1.8. Gain incident awareness

Learn as much as you can about the incident prior to arrival. This includes gaining local area knowledge, reviewing plans, and reviewing the ICS 201 Incident

Brief or Incident Action Plans (IAPs). These typically can be obtained from an already established IMT on the incident.

4.2. Check in to the Incident

4.2.1. Check-in on ICS 211

Upon arrival at the incident, check-in at the ICP using the ICS 211.

- Have your Order Number available. This enables the Check-in Recorder (SCKN) to validate your assignment to the incident quickly. In some cases, the incident may be using the 16-digit government TONO assigned to you as the Order Number.
- Obtain credentials (badges), if the incident is using them.
- Provide your cell phone number, home base, lodging arrangements, travel method, as well as any additional qualifications you have.

4.2.2. Receive Assignment/Tasking

The Check-In Recorder (SCKN) can direct you to the ICP or the area where you will be working.

4.2.3. Check in with Finance/Admin Section

Travel Orders: Provide a copy of orders or other travel documents with FSC. Take care of this soon so there are no delays when you are ready to leave.

4.2.4. Check in with Logistics Section

- Berthing assignment: The incident will provide adequate berthing, unless you are locally based. If

the incident is small, you may be allowed to make your own arrangements, or they may have already contracted with a local hotel for incident personnel. Regardless, Logistics typically tracks where personnel are lodging.

- Meal schedule: The size, complexity and location of an incident affects the availability of meals. On most Coast Guard responses, meals are not provided and are the responsibility of the individual. Provided meals are tracked and the individual is required to make the appropriate modifications to their travel claim.
- Consumables: Determine where to obtain necessary materials for the unit (e.g. copy paper, pens, markers, etc.).

4.2.5. Review and sign the ICS 208-CG Site Safety and Health Plan

- All incident personnel must review the incident specific ICS 209-CG Site Safety and Health Plan and sign the Worker Acknowledgement Form.
- A copy of the ICS 208-CG Site Safety and Health Plan may be found at Check-In, Staging Areas, and in the Command Post in the Operations Section and Safety Officer's work area.
- On large incidents, the ICS 208-CG may also be posted in areas such as the meal area where large groups of people congregate.
- Periodically review the ICS 208-CG to learn about any additions and updates to the Plan.

4.3. Obtain Situation Assessment

Perform the following tasks after checking-in to the incident:

4.3.1. Review the current ICS 201 and/or IAP

Acquire additional background on the incident prior to starting your assignment. Regardless of when you arrive at an incident there is usually very little time for someone to brief you.

- You need to find out the Who, What, When, Where, Incident Organization, and Resources related to the incident. The “how” and “why” for the incident will be determined by the investigation.

4.3.2. Determine the kind of incident

Determining the kind of incident (search and rescue, oil/hazmat, law enforcement, natural disaster, etc.) provides an idea of the resources that should be operating in theatre.

4.3.3. Determine the key players

Determining the key players (Federal, State, local, industry) gives insight into why Command is setting particular objectives as well as the boundaries of the incident Area of Responsibility (AOR).

- Consider the local community. Know their goals and expectations.

4.3.4. Determine when the incident took place

An incident changes character over time including; survival rates, weathering of oil, potential

contaminants, vessel stability, etc.

4.3.5. Determine where the incident took place
Determine the incident AOR. Spend time getting to know the area. This helps you understand relationships, geography, local plans, etc.

- Be aware of any community issues, sensitive areas, and endangered species within the incident AOR.

4.3.6. Determine the incident organization, size and complexity

- Determine incident organization (review the ICS 201 page 3 or ICS 207).
- Determine incident complexity, Type 1, 2, or 3.
- Identify who you are working for (i.e. PSC). You must also know who is in your direct chain of command as well as other key players such as the Incident Commander(s) (IC/UC), Operations Section Chief (OSC), Intelligence/Investigation Section Chief (ISC) - if staffed, Logistics Section Chief (LSC), Finance/Admin Section Chief (FSC), Liaison Officer (LOFR), and Safety Officer (SOFR).
- Determine if the incident is expanding or contracting.
- Determine if there any political considerations.

4.3.7. Obtain a meeting and briefing schedule
Look for the ICS 230-CG Daily Meeting schedule. If not posted, the Situation Unit should have it

available.

- Determine the next meeting or briefing you need to attend.

4.3.8. Determine the scope of the demobilization effort.

- Determine if any resources have been demobilized yet and if so what process was used.

4.4. Receive Initial Brief

The initial briefing is your opportunity to receive additional details about your incident assignment. You may or may not get a chance to spend this time with the PSC and/or Deputy PSC before you start working. If you are NOT able to have this brief, meet with the current DMOB or other Planning Section personnel.

4.4.1. Define your role

- Determine the role you are filling. Are you filling the role of DMOB and another unit leader (multi-hatted)?
- Determine your experience level for the role you are filling. Do you have the experience for position? If not, consider requesting an Assistant DMOB with that experience.
- Determine your authority to request resources.
- If you are relieving an already established Demobilization Unit, have a transition meeting with the off-going DMOB and review 9.19

Transition/Relief Checklist.

4.4.2. Obtain the expectations of the PSC.

At a minimum, clarify the following expectations from the PSC:

- Does Command and/or PSC want a briefing from you on the process and procedures you typically use as DMOB?
- How often does the PSC want to be updated?
- What are their trigger points?
- What are the Immediate Reporting Thresholds for the Demobilization Unit?

4.4.3. Determine any limitations and constraints
Staff size, wall space, and battle rhythm/reporting timeframes.

4.5. Activate Demobilization Unit

Activation of the Demobilization Unit begins with management of the unit (staffing and organizing the Demobilization Unit workspace), starting the demobilization management process, and supporting the ICS Planning Process.

4.5.1. Determine Staffing Requirements

Figure 1 (inside front cover) provides a typical Demobilization Unit Organization. Table 1 is taken from USCG IMH, Chapter 13 Organizational Guides. Keep in mind the recommendations are based on 12-hour work schedules and may need to be increased for 24-hour operations. Table 2 is a Demobilization

Unit staffing worksheet to help develop unit staffing needs based on the incident.

- The number of personnel needed may increase or decrease based on the IMT information demand
- Calculate staffing requirements for the Demobilization Unit including Status Recorders (SCKN) for checkout and technical specialists
- Consider the need for agency liaisons to ensure complete coordination of resource demobilization. DMOB includes all resources, not just USCG assets and personnel.

Table 1: Demobilization Unit Organizational Guide

	Size of incident (# of Divisions/ Groups)				
Position	2	5	10	15	25
DMOB			1	1	1

Table 2: Demobilization Unit Staffing Worksheet

Staff	Shift #1	Shift #2
DMOB		N/A
Asst DMOB		
SCKN		
Other		
Sub-Total		
TOTAL	Shift 1 & 2	

4.5.2. Request Staff

- Submit an ICS 213RR-CG in accordance with the incident resource requesting process.

- Ensure your calculations consider work shifts and hours of operation.

4.5.3. Establish a work location(s)

- The Demobilization Unit should be located within the Planning Section and in the vicinity of Resources.
 - Consider your location in reference to Resources Unit to enable swift and combined efforts with respect to demobilization of resources.
- Ensure adequate workspace for number of personnel and equipment including the possibility for expansion. A tool to determine space needs can be found on the ICS 235 Facility Needs Assessment Worksheet.
- Ensure you have adequate wall space to display the following for the benefit of incident personnel:
 - Command's Resource Release Priorities.
 - Demobilization Flow Chart.
 - Demobilized Resources T-Card Rack (if not kept by Resources Unit).
 - Tentative Release List by operational period.

4.5.4. Acquire work materials

- Identify appropriate work materials based on Demobilization Unit needs.
- Submit an ICS 213RR-CG Resource Request in accordance with incident resource request process. See 9.8 Example ICS 213 RR-CG Resource Request Message

4.5.5. Organize and brief subordinates

Conduct the initial unit meeting as outlined in 9.16 Unit Meeting Guidelines to establish guidelines, expectations, work schedule, meeting schedules, customer needs, and display content and locations. This also includes information flow within the Unit. See 9.14 Unit Standard Operating Guide for more information.

- Identify the immediate information demands and organize your personnel to meet those demands until additional personnel report.
- Explain resource request process to subordinates.
- Develop an Organization Chart for the unit to identify roles and highlight span of control issues.
- Evaluate the span of control with the unit and request/assign additional personnel to maintain proper management ratios, if needed.

4.5.6. Begin to determine demobilization effort

See Chapter 6, Manage the Demobilization Process for more information.

4.5.7. Begin Support to the ICS Planning Process

See Chapter 7, Support the ICS Planning Process for more information.

4.5.8. Begin Unit documentation

Ensure proper documentation is started for the Unit. This includes periodic documentation of the incident as it stands at a specific time. See 6.4 Documentation for more information.

- Begin maintaining ICS 214 Unit Log. See 9.9
Example ICS 214 Activity Log.
- Begin maintaining the ICS 233 Open Actions
Tracker for the Demobilization Unit. See 9.13
Example Unit ICS 233-CG Open Action Tracker.

5. Manage Unit Personnel

After initial set up of the Demobilization Unit, the DMOB must manage the unit and personnel.

5.1. Task and Employ Staff

Once your staff has been identified and are either en-route or assigned to the incident, they will need direction and guidance. It will be beneficial to provide consistent and appropriate tasking with clear expectations.

While the responsibility for the Demobilization Unit functions is yours, you cannot do all of it yourself. You must identify and task key leaders in your unit to support your efforts.

- Develop a Unit Standard Operating Guide.
Handout/Post this guide for unit personnel to review. See 9.14 Unit Standard Operating Guide for more information.
- Schedule Unit Meeting.
 - At least one per operational period.
 - If necessary, one per Demobilization Unit shift.
 - Brief subordinates on work assignments.
 - See 9.16 Unit Meeting Guidelines.
- Brief subordinates on work assignments and provide direction. Use 9.14 Unit Standard Operating Guide as the starting point.

5.2. Support Personnel

The personnel working for you require support to do their job. You have already started this support by ensuring you have enough workspace/facilities and equipment (e.g., the ICS 235 Facilities Needs Assessment worksheet).

- Keep personnel informed and be honest with them.
- Obtain their feedback.
- Ensure they have basic needs met such as food and lodging.
- Establish an equitable work schedule.
- Provide safe working conditions.
- Use a Unit Standard Operating Guide (see 9.14) to set the direction, expectations, and guidelines for the unit.
- Provide Unit staff appropriate On-the-Job Training (OJT) as needed to gain skills and knowledge in the unit.
 - ICS position specific training.
 - Equipment training (vehicle, GPS, digital cameras, office equipment, etc.).
- Use a Unit Standard Operating Guide to set the direction, expectations, and guidelines for the unit.

5.3. Evaluate Staffing Level

Continually evaluate staffing level to ensure:

- Future personnel requirements.
- Rotations – Identify need for replacements as soon as possible.

- Shift work – Expand and contract the number of shifts depending on incident needs (e.g. multiple vs. daytime only, etc.).
- Work-life (e.g. stress reduction, time-off, morale events, etc.).

5.4. Evaluate Personnel

Perform continuous evaluations of personnel to ensure the Unit is operating properly and effectively. Personnel need to know how they measure up.

- Evaluate personnel against established expectations.
- Provide guidance where needed.
- Document as required. Consider using the ICS 225-CG Incident Personnel Performance Rating. See 9.20 ICS 225-CG Incident Personnel Performance Rating
- Submit unit/personnel for recognition, as required.
- Invite feedback on yourself.

5.5. Evaluate Unit

You should continually monitor overall unit performance and make adjustments as necessary. Use 9.17 Demobilization Unit Self-Evaluation Checklist to help evaluate how your unit is performing. This evaluation should be part of your Unit Standard Operating Guide. Ask the PSC and other IMT members about the service your unit is providing. Confirm that the Unit is:

- Functioning as a team.
- Producing the products required.
- Providing the correct information.

5.6. Complete After Action Review

Complete After Action Review (AAR) at any time to help improve unit activities. This can be performed individually or as a group.

6. Manage the Demobilization Process

6.1. Manage the Demobilization Plan

6.1.1. Review the IAP

Review the IAP to establish working knowledge of incident scope, size, duration estimates, and resources.

- Command's resource release priorities are the cornerstone of the Demobilization Plan.
- Determine how long the incident is anticipated to last (i.e., will resources be demobilized in stages or all at once?).
- Coordinate with RESL to understand what resources are currently at the incident.
- Attend the Tactics Meeting and determine resources that will be considered excess.

6.1.2. Request demobilization planning meeting via the PSC

- Gather functional requirements to be considered from Command, Command Staff, and General Staff. In particular from Safety, Logistics, and Finance. For example, all personnel exposed to chemicals will be assessed by the Medical Unit Leader (MEDL) prior to departure.
- If you have not received it already, request copies of the check-in forms (ICS 211) and Organization Assignment List (ICS 203), or Organization Chart (ICS 207).

6.1.3. Establish method for efficient demobilization

of resources

- Develop a Resource Demobilization Process. Review 9.4 Planned Demobilization Process and 9.6 Example Demobilization Plan.
- Develop plan for emergency demobilization of a resource (e.g. death of responder family member). See 9.5 Unplanned Demobilization Process.
- Ensure demobilization plan accounts for financial considerations with respect to resources (e.g., command may want demobilization an expensive resource ASAP).

6.1.4. Ensure Safety Measures are incorporated in the Demobilization Plan

- Communicate with Safety Officer (SOFR) to ensure that appropriate rest periods are maintained and enforced prior to release of a resource.

6.1.5. Draft Demobilization Plan for Incident

- Review 9.6 Example Demobilization Plan
- Ensure the system is appropriate for the incident and that the DMOB unit is staffed to handle the task.
- Include directories, maps and instructions for incident specific demobilization procedures.
 - Return of credentials.
 - Maps to the airport.
 - Numbers for local taxi services.
- Consider the different types of systems that have been used in the past.

- Paper systems using T-Cards, Demobilization Forms (e.g. 9.10 Example ICS 221 Demobilization Check-Out Form) and check out recorders for simple, small-scale incidents.
- Computer based systems using electronic communication and/or electronic form filling to demobilize resources from multiple locations and/or agencies can be better used in larger incident.

6.1.6. Route plan for approval through PSC

- Keep PSC informed throughout development to ensure most updated information including Command Priorities are included in draft plan.

6.1.7. Distribute Demobilization Plan

- Copy and distribute the approved plan to Command and General Staff and those unit leaders that have a role in implementation.
- Ensure adequate distribution to all sections, staging areas, mess halls, etc. for optimum visibility by all incident personnel.
- Ensure Section Leaders are forwarding proper procedures for demobilization in accordance with the plan.
- Correct inadequate processes swiftly using appropriate chain of command to pass information.
- Consider posting names of resources and their tentative release schedule in a conspicuous place in the ICP as well as on the Demobilization Unit Board.

6.1.8. Supervise implementation of Demobilization Plan

Constantly monitor the Operation Section and IMT's need for resources and modify the tracking table and demobilization process as necessary

- Continue to receive check-in forms (ICS 211) and update resource list to advise on release opportunities.
- Post a copy of the plan in a conspicuous place within the ICP as well as creating a Demobilization Unit Display.
- Monitor on-going incident resource needs and identify surplus resources and probable release time.
- Ensure all Sections/Units understand their demobilization responsibilities.
- Ensure the PSC is updated on demobilization progress.

6.2. Obtain Feedback on Products

Compare situation output with assessment of overall activities. The DMOB should now be at a stage of the response where there are enough personnel in the unit to adequately manage the demobilization process. Monitor initial schedule set up in activation phase of incident and adjust as necessary.

6.3. Coordinate with IMT members

Understand the interactions the RESL has with other

IMT members. See 9.3 Functional Interactions for more information.

6.4. Documentation

Ensure proper documentation is maintained for the Unit. This includes periodic documentation of the incident as it stands at a specific time. Some of the documentation includes:

- ICS 213 General Message.
- ICS 213RR-CG Resource Request Message.
- ICS 214 Unit Log, which is used to document unit the four A's: attendees, actions, accidents and agreements. The ICS 214 is NOT used for documenting incident data/information.
- ICS 221 Demobilization Check-Out.
- ICS 225-CG Incident Personnel Performance Evaluation.
- ICS 233-CG Open Actions Tracker which is used to track open issues for Demobilization Unit until the action is complete.
- See also 1.6 Materials and Forms for other forms and information.
- Information Flow in the Unit. The information (e.g. ICS 213) is routed through the unit via the predetermined information flow process. See 9.15 Demobilization Unit Information Flow Process, which should be modified, based on the incident, unit staffing, and level of information needs.

This is not the complete list of documentation. The

PSC and/or DOCL will dictate what is required for documentation

7. Support the ICS Planning Process

The DMOB must support the ICS Planning Process.

7.1. Provide Feedback on Resource Use

- Attend the Tactics Meeting to support efficient Operations resource use.
- Ensure the PSC is properly providing you with the UC priorities with respect to demobilization (e.g. financial priorities, other agency resources).

7.2. Assist with ICS 236-CG Tentative Release Lists

The Demobilization Unit Leader may assist other IMT members with developing their tentative release lists keeping in mind the priorities listed in the Demobilization Plan.

- See 9.11 Example ICS 236-CG Tentative Release List.
- Help educate Sections on timelines for personnel. See Timelines for Deployment for more information.

8. Transition-Demobilization

8.1. Transition/Relief of Personnel or Team

8.1.1. Transition Process

Depending on the length of the response, individual personnel in the Unit, or the all personnel in the IMT, may transition/need to be relieved. In order to transition, the following must occur:

- **Request Relief.** The incident supervisor or outgoing member requests relief. This should be completed at least 2 weeks prior so a proper relief can be located, ordered in, and arrive in time for overlap and relief.
- **Incoming/Outgoing member Transition Briefing.** The incoming member obtains a briefing from the outgoing member. See 9.19 Transition/Relief Checklist for example information to discuss.
- **Incoming/Outgoing member operational period overlap.** Ideally, the incoming and outgoing members would have an overlap of three Operational Periods. For the first operational period, the incoming member observes. The second operational period is done together and the third operational period is observed by the outgoing member. This applies for any function, whether you are the OSC or PROC, the functions each position applies will be the same in each Operational Period.
- **Outgoing member supervisor debrief.** Outgoing member debriefs with their incident supervisor.

Topics include: lessons learned/recommendations, feedback on their leadership, feedback on subordinates, and note transition complete

- Outgoing member individual demobilization. Outgoing member conducts individual demobilization in accordance with the Demobilization Plan.

8.1.2. Timelines for Deployment

When requesting a replacement, consider timelines for deployment in when a replacement should be on the incident.

- A standard 21-day deployment typically translates to no more than 16 days on the job.
 - One day travel on each end (2 days total)
 - One day of demobilization processing/medical clearance
 - If in a leadership position, require minimum of one day transition/overlap for relief on each end (minimum 2 days) but ideally three operational periods
- Timelines for reserve personnel on a 60-day deployment typically translates into no more than 49 days on the job.
 - 5 days of leave earned
 - One day travel on each end (2 days total)
 - One to two days of Demobilization Processing/ Medical clearance
 - If in a leadership position, require minimum of one day transition/overlap for relief on each end

(minimum 2 days) but ideally three operational periods

8.2. Provide input to the Demobilization Plan

Provide any special requirements that may affect the demobilization plan related to the Demobilization Unit.

8.3. Review Approved Demobilization Plan

Identify priorities and expectations regarding the demobilization of personnel and unit.

8.4. Supervise demobilization of unit personnel

- Provide input to PSC for demobilization of unit personnel.
- Identify Unit personnel for demobilization. Ensure you have requested replacements, if required.
- Brief subordinates regarding their pending demobilization and process including use of the ICS 221, Demobilization Check-out Sheet.
- Evaluate and recognize personnel (e.g. ICS 225, awards draft).

8.5. Supervise demobilization of unit

- Ensure final turnover/disposition of documentation to DOCL.
 - ICS 214 Unit Logs.
 - Demobilization Plan (including pen and ink

changes).

- Evaluations (e.g. ICS 225s).
- ICS 221 Demobilization Check-Out forms.
- Other documentation.
- Turn in equipment and supplies as appropriate.
- Provide Supply Unit Leader (SPUL) with a list of supplies to be replenished.
 - Consumables.
 - Equipment (computers, radios, GPS, etc.).
 - Consider replacement in kind.

9. Appendices

9.1. Personal Deployment kit

	Uniforms appropriate for the response including appropriate footwear
	Verify any special PPE required or will be provided by the incident
	Update your family emergency plan (see www.ready.gov for details)
	Gather emergency contact information
	Determine dependent care plan (i.e. wills, powers of attorney, etc.)
	Create payment plan for bills
	Ensure sufficient medications and/or medical supplies for 30 days
	Determine pet care plan if applicable
	Gather power supply and/or chargers for personal communication equipment (i.e. computers, cell phones, etc.)

9.2. DMOB Deployment kit

Item Name	Qty	Unit	√
Camera	1	Ea	
Computers with internet access	2	Ea	
Clips, Binder, Assorted Sizes	3	Pk	
Clips, Paper, 100 per Bag	2	Bg	
Flags, Post-it	2	Ea	
Folders, 6 Part	12	Ea	
ICS Forms Catalog	1	Ea	
In-boxes	3	Ea	
Paper, 8 ½" x 11" Notepads	9	Ea	
Paper, Post-it Notes 3 x 3, 3 x 5	2	Pks	
Paper, ICS Forms: 213, 213RR, 214, 214A-CG, 221, 225, 238	20	Ea	
Pencil, Mechanical	2	Dz	
Pencil Leads. Mechanical	5	Dz	
Pens, Fine Point, Dry Erase	3	Bx	
Pen, Red	1	Bx	
Pen, Blue	2	Dz	
Pen, Highlighters	18	Ea	
Pen, Black, Permanent Marker	2	DZ	
Pen, White-out Correction	3	Ea	
Power supply cords	1	Ea	
Printer	1	Ea	
Reference, Incident Management Handbook (IMH)	2	Ea	
Reference, Demobilization Unit Leader Job Aid	3	Ea	

Item Name (continued)	Qty	Unit	√
Stapler	1	Ea	
Staples	2	Bx	
Surge protectors	1	Ea	
Tape, Blue Scotch 2" x 60'	10	Roll	
Tape Dispensers	4	Ea	
Tape, Clear, Packing, 2"x60'	5	Ea	
Vest, Dark Blue with Demobilization Unit Position Labels	2	Ea	

9.3. Functional Interactions

MEET With	WHEN	DMOB Obtains	DMOB Provides
PSC	Initial Incident Brief & As needed	Initial expectations	Demobilization Unit capabilities Draft Demob Plan Final Demob Plan
RESL	Upon arrival at Incident & various times	Copies of ICS-211, IAPs, and other resource information	Resource Tracking Table Procedures for Emergency Demobilization Final Demob Plan
SPUL	Various times	Supplies & Equipment for the Demob Unit	Resource Request Form (ICS-213RR)
DOCL	Various Times	Documentation guidelines	Completed forms and other documentation for filing in the incident documentation package Final Demob Plan
IC	Various Times	Resource Release priorities	Draft Demob Plan for review and comment Final Demob Plan Demob Status

OSC	Upon arrival at Incident and at various times	Timing of the release of tactical resources Development of Tentative Release lists	Draft Demob Plan for review and comment Final Demob Plan
LSC	Upon arrival at Incident and at various times	Logistical capability to support an efficient and safe release of resources from the incident	Draft Demob Plan for review and comment Final Demob Plan
FSC	Upon arrival	Financial issues with the release and demob of resources	Draft Demob Plan for review and comment Final Demob Plan
SOFR	Upon arrival at Incident and at various times	Site Safety Plans and safety concerns dealing with the release of resources from the incident	Draft Demob Plan for review and comment Final Demob Plan
Liaison Officer	Various times	Information regarding other agencies resources	Draft Demob Plan for review and comment Final Demob Plan

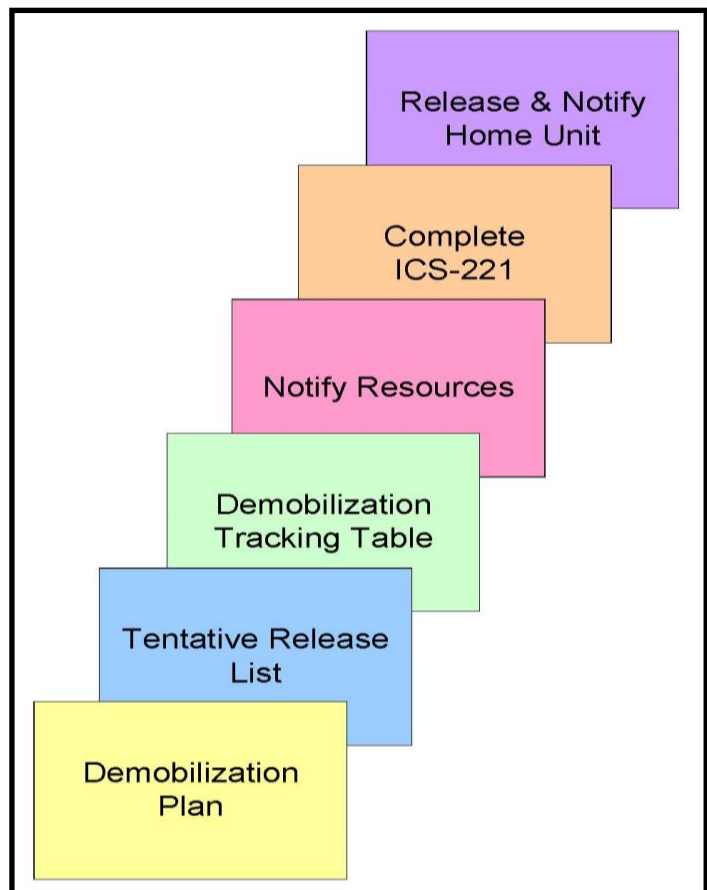
9.4. Planned Demobilization Process

A demobilization process can be simple or more complicated depending on the incident. A demobilization flow chart is useful to help visualize the demobilization process, including everyone the resource must checkout with prior to demobilizing from the incident.

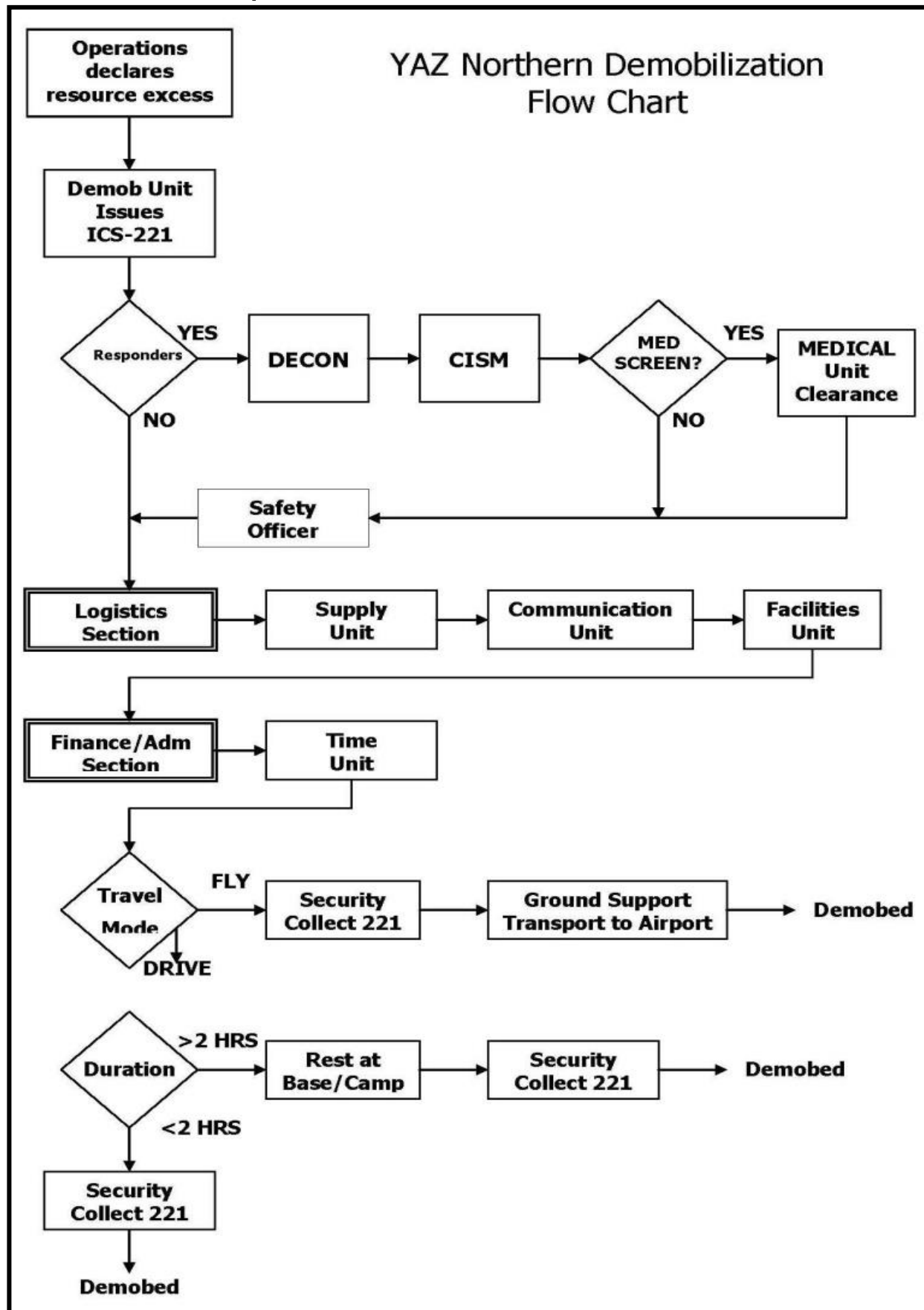
The following forms assist the Demobilization Unit Leader in tracking personnel and equipment on the incident for demobilization purposes.

- ICS 236-CG – Tentative Release List
- ICS 238-CG – Demobilization Tracking Table
- ICS 221 – Demobilization Check Out

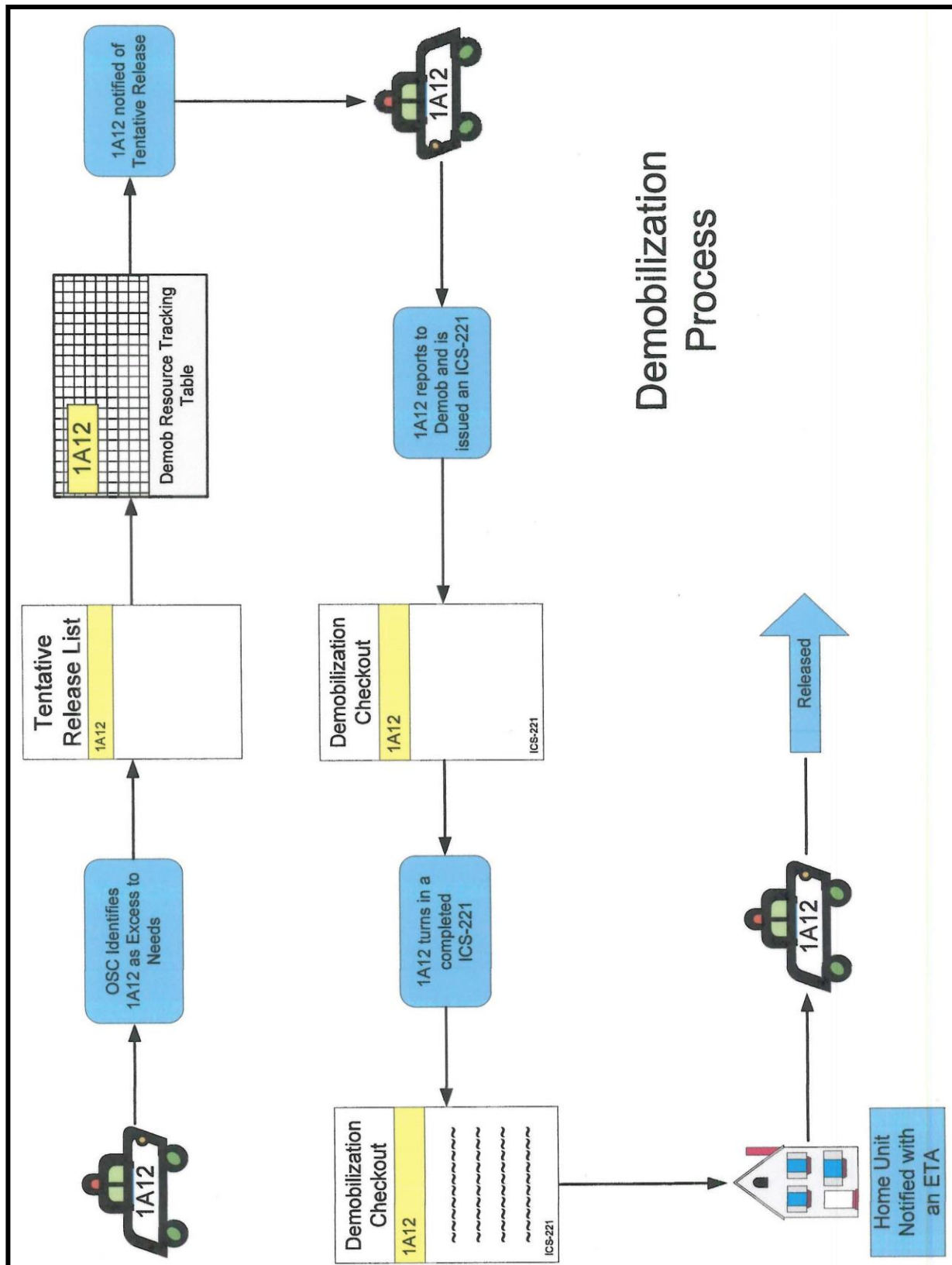
9.4.1. Example Simple Demobilization Process



9.4.2. Example Planned Demobilization Flow Chart



9.4.3. Example Demobilization Process using ICS forms



9.4.4. ICS 219 T-Card Actions in the Demobilization Process

The following are a few simple categories (e.g. ICS 219-1 Header Card) to track resources using T-Cards in the demobilization process. These categories should be modified based on the incident needs.

- Excess – resource T-Card is moved to this category when identified as excess by the Command and General Staff.
- Tentative Release – resource T-card is moved to this category when added to the ICS 236 Tentative Release List.
- Demob – resource T-Card is moved to this category when the resource is given the ICS 221 to complete and starts the demobilization process.
- En route home – resource T-Card is moved to this category when the resource completes the demobilization process, is fully checked-out of the incident and is released to head to their home unit.
- File - final disposition – when a resource reaches their home unit or final destination and reports back to Demobilization Unit, the PSC is notified, and the T-Card is marked as such, pulled, and placed in the documentation files.

9.4.5. Tracking Demobilized Resources En Route to Home

Coordinate tracking responsibilities with home unit. Fax ICS 236-CG, Tentative Release List, to home unit 12 hours in advance.

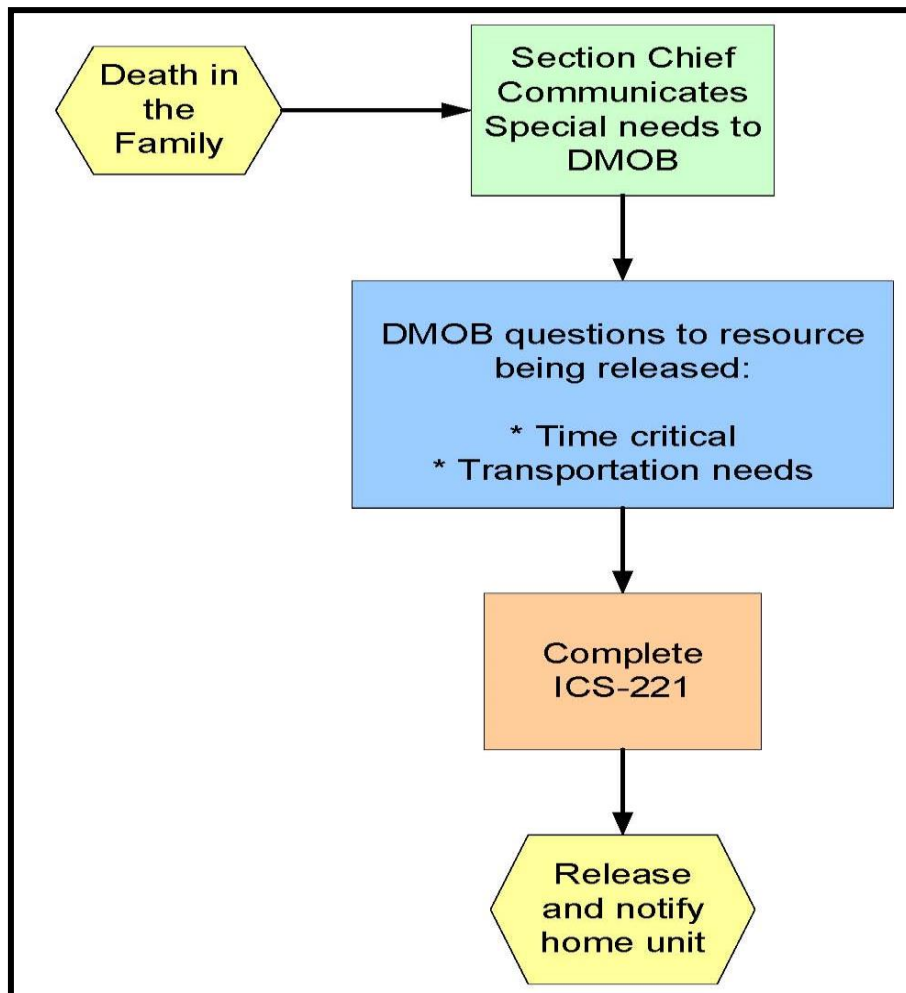
- ICS 221 outlines tracking requirements. Give demobilized resource a reference card that contains DMOB contact information. Demobilized Resource to contact home unit in accordance with ICS 221 instructions and to contact incident upon return home.

9.4.6. Example Demobilization Reference Card Information

You have been demobilized from Incident XXXX. You are to contact your home unit as you depart. The Demobilization Unit will track you until your return to your home unit. Upon return to your home unit, please notify the Demobilization Unit at xxx-xxx-xxxx. If you do not return to home unit and are diverted to another incident/location, please contact the Demobilization Unit for further instructions.

9.5. Unplanned Demobilization Process

- There are many circumstances where unplanned demobilization occurs. When time is of the essence, only the ICS 221, Demobilization Check-out, is completed, as shown in this example.
- The DMOB may assign someone to walk with the person through the demobilization process to expedite his or her departure.
- DMOB needs to notify that person's home unit and track them the same way as the planned process until they reach their destination (which may or may not be their home unit).



9.6. Example Demobilization Plan

The following is an example Demobilization Plan and should be modified for incident use

Demobilization Plan

23 February 20XX

For the Baker City Incident

I. GENERAL INFORMATION

The response is rapidly transitioning from the emergency response phase to a planned recovery effort. The demobilization of incident resources must be conducted in a manner that is safe and efficient and not to interfere with ongoing operations. Every Staff Officer and Section Chief are to ensure that they maintain the appropriate level of staff to support the planned recovery phase. The following will be incorporated into the demobilization effort:

- A. Responders that were operating within the Baker City Courthouse will be offered the opportunity to undergo critical incident stress management.
- B. Decontamination of personnel, personnel clothing, and equipment will be undertaken under the direction of the Safety Officer.
- C. All responders that are traveling by vehicle for more than 2-hours must have a minimum of 6-hours rest prior to being released. Any exceptions to the 6-hour rest rule must have the approval of the Unified Command.

- D. Driving between the hours of 2200-0600 will be limited to airport transport to facilitate demobilization. Point to point driving for returning responders will be limited to 12 hours with sufficient breaks outside of 2200-0600 rest hours.
- E. All supervisors, leaders and chiefs will be thoroughly briefed prior to leaving the incident.

II. RESPONSIBILITIES

A. Planning Section Chief

- i. Shall ensure that the demobilization process and expectations receives wide distribution and that there is an orderly release of resources.
- ii. Ensure that all agency/industry specific requirements regarding the demobilization of the agency's/industry's resources are followed. Any deviations must have the approval of the agency/ industry Incident Commander.
- iii. Review the demobilization plan prepared by the Demobilization Unit Leader. Review Command and General Staff comments and make changes as appropriate prior to presenting the Plan to the Unified Command for approval.

B. Operations Section Chief

- i. Identify any excess personnel and equipment available for demobilization and provide list to the Planning Section Chief
- ii. Identify and decontaminate all tactical

resources that require decontamination.

Coordinate the decontamination effort with the Safety Officer and Logistics Section Chief.

- iii. Where possible, release resources that have pre-established shared transportation together to facilitate demobilization.

C. Logistics Section Chief

- i. Coordinate all personnel and equipment transportation needs to designated location to meet travel needs.
- ii. Ensure that the Supply and Communications Units are prepared to accept and document the return of all equipment that was checkout through them.
- iii. Ensure you coordinate all vehicle inspections with the Finance/Administration Section Chief
- iv. Provide courtesy vehicle safety inspections for all non-contract vehicles.

D. Finance/Administration Section Chief

- i. Ensure that all personnel and equipment time reports are complete and accurate.
- ii. Ensure that any injury and/or equipment claims are well documented and complete.
- iii. Adjust Equipment and Time Recorder's schedule to meet demobilization needs.

III. RELEASE PRIORITIES

A. The following are the Release Priorities:

- i. Federal government response resources

- ii. State government response resources
- iii. Local government response resources
- iv. Industry resources
- v. Release priorities may be adjusted to better serve the changing incident situation. Ensure that you obtain concurrence from agency that is providing the resource.

IV. RELEASE PROCEDURES

A. Section Chiefs and Command Staff:

- i. Have the authority to approve the tentative release list of resources to the Demobilization Unit Leader.
- ii. Submit tentative release list of surplus resources to the Demobilization Unit Leader a minimum of **24 hours** prior to the resource's anticipated departure

B. Demobilization Unit Leader:

- i. Prepare the ICS 221 Demobilization Checkout Form when the tentative release list is approved by the Unified Command.
- ii. Ensure it is noted on the ICS 221 that resources requiring decontamination were decontaminated.
- iii. Ensure resources requiring critical incident stress debriefing are noted on the ICS 221.
- iv. Effectively communicate with all staff members in order to identify any changes in the transportation needs of personnel. Ensure

timely notification of anyone that will be impacted by changes in established transportation times.

- v. Note on the ICS 221 any travel checking and arrival notification procedures that were established between the resource provider and the resource.

C. Released Resources:

Excess resources being demobilized are to follow the directions outlined on their respective ICS 221

Demobilization Checkout Form to ensure all required signatures are obtained. Signatures may include the following Units:

- i. Supply Unit Leader (SPUL)
- ii. Communications Unit Leader (COML)
- iii. Ground Support Unit Leader (GSUL)
- iv. Time Unit Leader (TIME)
- v. Documentation Unit Leader (DOCL)

V. PHONE DIRECTORY

Any time during the demobilization process that there is concern over the status of a released resources contact the Demobilization Unit Leader 999-555-XXXX. Other important contact points include:

- Hiatusport County Emergency Operations Center 999-555-XXXX
- Coast Guard Sector Hiatusport 999-555-XXXX
- Delaware State Emergency Operations Center 999-444-XXXX

VI. APPROVAL

Prepared by: _____

Demobilization Unit Leader Date

Reviewed by: _____

Planning Section Chief Date

Reviewed by: _____

Logistics Section Chief Date

Reviewed by: _____

Fin/Admin Section Chief Date

Reviewed by: _____

Operations Section Chief Date

Approved: _____

Unified Command Date

Approved: _____

Unified Command Date

Approved: _____

Unified Command Date

9.7. Example ICS 213-CG General Message

This example is using the CG version of the form.
The FEMA version can also be used.

1. Incident Name Yaz Northern	2. Date and Time of Message 30 AUG 2006 1430	GENERAL MESSAGE ICS 213-CG
3. TO: A. Worth	ICS Position DMOB	
4. FROM: J. Gafkjen	ICS Position PSC	
5. Subject: Input to Demobilization Plan		
6. Message		
Unified Command has established release priorities for the Yaz Northern Incident:		
1. Most expensive equipment not in use		
2. Responders who have been attached the longest		
3. Federal government response resources		
4. State government response resources		
5. Local government response resources		
6. Industry resources		
7. Local Volunteer and other support resources		
8. Resources cannot remain on incident longer than agency policies allow		
Unified Command will review and approve Demobilization Plan.		
Unified Command will review and approve all tentative release forms.		
7 Reply		
8. Signature/Position (person replying)		Date/Time of reply
GENERAL MESSAGE		ICS 213-CG (Rev 04/04)

9.8. Example ICS 213 RR-CG Resource Request Message

Resource Request Message										ICS-213 RR CG (12/06)	
1. Incident Name: Mills Point		2. Date/Time: 02 Apr 2007 1330		3. Resource Request Number: B01009							
4. ORDER Note: Use additional forms when requesting different resource sources of supply											
a. Qty	b. Kind	c. Type	d. Priority U or R	e. Detailed item description (vital characteristics, brand, specs, experience, etc.) and, if applicable, purpose/use, diagrams, and other info.				f. Requested Reporting Location:	g. Order # (LSC)	h. ETA (LSC)	i. Cost
1			R	Helicopter - able to carry a minimum of 10 passengers with gear up to 500 pounds.				Helibase	E090	4 Apr 0800	\$2356.00
				Contact Helibase Manager, Jeff Jones, to discuss							
				specific flight line reporting procedures/requirements.							
5. Suggested source(s) of supply - POC phone number if known and suitable substitutes:											
Heavy Lift Helicopters POC: Sean Kaufman 550-555-9245 or Heliquest International											
8. RESL - check box (a) if request is for tactical or personnel resources. Then note availability in box 8.b or 8.c.											
a. ☒		b. ☐		Resources available as noted in block 12							
		c. ☒		Resources not available							
10. Requisition/Purchase Order #: 24-06-276HXQ016											
11. Supplier Name/Phone/Fax/Email: Heliquest International, Randy Simon 550-555-4041											
12. Notes: Quoted daily price includes 1 pilot, 1 aircraft mechanic, and aviation fuel.											
13. Logistics Section Signature: David Jones 02 Apr 06 2040											
14. Order placed by (check box): ☐ SPUL ☒ PROC ☐ OTHER											
15. Reply/Comments from Finance: Contract #: FS-02HBC-05-0001 Accounting: 2/H/SZ/105/95/0/P07001/37150/2523											
16. Finance Section Signature: Sam Chase 02 Apr 06 2100											

Full instructions on back page. Requestor fills in blocks 1-5, except #3 & #4.g.i (shaded area), signs block 6 (do not forget position), gets appropriate Section Chief or Command Staff approval in block 7, and keeps yellow copy (bottom). If applicable, RESL reviews if resource available, signs block 9 and keeps blue copy. Logistics fills in block 4.g and h, and blocks 10-13, and keeps orange copy. Orderer (LSC or FSC) fills in block 4.i, Finance fills in blocks 15 - 16 and keeps green copy. Tan copy is returned to RESL for tactical/personnel or requestor for non-tactical. White copy goes to DOCL.

This example is using the FEMA version of the form.
The CG version can also be used.

ACTIVITY LOG (ICS 214)		
1. Incident Name: Animas	2. Operational Period: Date From: 31 AUG 20 Date To: 0600 Time From: 31AUG 20 Time To: 1800	
3. Name: G. Foss	4. ICS Position: SITL	5. Home Agency (and Unit): USCG Sector Hiatusport
6. Resources Assigned:		
Name	ICS Position	Home Agency (and Unit)
C. Murchison	FOBS	USCG Sector Hiatusport
M. Monk	DPRO	USCG Sector Hiatusport
T. Jones	DPRO	HFD
M. Thomas	ASITL	HFD
7. Activity Log:		
Date/Time	Notable Activities	
31AUG/0700	SITL gave status briefing at IC/UC Meeting	
31AUG/0800	SITL gave status briefing at C&GS Meeting	
31AUG/0900	PSC held Section meeting. Provided status of Unit. Noted issues with information flow from OSC.	
31AUG/0940	Conducted Unit Meeting. Passed key issues from PSC. updated unit ICS 233 with assigned tasks to staff.	
31AUG/1000	During routine safety inspection, SOFR identified potential electrical hazards with power cords. Corrected on the spot.	
31AUG/1100	SITL gave status briefing at Tactics Meeting. Provided projections for next op period.	
31AUG/1130	T. Jones became ill. Send to MEDL. Was sent home to recover. Requested replacement.	
31AUG/1145	Provided training to M. Monk on ERMA.	
8. Prepared by: Name: <u>G. Foss</u> Position/Title: <u>SITL</u> Signature: _____		
ICS 214, Page 1		Date/Time: _____

9.10. Example ICS 221 Demobilization Check-Out Form

This example is using the FEMA version of the form. The CG version can also be used.

DEMOBILIZATION CHECK-OUT (ICS 221)			
1. Incident Name: Baker City Incident		2. Incident Number: N/A	
3. Planned Release Date/Time: Date: 24NOV20 Time: 1300		4. Resource or Personnel Released: TUG ANGELICA MADREA & Crew	
		5. Order Request Number: VL005	
6. Resource or Personnel: You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative).			
LOGISTICS SECTION			
	Unit/Manager	Remarks	Name Signature
☒	Supply Unit	Return incident supplies/equipment	
☒	Communications Unit	Return hand-held VHF-FM radios	
☒	Facilities Unit	Inspect hotel Room/return hotel keys	
☐	Ground Support Unit		
☒	Security Manager	Return access badges	
☒	Vessel Support Unit	Inspect Vsl for damage on incident	
FINANCE/ADMINISTRATION SECTION			
	Unit/Leader	Remarks	Name Signature
☒	Time Unit	Verify daily time on incident	
☐			
☐			
OTHER SECTION/STAFF			
	Unit/Other	Remarks	Name Signature
☒	Medical Unit	Post Incident health assessment	
☐	Safety Officer	Confirm Decon of Vessel vessel complete	
PLANNING SECTION			
	Unit/Leader	Remarks	Name Signature
☐			
☒	Documentation Leader	Turn in all documentation - ICS 214	
☒	Demobilization Leader	Final checkout	
7. Remarks: Vessel and crew are released to return to parent company, Shortly's Tug & Barge services. Parent company is to notify Demobilization Unit at xxx-xxx-xxxx upon vessels arrival at home moorings. If vessel is diverted to another job prior to return, parent company will notify Demobilization Unit. Vessel is not authorized to depart until ICS 221 complete and given to Demobilization Unit.			
8. Travel Information: Estimated Time of Departure: 1700, 24NOV20 Room Overnight: ☐ Yes ☒ No Destination: Shortly's Tug & Barge Services Moorings, Hiatusport Actual Release Date/Time: _____ Travel Method: Vessel Estimated Time of Arrival: _____ Manifest: ☐ Yes ☒ No Contact Information While Traveling: _____ Number: _____ Area/Agency/Region Notified: _____			
9. Reassignment Information: ☐ Yes ☐ No Incident Name: _____ Incident Number: _____ Location: _____ Order Request Number: _____			
10. Prepared by: Name: _____ Position/Title: _____ Signature: _____			
ICS 221		Date/Time: _____	

9.11. Example ICS 236-CG Tentative Release List

TENTATIVE RELEASE LIST ICS-236-CG (Rev 1/13)		
1. Incident Name: Baker City Incident		
2. From: OSC		(Section Chief or Command Staff Officer)
To: Demobilization Unit Leader		
3. The following resources are surplus as of <u>0600</u> (hours) on <u>01SEP2013</u> (date). At that time, these resources are available for release processing.		
4. Resource	Name of Individual, Crew or Resource/Equipment in excess	Position on Incident
1	Engine Strike Team LFD-ST-3	
2	SRS Crew 1	
3	J. Volker	DIVS
4	LE Strike Team HPD-ST-01	
5	T. Lee	STAM
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		
16		
17		
18		
19		
20		
5. Signature of Section Chief or Command Staff Officer: <i>P. Montoro, OSC</i>		
6. Date/Time Prepared: 0600, 31AUG2013		

[illegible]

9.13. Example Unit ICS 233-CG Open Action Tracker

The DMOB uses the Unit ICS 233-CG to manage unit tasks. There is only a CG version of this form.

1. Incident Name: Meridian Flood		DMOB ACTIVITIES ONLY			INCIDENT OPEN ACTION TRACKER		
		4. For/POC	5. Briefed POC (X)	6. Start Date	7. Status	8. Target Date	9. Actual Date
2. No.	3. Item						
1	Complete revisions to Demob Plan	DMOB	X	9/24 0900		9/24 1100	
2	Unplanned Demob of S. Peters	SCKN	X	9/24 0910		9/24 1100	
3	PSC request for	SCKN	X	9/24 0910		9/24 1745	
4	SOFR changes to ICS 221	DMOB	X	9/24 0920		9/24 1045	
5							
6							

9.14. Unit Standard Operating Guide

Having established a Standard Operating Guide (SOG) for your personnel ensures clear communication of your expectations, expected codes of conduct, and procedures/processes. You cannot hold people accountable for information they did not receive. This is especially important when working with personnel from other agencies as not everyone has the same leadership concepts/ protocols. Some items to include in the Unit SOG:

- “Command philosophy” or guidance
- Unit organizational structure and chain of command
- Duties of Unit Personnel
- Work expectations
- CIRs and IRTs for you (“when to call me”)
- Code of Conduct (having, fair treatment, etc.)
- Employee resources available (if any)
- Ordering procedures
- Conflict resolution procedures
- Work schedule and rest periods
- Training, qualification and evaluation
- Injury reporting procedures
- Safety procedures

Modify the following example Demobilization Unit SOG to best meet your incident needs.

Demobilization Unit Standard Operating Guide (SOG)

1. Introduction:

This document provides guidance for and expectations of all Demobilization Unit personnel during the _____ incident/event. In the absence of supervision, all resources personnel shall be guided by the procedures set forth by this document. All personnel are expected to exercise proper judgment, common sense and training in all situations.

2. General Instructions to all Demobilization Unit Personnel:

(This section should address work/duty policies and topics)

- All personnel shall ensure they are rested and physically and mentally ready to assume assigned duties
- All personnel shall adhere to the watch/duty schedule
- Change of shifts/watch shall occur _____
- All personnel shall read and sign the Incident Site Safety and Health Plan
- Resource Request procedures. See 9.8 Example

ICS 213 RR-CG Resource Request Message

- Notify the DMOB immediately for the following conditions/situations:
 - Injuries or illness involving resources personnel
 - Equipment casualties
 - Major operational changes or incident developments
 - Personnel conflicts that cannot be resolved at immediate supervisor level
 - Complaints concerning resources service

3.Organization:

This section describes and outlines the structure of the Unit to show chain of command. See Figure 1 inside the front cover for an example.

4.Expectations:

This section should describe the expectations that you, the Demobilization Unit Leader (DMOB), have for each position or function within the Unit, including but not limited to:

- Reporting requirements, participation in meetings, communications duties, assistance within Unit and to other members of the IMT, etc. (do NOT retype the IMH. You can make it incident specific).

5.Personnel Policies:

- All personnel shall be in professional attire, such as appropriate uniform of the day or own-agency

dress code

- Professional conduct is expected from all personnel, both on and off duty. Sexual harassment, hazing,
- bullying, discrimination, and other such unprofessional conduct will not be tolerated
- Conflict resolution procedures
- Critical Incident Stress Management (CISM)
- Time off requests
- Injuries & claims
- Training
- Social Media
- Evaluations
- Safety procedures

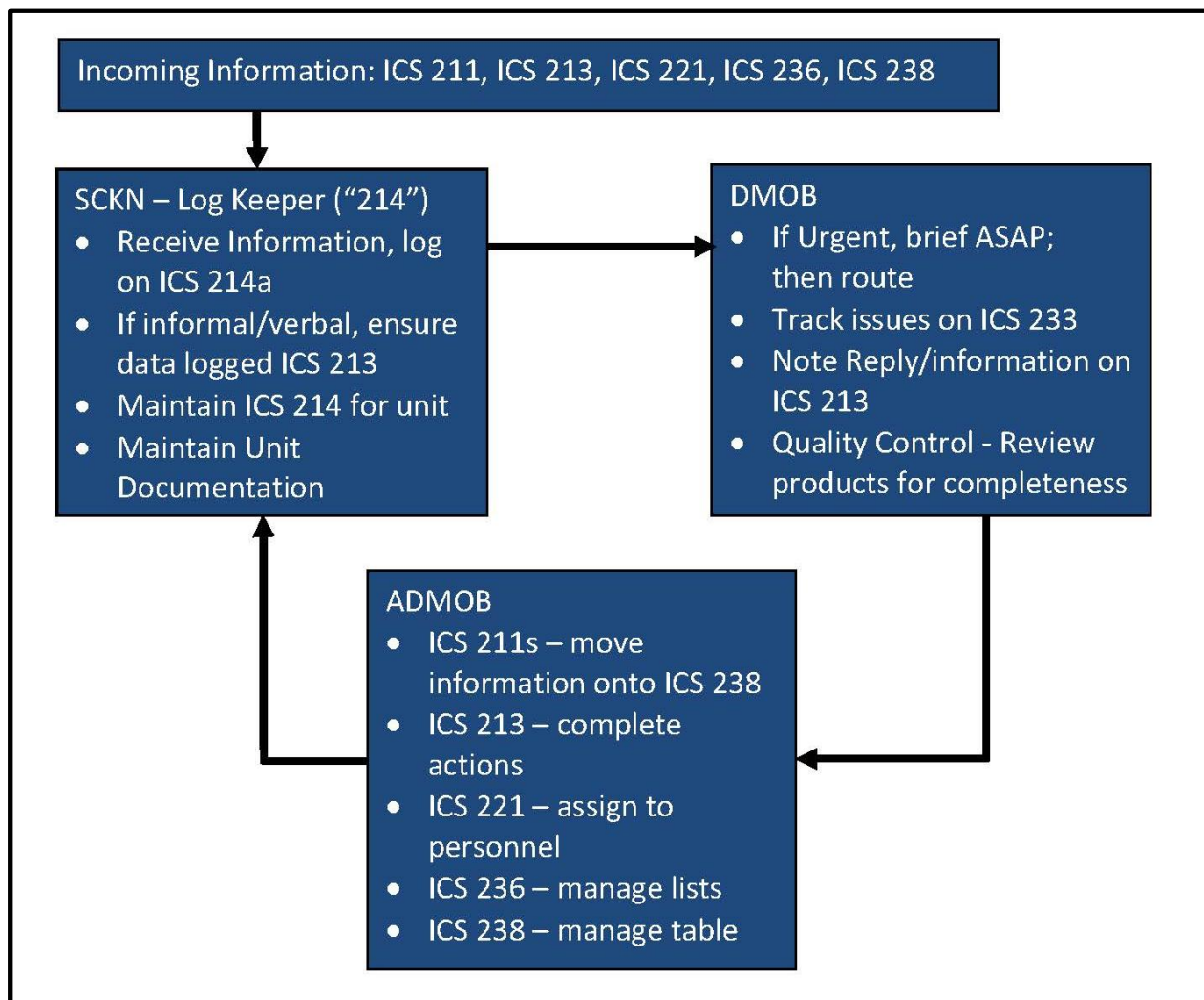
6. Documentation:

All resources unit personnel shall maintain required documentation according to positional duties. Do not throw ANYTHING away. All documentation shall be filed by ICS form number and then grouped by Operational Period.

- ICS 214 Unit Logs shall be routed to the ADMOB for review
- Duplication of documents shall be performed by the DOCL

9.15. Demobilization Unit Information Flow Process

A typical Demobilization Unit is very small and will have very few assigned personnel. Even so, information flow should be documented and held to.



This is a suggested unit organization/flow process, which follows the information management process and can be inserted in the unit SOG. Modify this process based on the incident, unit staffing, and level of information needs.

9.16. Unit Meeting Guidelines

The purpose of the Unit meeting is to keep your subordinates informed about Command's direction and how the role they play ties in to achieving that direction. This is good leadership. It is imperative that you conduct this meeting at least once a day!

- If possible, set a standard time and place for this meeting. A good time to hold this meeting is following the Section meeting when you have just received your direction from the PSC.
- Ensure all personnel are present or accounted for. For the duration of the incident, these personnel work for you. Take care of them and they will take care of you.
- Give your team a Demobilization update. While, some may not need or even want details, they will appreciate a quick update. This helps your staff know how the work they are doing is supporting the response.
- Brief current activities. Identify the work expected of your staff during this operational period and the next operational period.
- Compliment staff actions to date. Try to find something that each of your key staff or other members of your team has done that is noteworthy.
- Remind your staff to provide input to the Unit ICS 214 daily.

9.17. Demobilization Unit Self-Evaluation Checklist

The Self-Evaluation Checklist can help DMOB properly evaluate how the unit is performing and make changes as appropriate.

	Staffing and organization of Unit appropriate for incident ☐ Personnel assigned receiving proper in brief and expectations from DMOB ☐ Personnel issues properly dealt with ☐ Performance feedback/evaluations conducted ☐ Work/rest timeframes appropriate
	Workspace and equipment appropriate for incident and utilizing appropriate technology
	Demobilization Process appropriate ☐ Demobilization Plan complete/approved ☐ Demobilization Plan/process evaluated for changes/updates ☐ Unit ICS 233 utilized well ☐ Information flow process in unit working well ☐ ICS 221 forms working well ☐ ICS 236 forms working well ☐ ICS 238 form working well ☐ IMT Coordination working well ☐ Obtaining Feedback on products
	Unit Documentation (ICS 214, etc.) appropriately completed and filed with DOCL

9.18. Personnel Evaluation Criteria

	Unit morale? High Med Low
	Are assignments completed on time?
	Are injuries exceeding normal operating environment?
	Is team effectively interacting?
	Are there a number of unresolved problems/issues?
	Is there any aggression or frustration by team members?
	Possible solutions to problems/issues?

9.19. Transition/Relief Checklist

	Organization of Unit
	Workspace status
	Equipment status
	Personnel Status ☐ Number of personnel assigned ☐ Expected lengths of assignment ☐ Personnel issues ☐ Performance evaluations ☐ Incoming personnel
	Status of the Demobilization Process ☐ Demobilization Plan complete ☐ Demobilization Plan approved ☐ Changes needed to Demobilization Plan/Process ☐ Status of Unit ICS 233 ☐ Status of ICS 221 forms ☐ Status of ICS 236 forms ☐ Status of ICS 238 form ☐ Information flow process in unit ☐ Feedback on products/services ☐ Status of Unit Documentation (ICS 214, ICS 221s, etc.)
	Outstanding problems/issues?

9.20. ICS 225-CG Incident Personnel Performance Rating

This example is using the CG version of the form.
The FEMA version can also be used.

INCIDENT PERSONNEL PERFORMANCE RATING ICS 225-CG		<i>INSTRUCTIONS:</i> The immediate job supervisor will prepare this form for each subordinate. It will be delivered to the planning section before the rater leaves the incident. Rating will be reviewed with the subordinate who will sign at the bottom. To electronically fill form, double-click on first word of each section, then enter information.			
THIS RATING IS TO BE USED <u>ONLY</u> FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT					
1. Name: Rank Last, First		2. Incident Name: Enter Incident Name			
3. Home Unit and Phone Number: Enter Unit or Home Office here		4. Location of Incident: City, State			
5. Position Assigned: ICS Position	6. Date of Assignment: From: dd/mm/yyyy To: dd/mm/yyyy		7. Date Incident Started: dd/mm/yyyy	8. Incident Type: Type I, II, III	9. Incident Kind: (Oil/Hazmat Spill/SAR/Fire/Etc)
10. Evaluation					
Rating Factors	N/A	1 - Unacceptable	2	3 - Met Standards	4
A. Knowledge of the job/ Professional Competence & Using ICS:	☐	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. ☐	☐	Competent and credible authority on specialty or operational issues. ☐	☐
B. Planning/Preparedness & ability to obtain performance/results:	☐	Got caught by the unexpected, appeared to be controlled by events; routine tasks accomplished with difficulty. ☐	☐	Consistently prepared. Set high but realistic goals. Work was timely and of high quality; required same of subordinates. ☐	☐
C. Adaptability/Attitude:	☐	Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Maintained a poor outlook. ☐	☐	Receptive to change, new information, and technology. ☐	☐
D. Communication Skills:	☐	Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. ☐	☐	Effectively expressed ideas and facts in individual and group situations; non-verbal actions consistent with spoken message. ☐	☐
E. Directing Others:	☐	Showed difficulty in directing or influencing others. Unwilling to delegate authority to increase efficiency of task accomplishment. ☐	☐	Set high work standards; clearly articulated job requirements, expectations and measurement criteria; held subordinates accountable. ☐	☐
F. Ability to work on/ Consideration for team:	☐	Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates or others. Used teams ineffectively or at wrong times. ☐	☐	Skillfully used teams to increase unit effectiveness, quality, and service. Cared for people. Recognized and responded to their needs. ☐	☐
G. Judgment/Decisions under stress:	☐	Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts. ☐	☐	Skillfully used teams to increase unit effectiveness, quality, and service. ☐	☐
H. Initiative	☐	Postponed needed action. Implemented or supported improvements only when directed. ☐	☐	Championed improvement through new ideas, methods, and practices; self-starter. ☐	☐
I. Adherence to safety:	☐	Failed to adequately identify and protect personnel from safety hazards. ☐	☐	Ensured that safe operating procedures were followed. ☐	☐
11. Remarks/Potential: Type remarks here; Describe ability to assume greater leadership roles and responsibilities (e.g., rate performance, recommend incident management positions and/or ICS or other training).					
12. Rated Person (signature) This rating has been discussed with me. Rank Last, First					13 Date: mm/dd/yyyy
14. Rated By (signature/print name): Rank Last, First	15. Supervisor Home Unit (address/phone): Rank Last, First		16. Supervisor Position: ICS Position		17. Date: mm/dd/yyyy

9.21. Demobilization Unit Leader Activities in the ICS Planning Process

