



United States  
Coast Guard



# Incident Command System

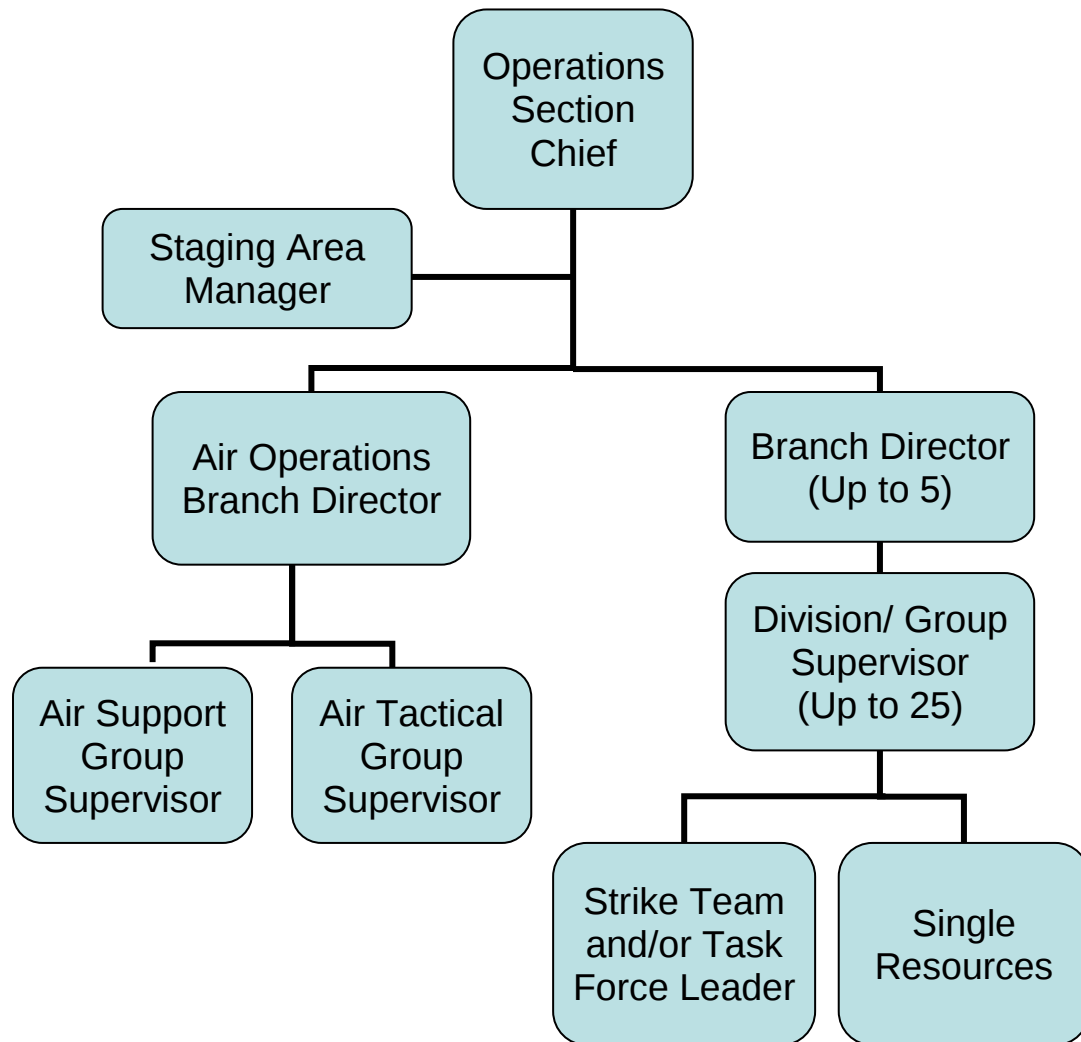
Operations Section Chief

- OSC -

Job Aid



April 2015



The Operations Section is staffed from the **bottom up** (single resources first, then Strike Teams and Task Forces, then Divisions and Groups, etc.) and only staffs what is needed for the incident.

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## **1.0 Overview**

### **1.1 User**

The user of this job aid will be anyone assigned as Operations Section Chief (OSC) or Deputy Operations Section Chief (DOSC) within the National Incident Management System (NIMS) Incident Command System (ICS). Personnel assigned to this position should be qualified as an OSC.

Personnel assigned to this position should have a good operational background and experience working with people in other organizations. Since this is a key position in the response organization, assignment should be based on experience level versus rank. Past experience as an Operations Section Chief (OSC) is highly desirable.

This Job Aid does not cover other important traits of an effective OSC, such as: good leadership, interpersonal and communications skills, or experience in risk-based decision making; a solid grasp of political, social, environmental, and economic issues. A good OSC exhibits these traits and many more in addition to properly executing the ICS.

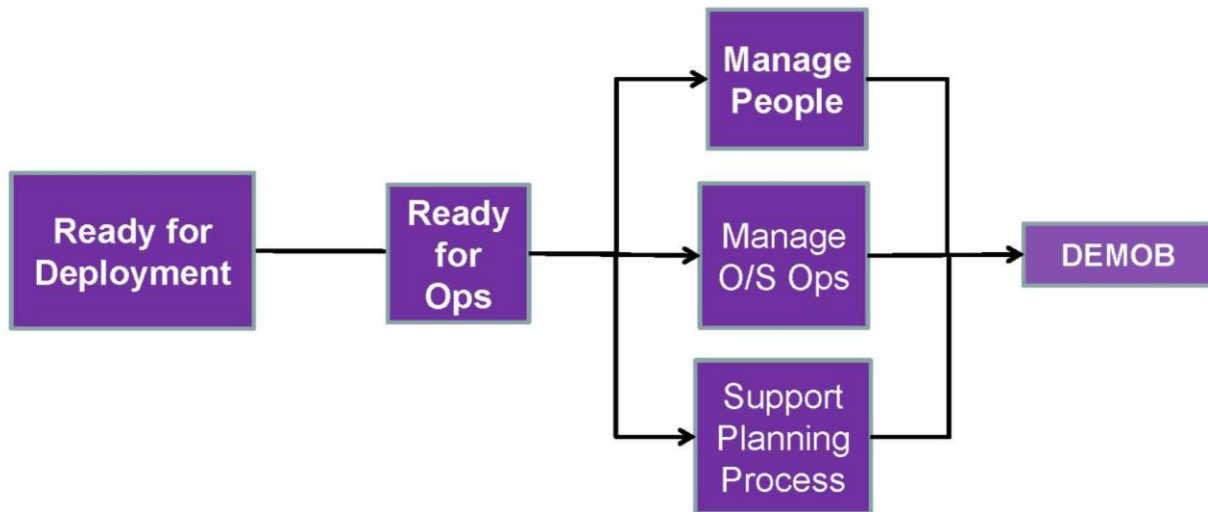
## **1.2 When to Use**

This document is intended as a reference Job Aid to assist the OSC in understanding the complex tasks and processes they may face when using ICS. It is not a policy document, nor intended to act as or replace official policy, required training or direction from higher authority. It is rather guidance for response personnel requiring application of judgment.

DISCLAIMER: This Job Aid is intended to provide 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

Questions about this Job Aid should be directed to the Coast Guard Office of Contingency Preparedness and Exercise Policy (CG-CPE).

## 1.3 Major Accomplishments for the Operations Section Chief Position



- Ready for Deployment
  - Prepare for Assignment in terms of Individual readiness and position readiness
- Ready for Operational Tasking
  - Check-in Properly to incident
  - Obtain Situation Assessment and receive Initial Brief
  - Lead transition from initial response phase (reactive mode) to an on-going operations phase (proactive mode)
  - Ensure appropriate staffing of the section
- Manage People
  - Supervise and manage the Section and ensure the functions effectively support the needs of the response organization

- Manage On-Scene Operations
  - Ensure all operations are properly managed
  - Communicate operational information
  - Ensure operational objectives established by Command are effectively and efficiently acted upon through the development of appropriate strategies and tactical work assignments
  - Ensure safety and other response policies are enforced
  - Coordinate and communicate effectively with other staff elements to ensure adequate support of the operational effort
  - Make expedient adjustments to tactical portions of the action plans and resource utilization to ensure maximum effectiveness.
  - Ensure that response activities are documented, and effectiveness information is conveyed appropriately
  - Maintain a Unit Log (see 8.14 Example ICS 214 Unit Log)
- Support the Planning Process
  - Ensure operational objectives established by Command are effectively and efficiently acted upon through the development of appropriate strategies and tactical work assignments
  - Coordinate and communicate effectively with other staff elements to ensure adequate support of the operational effort

- Serve as a key contributor to the operational planning process
- Ensure Safe and Efficient Demobilization of Resources

## 1.4 References

Below is a list of references that may be required while using this job aid. This list is not all encompassing. Links to many of these can be found at <http://homeport.uscg.mil/ics/>:

- Incident Management Handbook (IMH)  
COMDTPUB P3120.17A.
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- USCG Type 3 Operations Section Chief (OSC3) Performance Qualification Standard (PQS)
- Applicable Coast Guard Policy, agency and/or company policy, contingency plans, geographic supplements, and manuals.
- Division/Group Supervisor Job Aid
- Communications and Information Management Job Aid
- Classified Material and Sensitive Security Information (SSI) guidance at <http://www.uscg.mil/>

## 1.5 Materials and Forms

A complete list of materials necessary is listed in 8.1 Deployment Kits, Operations Section Chief Deployment Kit. Ensure these materials are available throughout the event.

ICS Forms can be found on the Coast Guard ICS web pages at <http://homeport.uscg.mil/ics/>.

Generally, the OSC will either work with or have responsibility for information on the following ICS forms:

- IAP Cover Sheet
- ICS 201 Incident Briefing
- ICS 202 Incident Objectives
- ICS 202A Command Direction
- ICS 202B Critical Information Requirements
- ICS 203 Organization Assignment List
- ICS 204 Assignment List
- ICS 204A Assignment List Attachment
- ICS 205 Communications Plan
- ICS 205A Communications List
- ICS 206 Medical Plan
- ICS 207 Incident Organization Chart
- ICS 208 Site Safety and Health Plan
- ICS 209 Incident Status Summary
- ICS 210 Status Change Card
- ICS-211 Check-In List
- ICS 213 General Message

- ICS 213RR-CG Resource Request Message
- ICS 214 Unit Log
- ICS 215 Operational Planning Worksheet
- ICS 215A Incident Safety Plan Analysis
- ICS 220 Air Operations Summary
- ICS 221 Demobilization Check-Out
- ICS 219 Resource Status T-Cards
- ICS 225 Incident Personnel Performance Evaluation
- ICS 230 Daily Meeting Schedule
- ICS 232 Resources at Risk
- ICS 233 Open Actions Tracker
- ICS 234 Work Analysis Matrix
- ICS 235 Facility Needs Assessment Worksheet
- ICS 236 Tentative Release List
- ICS 237 Incident Mishap Report

## **1.6 Other**

In the context of this job aid, the word incident means incident, event or exercise unless otherwise noted.

## Checklists

### Ready for Deployment Checklist

#### Pre-Assignment Actions (Individual readiness)

|  |                                                                                     |
|--|-------------------------------------------------------------------------------------|
|  | Ensure personal readiness for assignment (details on page 17)                       |
|  | Ensure OSC Certification is current and minimum training is complete and up-to-date |
|  | Assemble a personal and OSC Deployment Kit                                          |

### Ready for Operational Tasking Checklists

#### Notification Phase – Pre-Deployment Actions

|  |                                                          |
|--|----------------------------------------------------------|
|  | Receive assignment (details on page 19)                  |
|  | Receive travel orders                                    |
|  | Verify/Update personal deployment kit                    |
|  | Verify/Update OSC deployment kit                         |
|  | Conduct Pre-Assessment                                   |
|  | Conduct Pre-Deployment Operational Risk Management (ORM) |

## Initial Response and Assessment

|  |                                                                            |
|--|----------------------------------------------------------------------------|
|  | Conduct on-scene Operational Risk Management (details on page 22)          |
|  | Identify Additional mission priorities and conduct resource needs analysis |
|  | Evaluate, organize, deploy on-scene resources                              |
|  | Evaluate & manage incident potential                                       |
|  | Assess the Incident Situation                                              |
|  | What kind of incident?                                                     |
|  | Who are key players?                                                       |
|  | When incident occurred?                                                    |
|  | Where is incident location/AOR?                                            |
|  | Incident organization?                                                     |
|  | Next meeting or briefing?                                                  |

## Incident Briefing ICS 201

|  |                                                           |
|--|-----------------------------------------------------------|
|  | Assist in ICS 201 Brief, if needed                        |
|  | On Coming OSC meets with relieved OSC (if being replaced) |

### Activate Operations Section

|  |                                                             |
|--|-------------------------------------------------------------|
|  | Determine Staffing Requirements<br>(see details on page 30) |
|  | Establish work location                                     |
|  | Organize and brief subordinates                             |
|  | Acquire work materials                                      |
|  | Establish collateral responsibilities within the section    |

### Transition to On-Going Operations Phase

|  |                                                                                                             |
|--|-------------------------------------------------------------------------------------------------------------|
|  | Ensure continued effective management of current operations while transition<br>(see details on page 46)    |
|  | Support operational planning process and manage current operations simultaneously                           |
|  | Ensure Technical Specialist information is communicated effectively.                                        |
|  | Review appropriate contingency plans                                                                        |
|  | Review available local, state and federal contingency plans based on the incident characteristics and scope |
|  | Determine possible impacts to incident                                                                      |

## **Manage the Operations Section Personnel Checklist**

|  |                                                                          |
|--|--------------------------------------------------------------------------|
|  | Meet with Section personnel<br>(see details on page 46)                  |
|  | Evaluate/monitor section and individual performance                      |
|  | Provide Feedback and/or corrective actions to subordinates               |
|  | Identify and correct systemic problems                                   |
|  | Provide On the Job Training (OJT) as appropriate                         |
|  | Provide guidance on Operations Section activities and services to IMT    |
|  | Review the demobilization plan                                           |
|  | Meet with/Brief Subordinates (see detail on page 48)                     |
|  | Discuss status of Operations Section and provide feedback on performance |

## **Demobilize Personnel and Section Checklist**

|  |                                                                              |
|--|------------------------------------------------------------------------------|
|  | Review and provide input to the Demobilization Plan (see details on page 75) |
|  | Supervise demobilization of section personnel                                |
|  | Supervise demobilization of section                                          |

## **2.0 Ready for Deployment - Pre-Assignment Actions (Individual Readiness)**

### **2.1 Ensure personal readiness for deployment.**

Personal readiness includes: dependent, financial and personal readiness (see 8.1 Deployment Kits, Personal Deployment Kit). Should you deploy without being personally ready, it may affect your ability to respond and cause a burden on the incident management team.

- Medical/dental readiness – For military this means you are in the “green” in CG Business Intelligence (CGBI). For civilians and auxiliarists, ensure you have no outstanding issues that would prevent you from being deployed. For example, you have a plan to ensure you have enough medications for the entire period of the deployment.
- Uniforms – You have enough uniforms and/or appropriate clothing for an expected deployment.
- Financial Readiness – This means ensuring your financial situation is in order.
  - Government travel credit card (GTCC) – you should check your GTCC limit. If you expect to be deployed more than 30 days, your limit

should be increased (example from \$2,500 to \$10,000).

- Ensuring bills will be paid while deployed.
- Ensure you have a TPAX account.
- Family Readiness: Ensure you have a Dependent Care/Pet Care plan for when deployed. Please check [www.militaryonesource.com](http://www.militaryonesource.com) for assistance.

## **2.2 Ensure Certification and Training are Current**

Ensure OSC Certification is current and minimum training is complete and up-to-date (as per COMDTINST(s) and PQS).

- Mandated Training (MT)
- ICS training (e.g. ICS-300, position specific ICS training).
- Incident specific training.
  - HAZWOPER
  - Hazardous Materials 1<sup>st</sup> responder

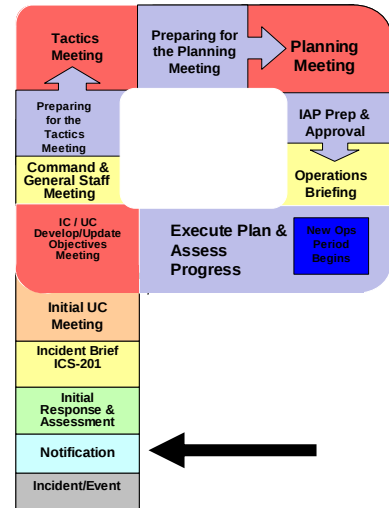
## **2.3 Assemble OSC Deployment Kit**

- This kit includes manuals, forms and guides to help with running the Operations Section
- See 8.1 Deployment Kits, Operations Section Chief Deployment Kit.

## 3.0 Ready for Operational Tasking

### 3.1 Notification Phase – Pre-Deployment Actions

This job aid assumes the OSC is typically one of the first responders on scene. The initial Operations Section Chief reports to an incident and surveys the scene. Pre-assessment information is collected prior to reporting on scene.



#### 3.1.1 Receive assignment

- You may receive your assignment in many ways, via message, phone call, supervisor, or on orders. You should verify reporting location, date and time, as well as ICP contact numbers (if established) for assistance with reporting.
  - Finalize personal readiness for assignment
- Review the pre-assignment check list to ensure readiness for assignment which includes personal, dependent, and financial readiness.
- Notify your chain of command of any outstanding readiness issues. This may mean delaying deployment to resolve the issue.

### 3.1.2 Receive Travel Orders (order number) if required.

This may be completed later on the incident.

Obtain counseling on entitlements and responsibilities from a travel authorizing official.

- Request cash advances as required.
- Make travel arrangements using approved CG travel method.

### 3.1.3 Verify/update personal deployment kit.

A personal deployment kit contains your personal items needed for the deployment and includes items like: medications, uniforms and/or appropriate clothing, etc. Is there special PPE or special weather clothing required?

### 3.1.4 Verify/update OSC Deployment Kit

Ensure manuals, forms and guides are current versions (electronic and paper).

Ensure supplies are restocked from last deployment.

### 3.1.5 Conduct Pre-Deployment Operational Risk Management (ORM).

- Review the current ICS 201 and/or IAP. The purpose of this task is to 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 else to brief you.
- You need to find out the Who, What, When, Where, Incident Organization, and Resources related to the incident.
- Determine what has happened, what is being done, with what, and by whom.
- Begin to document on ICS 201 Incident Briefing form (if you are the first responder).
- Determine the extent of the situation. Draw a mental picture.

### 3.1.6 Conduct pre-deployment operational risk assessment.

- Consider using ICS 215A Hazard Risk Analysis Worksheet.
- Determine real and probable risks to responders and the public.
- Identify hazard, exclusion and safety zones. Determine areas of safe refuge and evacuation zones.
- Identify resources and support facilities already in use.

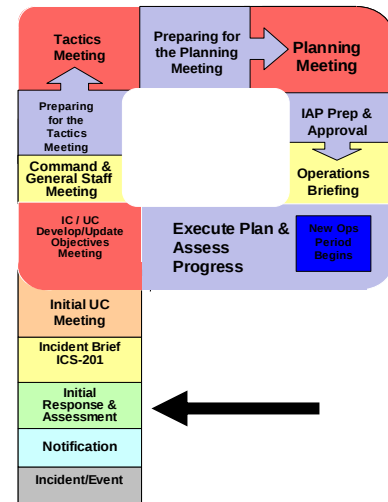
### 3.1.7 Deploy to field with ICS 201 form and appropriate assessment tools and references.

## 3.2 Initial Response and Assessment

The initial actions of an on-scene Operations Section Chief are outlined below.

### 3.2.1 Conduct on-scene Operational Risk Management

- Verify and validate what is currently happening and what is the potential.
- Confirm threats to public and responders
- Verify existing responder support services.
- Confirm exclusion, safety, hazard zones; evacuation areas and places of safe refuge
- Continue completing ICS 201 Form.



### 3.2.2 Identify additional mission priorities and conduct resource needs analysis

- Determine additional risks: security, weather, unstable situation, etc. Review contingency plans.
- Identify primary factors that may cause rapid incident escalation or change.
- Identify Operations Section organization & resource adjustments needed. Consider escalation potential & other contingencies.

- Update work assignments & special instructions based on Command priorities, objectives, threats, & escalation factors.
- Determine adequacy of staging areas, communications, & other support aspects. Request additional support as needed.
- Continue completing ICS 201 Form.

### 3.2.3 Evaluate, organize, deploy on-scene resources

- Establish effective communications between on scene resources and OSC.
- Monitor situation for appropriate span of control. Consider use of divisions, groups and branches if needed.
- Order/deploy special teams (USAR, HAZMAT, LE, etc...) as appropriate.
- Organize existing on-scene resources to address mission priorities & objectives. Determine need for additional overhead personnel such as Div/Group Supervisors.
- Request/Order resources as needed for all work shifts.
- Establish effective resource to mission ratio. Utilize commercial resources as needed.
- Evaluate the need for aircraft to support all aspects of the operation.

- Evaluate support requirements to sustain operations, such as food, fuel, relief crews, etc.
- Convey key decisions, support info, & reporting info to Operations Section overhead personnel.

### 3.2.4 Evaluate & manage incident potential

- Review existing and potential resource demands both operational and support.
- Determine most effective work assignments, shifts and crew rotations.
- Determine potential for incident escalation, secondary impacts and potential for development of additional emergencies within the response.
- Determine need for Deputy OSC, & Assistant Safety Officer positions.
- Determine capacity for existing Operations Section resources to meet demands for the most probable duration of the incident and to address contingencies.
- Assist in executing operational planning process once initiated by Command.
- Evaluate need for Technical Specialists to assist in the Operations Section. Order as needed.

### 3.2.5 Assess the Incident Situation

Confirm the Who, What, When, Where, Incident Organization, and Resources related to the incident.

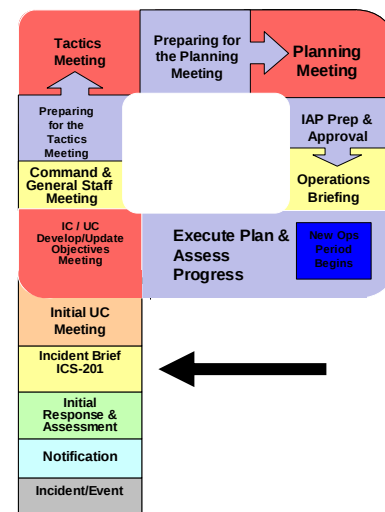
- What is the incident (SAR, oil/hazmat, LE, natural disaster, etc.)?
- This gives an idea of the resources that you will probably be requesting.
- Who are key players (Federal, State, local, industry)?
- This may give you some insight into why Command is setting particular objectives.
- When did the incident take place?
- An incident changes character over time including; survival rates, weathering of oil, potential contaminants, vessel stability, etc.
- Where did the incident take place?
- Do you know the Area of Responsibility (AOR)? If so, you have an advantage in knowing relationships, geography, local plans, etc. If not, you must spend some time getting to know the area. Also, what is the difference between the Coast Guard unit AOR and the incident AOR? Generally, there should be a difference.
- What is the incident organization?
- You must know who is in your direct chain of command as well as other key players such as

the Incident Commander(s), Planning Section Chief (PSC), Intelligence/Investigation Section Chief (ISC, if staffed), Logistics Section Chief (LSC), Finance Section Chief (FSC), and Safety Officer (SOFR).

- When is the next meeting or briefing that should be attended?
- Obtain a copy of the ICS 230 Daily Meeting Schedule from the PSC, if developed.

### 3.3 Incident Briefing ICS 201

The initial Incident Commander may have determined a need to pass the Incident Commander position to a person of greater authority or resource capability. The Operations Section Chief supports the transition as needed and assists in completing an ICS 201 Form for the briefing (see OSC ICS 201 Incident Brief Checklist below).



3.3.1 Operations Section Chief considers/completes the following as needed.

- Assist, as needed with the development of the ICS Form 201 for new IC or UC.

- Assist in conducting ICS 201 briefing, following the ICS 201 form format.
  - Initial Actions
  - Initial Objectives
  - Current Actions
  - Planned Actions
  - Potential of Incident
  - Current Organization
  - Resource Summary
- Ensure continued effective management of current operations while transition occurs.
- Ensure Technical Specialist information is communicated effectively during briefing.
- Support operational planning process & manage current operations simultaneously.

3.3.2 Oncoming OSC meets with the relieved OSC on the following (if being replaced):

- Determine the current strategies & tactics.
- Determine incident potential, & planned actions.
- Determine contingency possibilities & ability to respond to them.
- Determine adequacy of resources & support.
- Determine Operations Section staffing & need for technical specialists.

## OSC ICS 201 Incident Brief Checklist

### Briefing Preparation:

- Brief from wall-sized chart if available
- Make multiple copies of ICS 201 to brief from if able

### Brief on:

- Current Situation (page 1 & 2)
  - Chronology of events
  - Incident name thus far
  - Current Weather
  - Injuries and fatalities
  - Agencies and organizations responding
  - Overview of resources in use
  - Agency interest
  - Safety Issues
  - Security Issues, including intel
  - Any population affected
  - Facilities established such as staging areas
  - Media interest
- Current Response Priorities, constraints and objectives
- Current response actions (more specific – to the strategy and tactics level)
  - Notifications
  - Operations functional activities being performed:
    - Search and rescue

- Law enforcement activities
- Evacuation
- Environmental Response activities
- Investigation
- Planned actions until IAP comes into effect:
  - Planned priorities
  - Planned operations activities to be performed
- On-Scene Organization (page 3)
  - Current and planned
  - Critical resource shortfalls
  - Assisting agency status and involvement
- Resources (page 4)
  - On-Scene
  - Ordered with ETA's if available
  - Critical needs and status information (crew mission time frames)
- Summary of Incident Potential (Page 2)
  - Estimated duration of initial response phase
  - Expected conditions for managed phase
  - Estimated resource needs for near term (next one or two operational periods)
  - Resources at risk
    - Critical infrastructure
    - Cultural
    - Environmental
  - Interagency Involvement
- Contingency Scenarios such as heavy weather or major changes in conditions

### **3.4 Activate the Operations Section**

The Operations Section work area is the space for the management of the tactical response effort.

Therefore, the space must be designed to be conducive for managing current operations, as well as operational planning. It needs to be functional, and free of interruptions and distractions that detract from the OSC's ability to lead the section.

#### **3.4.1 Determine Staffing requirements.**

The vast majority of Operations Section personnel will be out in the field executing tactical work activities. However, some key functional positions are often needed to maximize operational effectiveness. The table below refers to the USCG IMH Organizational Guides found in Chapter 13 to establish a baseline staffing requirement. Keep in mind the recommendations are based on 12 hour work schedules and may need to be doubled for round the clock response. Remember span of control is 3 to 7 with 5 being optimal.

|                           | <b>Size of incident (# of Divisions/Groups)</b> |          |           |           |           |
|---------------------------|-------------------------------------------------|----------|-----------|-----------|-----------|
| <b>Position</b>           | <b>2</b>                                        | <b>5</b> | <b>10</b> | <b>15</b> | <b>25</b> |
| Deputy OSC                | 1                                               | 1        | 1         | 2         | 3         |
| Branch Director           |                                                 | 2        | 3         | 4         | 6         |
| Division/Group Supervisor | 2                                               | 5        | 10        | 15        | 25        |
| Strike Team Leaders       | As Needed                                       |          |           |           |           |
| Task Force Leaders        | As Needed                                       |          |           |           |           |
| Air Ops Branch Director   | As Needed                                       |          |           |           |           |
| Air Group Supervisor      | As Needed                                       |          |           |           |           |
| Helibase Manager          | One per Helibase                                |          |           |           |           |
| Helispot Manager          | One per Helispot                                |          |           |           |           |
| Staging Area Manager      | One per Staging Area                            |          |           |           |           |

### Operations Section Staffing Worksheet

| Staff     | Shift #1          | Shift #2 |
|-----------|-------------------|----------|
| OSC       |                   |          |
| Deputy    |                   |          |
| THSP      |                   |          |
| DIVS      |                   |          |
|           |                   |          |
| Sub-total |                   |          |
| Total     | Shift 1 + Shift 2 |          |

Determine optimal assignment for incident personnel already on scene and develop resource requests to fill gaps and projected Operations Section needs.

- If the ICS 201 is complete and available you can determine the assignment and status of personnel already on-scene. This can be done by reviewing the ICS 201 Page 3 Current Organization, and ICS 201 page 4 Resource Summary. The resource summary will provide you with the details of personnel qualifications.
- If the ICS 201 is not complete, obtain your information from the IC, check-in lists, organization charts and personal observations.
- Assign on-scene personnel based on availability and qualifications as determined in the above two bullets.
- Determine Operations Section staffing needs considering incident response activities, command expectations of the Operations Section, and Operational Planning Process needs.
- Order staff and materials necessary to establish and effectively execute necessary Operations Section functions (See 8.13 **Example ICS 213RR CG, Resource Request Message**).

3.4.1.1 Use of Deputy Operations Section Chief(s)  
Typically, DOSC's are used to manage/lead the on-scene response effort. They direct all tactical response operations in support of Command priorities and objectives. Their use in this capacity allows the OSC to remain in the Incident Command Post (ICP) available to Command, and able to execute the Operations Section responsibilities within the operational planning process. DOSC's should be just as qualified as the OSC. However, their decision making authority must be negotiated between them and the OSC so as to eliminate any confusion. Using DOSC's to focus on managing current operations allows the OSC more opportunity to focus on planned operations in concert with the Planning Section, Technical Specialists, and other Command & General staff members as needed. DOSC's may also be used to manage/lead extended or round-the-clock operations. Again, DOSC's used in this manner must clearly understand their decision making authority/limitations, and reporting requirements.

3.4.1.2 Division of Duties between the OSC and Deputy OSC:

With the complexity of today's response requirements to large scale incidents or events, it

is often prudent to sub-divide the duties of the Operations Section Chief (OSC) into two separate work functions, one in the Incident Command Post (ICP), and the other out in the operational area supervising tactical activities.

The OSC is the overall person in charge of the Operations Section and must be accountable and accessible to other staff in the ICP in contributing to the Operational planning process and ensuring effective support of the operational activities. Typically, it is best if the OSC is the one who remains mostly in the ICP.

Whenever the OSC must be mostly in the ICP, it is wise to assign a highly qualified person as Deputy OSC (DOSC). This person is subordinate to the OSC and works in the operational area supervising tactical work activities and implementation of the Incident Action Plan (IAP).

#### 3.4.1.3 Operations Section Chief at the ICP

- Maintain constant communications with the DOSC to ensure situational awareness, and the ICP coordination and support of field activities. Periodically, visit field activities to maintain keen grasp of operating picture.

- Ensure the command is briefed on operational issues.
- Work with the Planning Section Chief (PSC) and other staff to develop the tactical portion of the IAP.
- Work out of the ICP; coordinate with the Command and General Staff members for all planning and tactical meetings and operational briefings.
- Provide operational input to development of long-range strategic, contingency, support and demobilization plans.
- Help provide operations briefings to IMT members, media, stakeholders and others as required.
- Gather information from operations personnel that could be used when developing the next IAP.
- Coordinate planned activities with the Safety Officer (SOFR) to ensure compliance with approved safety practices.
- Coordinate with the logistics Section Chief (LSC) on resource requesting and logistics support issues.
- Coordinate with the Liaison Officer (LOFR) and Agency Representatives to assure that interagency needs are met.

- Troubleshoot operational support issues with other IMT members.
- Maintain ICS 214 Unit Log.

#### 3.4.1.4 Deputy Operations Section Chief in the Field

- Ensure that the IAP is being effectively implemented, and rapidly communicate problems back to the OSC.
- Maintain effective and coordination communication with the OSC.
- Take ownership of all activities occurring in the operational area.
- Be accountable for personnel and equipment assigned to the operational area.
- Ensure that safe practices are being employed.
- Ensure the security of the operational area is being maintained.
- Be able to assemble and disassemble operational elements such as task forces and strike teams.
- Be able to supervise the Operations Section supervisory staff.
- Reassign resources as needed.
- Determine the need for additional resources or resource demobilization.
- Identify additional support facilities.

- Ensure that Operations Section personnel use good safety practices.
- Identify and communicate with the IOSC future strategies and tactics.
- Make on-scene adjustments to planned tactics.
- Evaluate effectiveness of the operations.
- Ensure adequate supervision is occurring.
- Ensure interagency cooperation and coordination is occurring.
- Debrief off-going resources, and pass best practices and lessons learned to the OSC for incorporation into the next cycle of operational planning.
- Keep Situation and Resources Units current on incident status.
- Ensure that all supervisory personnel are maintaining a ICS 214 Unit Log (See 8.14 Example ICS 214 Unit Log).

#### 3.4.1.5 Additional personnel considerations

- ICS Facilitator or Coach. Not all response agency personnel are at the same level of ICS training. Consequently in order to level the playing field, an ICS facilitator can be used. The advantage of an ICS facilitator is that they can guide the OSC through the ICS operational planning process. They also may serve as an

impartial facilitator in order to promote agreement throughout the IAP development process. One other beneficial activity of having an ICS facilitator is to be able to prioritize the Operations Section Chief's time, activities, and other demands. An ICS facilitator will be able to discern whether such demands are a priority and if they are worth delaying the operational planning process. The ICS facilitator can also assist the OSC in the creation of the IAP documents.

- Assistant Documentation Unit Leader (Asst DOCL). The OSC makes many important decisions and performs actions, sometimes at a very rapid pace. A Documentation Unit Leader Assistant can be used to document all key decisions, actions taken and keep a running chronology of OSC activities. In many cases, the OSC may need to draft a decision memo or document a particular subject in order to protect them from liability or to justify a major decision made in the course of the response. Many documents are produced by the OSC and the Asst DOCL can ensure they are drafted, collected and filed appropriately. The Asst DOCL should be outfitted with a portable computer, and a printer.

- Operations Section Phone/Radio Watch. Ensure there is adequate personnel coverage to monitor all radios/phones necessary for effective oversight of field operations. Also, ensure there are sufficient additional personnel for watch reliefs, round the clock coverage, runners, etc.
- Technical Specialists. In today's complex world of "All Risk / All Hazard ICS" it is the rare person that can effectively manage all of the detailed technical aspects of a major response effort. It is highly encouraged of OSC's to include Technical Specialists (THSP) on their staff to better ensure success. These THSP's are particularly valuable for helping to conduct briefings, in the development and approval of operation plans, as well as in overseeing the implementation of those same plans. These THSP's can be placed anywhere within the organization, at any time, in order to maximize the benefit of their expertise. Consider these people to be your subject matter experts for a particular aspect of a response effort.

### 3.4.2 Establish Work Location

Ensure adequate work space for number of personnel and equipment including the possibility for expansion. A rough guide to space needs can be found on the ICS 235. The following are items to consider when planning out section workspace. This is not an all inclusive list:

- Tables: Tables should have enough room to seat all the members of the Operations Section working within the ICP, and allow ample room for their equipment such as computers, printers, phones, etc. There should also be tables set aside for laying out drawings, charts, or other large papers need for plan development and operational planning discussions. Also ensure there is adequate space for any Technical Specialists working within the Operations Section.
- Easels and Wall Space for Posting Work Products: The room should include wall space for hanging charts, maps, photos, and poster-size paper for Operations Section members to develop and review their written products (this is usually supported by the Situation Unit Leader). An easel should be available with poster size paper (preferably the self-stick variety) with multi-colored markers. This does not replace

the Situation Displays, but is simply enough room for working drafts and poster sized products in development.

- Displays: Each poster/display has significant importance and is used for communicating information to the Operations Section personnel managing the field operations. The Situation Unit provides and maintains all charts and maps for the OSC. Therefore the Situation Unit must be in close proximity to the Operations Section. This way, everyone is on the same page in terms of operational activity. Nothing will undermine Command's confidence in their staff quicker than differing information among staff functions. The situation displays should be close to or within Operations section, so that OSC and staff can be kept up to date on the operational picture and be able to use it for making operational decisions. Here is a brief explanation of each:
  - Operational Decisions: Conveys a listing of key decisions affecting field operations. Ensure they include dates/times.
  - ICS 234 Work Analysis Matrix: Allows the OSC to post a copy of the linear progression from objectives to strategies to tactical work assignments. Also, allows a ready reference

- of alternative or contingency strategies should they become necessary.
- Projector and Screen: Allows Operations Section personnel to view and/or work on documents as a group.
  - ICS 202A Command Direction: The ICS 202 Command Direction includes the incident priorities established by the IC/UC for communication to the Command and General Staff. These will help guide the OSC and staff in their operational decision making.
  - ICS 202B Critical Information Requirements: The ICS 202B contains the critical information reporting requirements by
  - ICS 202 Incident Objectives: These are the objectives established by the IC/UC to drive the incident and convey their desired outcomes. They also help shape the measures of success developed by the OSC.
  - Charts/Maps: These are the visual aids needed by the OSC and staff for operational decision making.
  - Phones: A conference call or speaker phone should be accessible in the Operations Section space that is large enough to allow multiple people to hear and use. All calls going into the Operations Section space should be filtered by a phone watch stander, therefore, it might be

preferable to have a second phone in the space for a watch stander to answer, but have the capability of transferring a call to the conference phone if necessary.

- Other Equipment: Some other equipment that may be useful for outfitting a UC space includes:
  - Contingency Plans
  - Projector and screen for developing products and conducting briefings
  - Phone jacks to allow for internet access
  - Trash cans and shredders
  - Television and DVD player for viewing video
  - Coffee pot and supplies
  - Various electronics (computers, printers, faxes, scanners, video teleconferencing, etc.)

### 3.4.3 Organize and Brief Subordinates

- Conduct a section meeting as outlined in 4.7 Conduct Section Meetings to establish guidelines, expectations, work schedule, and meeting schedules.
- Outline resource request process to subordinates.
- Develop an Organization Chart for the Section to identify roles and highlight span of control issues.

- Evaluate the span of control with the section and request/assign additional personnel to maintain proper management ratios.

#### 3.4.4 Acquire work materials.

Acquire the appropriate equipment and consumable materials/supplies as listed in 8.1 Deployment Kits. Submit ICS 213RR-CG Resource Request in accordance with incident resource request process. See 8.13 **Example ICS 213RR CG, Resource Request Message.**

### **3.5 Transition to On-Going Operations Phase**

One of the most important roles of the OSC is to facilitate the transition from a reactive or initial response mode to the on-going operations or proactive management of an incident. It typically takes a well-staffed incident management team about 18-hours to transition from a reactive mode to a position where the unified command is proactively managing an incident.

- Ensure continued effective management of current operations while transition occurs.
- Support operational planning process and manage current operations simultaneously.
- Ensure Technical Specialist information is communicated effectively.
- Review appropriate contingency plans
- Review available local, state and federal contingency plans based on the incident characteristics and scope
- Determine possible impacts to incident
- Keep SITL and RESL informed of Situation and Resource operational picture. Use ICS Tools like the ICS 210 Status Change Card (see 8.15 Example ICS 210 Status Change Card).

## **4.0 Manage the Operations Section Personnel and Activities**

As the leader of the Operations Section Team, the OSC should meet with the staff daily to monitor team progress and cohesion.

### **4.1 Meet with section personnel**

- At least once per operational period (may only be able to meet during ops brief)
- If necessary, one per shift.
- Discuss or post expectations for operations section personnel to review
- See detail in 3.4 Activate the Operations Section and 8.17 Evaluation Criteria for Operations Section)

### **4.2 Evaluate/monitor section and individual personnel performance**

- See detail in 8.17 Evaluation Criteria for Operations Section, 8.18 Personnel Evaluation Criteria and 8.19 ICS 225 Incident Personnel Performance Rating
- Monitor section for efficiency
- Evaluate for potential changes to Operations Section organization, personnel and/or processes

- Is section functioning as a team?
- Is section producing results required by OSC?
- Use ICS 225-CG Incident Personnel Performance Rating (see 8.19 ICS 225 Incident Personnel Performance Rating)
- Submit unit/personnel for recognition

#### **4.3 Provide feedback and/or corrective actions to subordinates**

- Assess performance
- Provide timely feedback and course corrections as necessary

#### **4.4 Identify and correct systemic problems**

- Establish a feedback system to identify systemic problems
- Correct an systemic problems and notify the Chain of Command as required

#### **4.5 Provide On the Job Training (OJT)**

- Assess background/experience of assigned and inbound personnel
- Place personnel in appropriate positions and/or provide OJT

## **4.6 Provide guidance on Operations Section activities to the IMT**

- Establish and run the Operations Section to meet IC/UC objectives
- Determine deliverables, services and timelines to support the IMT
- For more information on IMT interactions, see 8.2 Functional Interactions

## **4.7 Conduct Section Meetings**

The purpose of this meeting is to ensure that there is an on-going dialogue regarding Operations Section processes and activities for the incident and that they are communicated to key personnel. While the meeting can take place anytime, for the operations section, this is typically done at the Operations Brief. See checklists in 8.17 Evaluation Criteria for Operations Section, 8.18 Personnel Evaluation Criteria and 8.19 ICS 225 Incident Personnel Performance Rating for more info.

### **4.7.1 Meet with/Brief Subordinates on:**

- Incident Situation
- Command Situation
- Operations Section work hours
- OSC expectations of staff

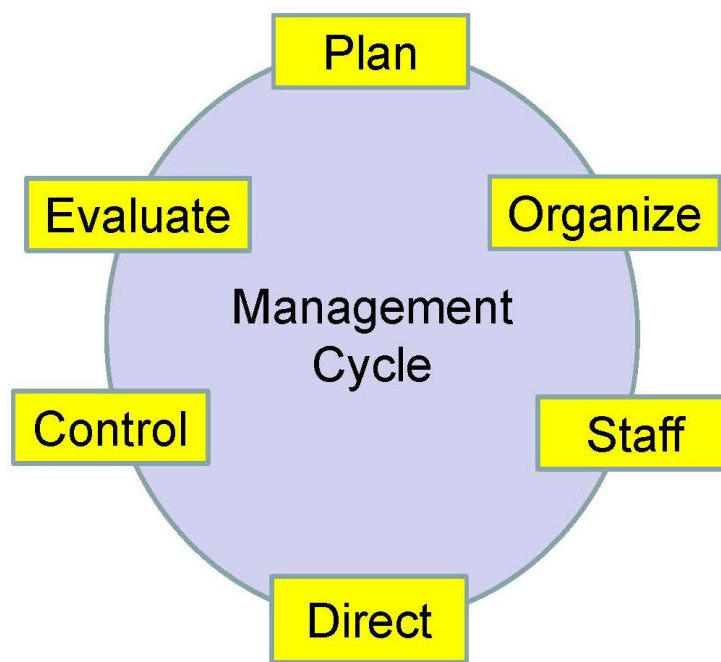
- Operations Section staff authorities
- When OSC and/or DOSC needs to be notified
- Work product expectations and deadlines
- Coordination Issues
- Discuss status of objectives and work progress from previous operational period.

#### 4.7.2 Discuss status of Operations Section and Provide feedback on performance.

- Assess size of Operations Section and determine need to order/demobilize personnel as response conditions change
- Query leadership for problems or concerns to be addresses (e.g. personnel issues, training needs, etc.)
- Assess alignment of staff expectations and reality of timelines (e.g. is the IAP expectations realistic?)

## 5.0 Manage On Scene Operations

The OSC must perform a balancing act; conduct tactical planning for subsequent operational periods while maintaining oversight and control of current tactical operations. Review 3.4.1.1 Use of Deputy Operations Section Chief(s), which can help the OSC in managing current and future operations. Current operations must continually be evaluated for appropriateness and modified as the situation changes. The management cycle can assist the OSC in managing current on scene operations. Upon arriving on scene, the OSC must perform these functions repeatedly. It's a continual cycle – the OSC must evaluate the situation, plan, organize, direct and control and continually evaluate results.



### **5.1 Plan**

The Tactical Plan is formulated and implemented by the initial IC (i.e. ICS 201) and subsequently by the OSC. Planning is based upon Objectives, Policies, Procedures and Tactics.

### **5.2 Organize**

Organization in ICS means having a structured method of bringing essential resources together in an effective, efficient manner. It is the key to an ordered response and can assist in accountability, unity of command, unity of effort, and reduce confusion.

### **5.3 Staff**

Staff refers to having the proper Kind and Type of resources on scene, including personnel. The incident and operational functions present will dictate the Kinds and Types of resources you will need.

### **5.4 Direct**

Direct refers to the effective guidance and supervision given by the OSC to their subordinate functions/elements. It includes effective two-way

communication and proper motivation, leadership and delegation/division of labor. Use the ICS 210 Status Change Card (see 8.15 Example ICS 210 Status Change Card) or ICS 213 Message form to document changes in resource status. Maintain the Unit Log to document actions taken (see 8.14 Example ICS 214 Unit Log).

## **5.5 Control**

Control is about being able to quickly adapt to a situation and correct wrong or unintended performance. It is “hands-on.” Standards of performance must be maintained. The OSC may have to steer response actions and efforts in order to ensure the intended results become actual results.

## **5.6 Evaluate**

Evaluation of response actions and their results is continual. Evaluation guidelines should use accepted standards, be objective and measure actual results (not intended). An objective evaluation may result in a change to any of the other management cycle activities.

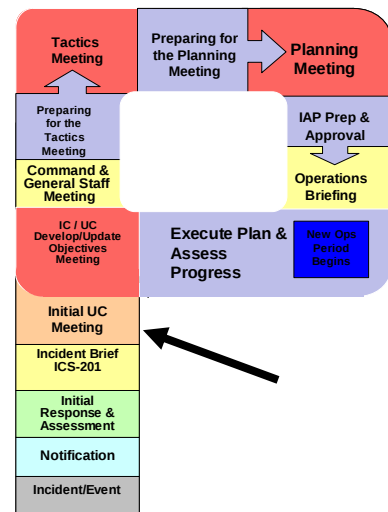
## 6.0 Support the Planning Process

While the OSC is responsible for current operations, the OSC must also conduct tactical planning for subsequent operational periods. The PSC will manage the Planning Process and the OSC must support the planning process so that the IAP reflects the actual plan of action the OSC intends for the next operational period. For a one page version, see the back cover 8.20 Operations Section Chief Activities in the ICS Planning Process.

### 6.1 Initial Unified Command Meeting

This meeting is for assembling the Unified Command, identifying jurisdictional roles and limitations, setting incident priorities and building the response organization. The OSC normally does not participate in this meeting.

- The OSC typically does not attend this meeting. However, the OSC may be asked to provide a briefing of current operations. If asked to do this, the OSC must work closely with the Situation Unit Leader (SITL) to coordinate the IC/UC Briefings. The SITL briefs the current situation status while the OSC may

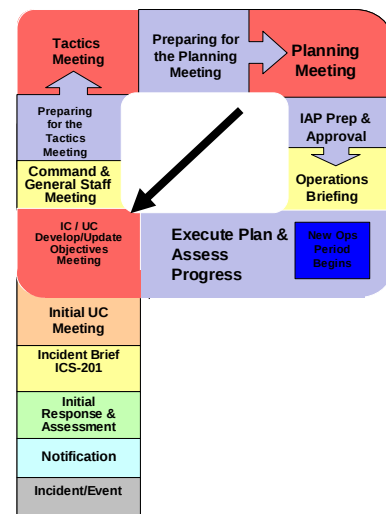


provide information to justify tactics currently in use as well as future actions that may impact the outcome of the situation.

- Consider using this time to tour the incident scene if able to do so quickly and without jeopardizing your upcoming Operational Planning process responsibilities. The perspective may be useful in upcoming segments.

## 6.2 Unified Command Objectives Meeting

The IC/UC will identify/review and prioritize incident objectives. For reoccurring meetings, objectives are reviewed and revised as needed. The OSC normally does not participate in this meeting. The OSC may suggest Objectives for the IC/UC, and assist in other key steps as requested.



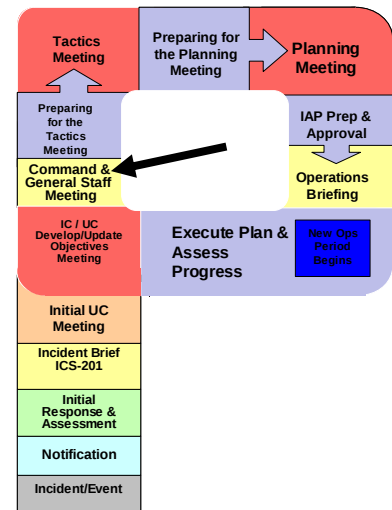
- The OSC typically does not attend this meeting. However, the OSC may be asked to provide a briefing of current operations. If asked to do this, the OSC must work closely with the Situation Unit Leader (SITL) to coordinate the IC/UC Briefings. The SITL briefs the current

situation status while the OSC may provide information to justify tactics currently in use as well as future actions that may impact the outcome of the situation.

- Consider using this time to tour the incident scene if able to do so quickly and without jeopardizing your upcoming Operational Planning process responsibilities. The perspective may be useful in upcoming segments.

### 6.3 The Command and General Staff Meeting

Considered the staff “employment” meeting, all Command and General Staff review priorities, objectives, open actions, etc. and ensure unity of effort. The OSC must be prepared to present all manner of issues to staff members in order to maintain/improve operational effectiveness (see 8.17 Evaluation Criteria for Operations Section). The PSC facilitates this meeting.



- The OSC should be prepared to provide an operational update at this meeting. The OSC should coordinate with the SITL as to what the SITL will brief and the OSC will brief.

- Discuss support facility related issues (staging areas, helibases and helispots, etc...).
- Discuss resource support issues (replacement crews, fuel, food, consumable gear, comms, transportation, specialized gear, etc...).
- Discuss interagency issues affecting the operational effort.
- Obtain clarification on any support processes affecting operational activities.
- Obtain clarification on any of the operational objectives given by the IC/UC.
- Review/discuss Open Action Items tasking.

Note: Remember, that essentially the rest of the organization exists to support the operational effort. The primary responsibility of the Command and General staff is to make the Operations Section as successful as possible. In order to do this effectively and efficiently, they need timely/accurate feedback from the OSC. The Command and General Staff Meeting is a formalized segment in the Operational Planning Process where this type of feedback can be presented/discussed. Keep in mind, any time critical or sensitive feedback should be provided to the appropriate recipient whenever it is necessary without waiting for this meeting to occur.

## 6.4 Preparing for the Tactics Meeting

This is one of the most important segments in the Operational Planning Process for the OSC. This is where the products

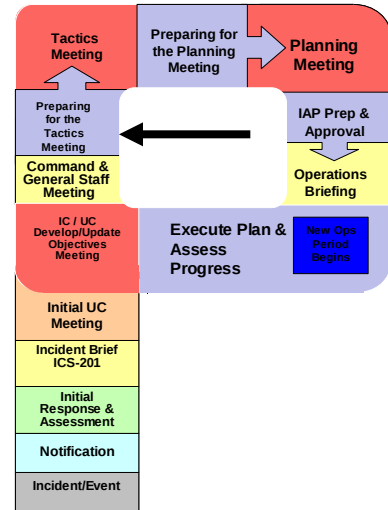
necessary for turning the IC/UC's Objectives into tactical work assignments are initiated. The

OSC must bring their own

operational expertise together

with that of the Planning Section in order to create the best possible Operational Plan. Remember, "High quality preparation equals high quality performance". Time well spent in this timeframe will carry through the rest of the process into an effective plan.

- Meet with Technical Specialists as needed to prepare their information for incorporation into the Operational Planning process (e.g. diving, salvage, chemical hazards, wildlife impact, human health impact information, Law Enforcement options, etc.). Consider incorporating a THSP's expertise anytime specialized equipment, processes, or work practices are involved.
- Develop the OSC's Tactics Meeting Products. Ensure the products include contingencies or "what if" strategies and tactics for situations such



as bad weather or sudden changes in operational conditions. See Tactics Meeting Preparation Checklist below and tools in Appendix to develop the products:

- 8.3 Example Objectives and Strategies,
- 8.4 ICS 234-CG Work Analysis Matrix Development and 8.5 Example ICS 234 Work Analysis Matrix
- 8.6 ICS 215 Operational Planning Worksheet Development and 8.7 Example ICS 215 Operational Planning Worksheet,
- 8.8 Operations Work Functions Checklist, and
- 8.9 Branch Tactical Planning, if needed
- Prepare any meeting notes needed for presenting your draft Operational Plan to attendees at the upcoming Tactics Meeting.

*Important Note: Failure to prepare adequately and conduct a thorough Tactics Meeting will:*

- *Force a discussion of tactics in an open forum*  
*Result in a tedious and lengthy Planning Meeting*
- *Promote excessive external influence*

## **Tactics Meeting Preparation Checklist**

For a tactics meeting to be successful, it is essential that the OSC follow five basic steps when developing the tactical plan for the next operational period.

### **Part 1 Analyze Operation & Complete ICS 234**

- ❑ Review Commands' incident objectives and priorities and identify which objectives belong to Operations.
- ❑ The OSC needs to analyze the overall situation and determine the complexity of the task at hand. This includes providing an accurate and up-to-date picture of the evolving situation and resource allocation. Consult with PSC/SITL and THSP's as required.
- ❑ The OSC needs to determine and document the overall strategy and tactics. This may be accomplished using the Work Analysis Matrix, ICS 234-CG. This process will be used to implement the objectives and identify contingencies. The OSC may use a chart to help visualize possible strategies and tactics. (See Work Analysis Matrix step-by-step instructions). The OSC should be familiar with agency contingency plans and response agreements to provide pre-approved actions. Additionally, technical specialists should be

invited to offer expert input, and alternative strategies.

## **Part 2: Complete Org Chart and ICS 215**

- Once the overall strategy and tactics are complete (or ICS 234 Work Analysis Matrix), identify functional groups to achieve the tactical work assignments (i.e. booming, product recovery, assessment, law enforcement, SAR, etc). This step must be taken prior to dividing the incident into manageable work units.
- The OSC must now subdivide the incident into manageable work units (divisions, groups, branches, etc, based on identified functions.) This information must be clearly displayed on a working map and a draft Operations Section Organization Chart as well as on the ICS 215-CG (see 8.6 ICS 215 Operational Planning Worksheet Development and 8.7 Example ICS 215 Operational Planning Worksheet). Always keep in mind; span of control is 3 to 7 with 5 being optimal.
- Consult with the PSC to ensure provisions within Contingency Plans and contingencies are addressed.
- Ensure the work units you identify are manageable and support the Incident Objectives. If the initial task of subdividing the

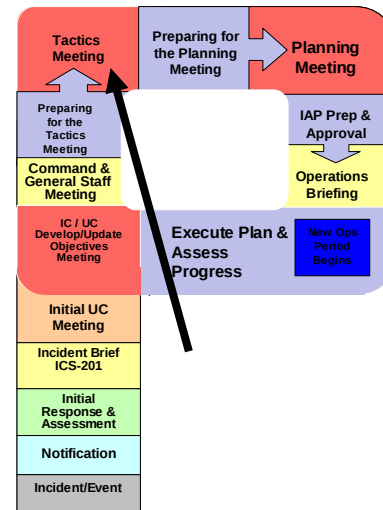
incident is not done well, the consequences will be apparent for a very long time. Some things you may want to consider when dividing the incident are:

- Incident priorities
- Limitations and constraints
- Safety issues
- Size of the affected area
- Complexity of the incident and number of task
- Amount of work to be accomplished
- Span of control issues
- Specific resource capabilities
- Training, experience, and availability of supervisory personnel
- Open water vs. shoreline activities
- Topography, etc.
- Logistics requirements
- Kind of functions to be accomplished
- Contingencies
- Ability to communicate with resources
- Review to ensure the OSC products (Work Analysis Matrix, ICS 234 (if used), Operations Section Organization chart, map/chart, and Draft ICS 215) align with each other and address all of the command's operational objectives.

## 6.5 Tactics Meeting

In this meeting the OSC presents their draft products from the previous segment of the process to the other staff members responsible for developing/supporting the tactical work plan. Adjustments to the draft plan are made in consultation with the other attendees. The PSC sets up the room, and facilitates this meeting.

- The first Tactics Meeting is critical to effectively organizing the response operation. Focus on setting up functional groups and geographic divisions correctly in the early stages of the response; otherwise the consequences will be apparent as the operation progresses.
- Follow process as outlined in the IMH. OSC Tactics meeting products ideally should have been prepared before the meeting. This ensures the meeting moves quickly and efficiently. If OSC Tactics Meeting products are not ready before the meeting, consider asking the PSC to delay the Tactics meeting until you are ready.

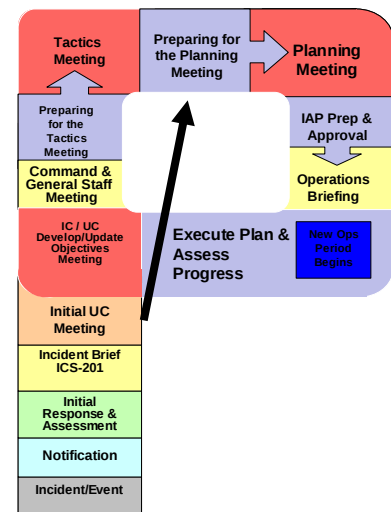


*Tactics Meeting Note: It is critical that all attendees of this meeting fully understand the plan*

*being presented by the OSC & PSC. Be prepared to provide copies of the draft documents to other staff members as needed to begin their work in support of the plan. This is particularly important for the Logistics Section Chief, the Safety Officer, and the Communications Unit Leader.*

## 6.6 Preparing for the Planning Meeting

During this segment of time the OSC should be finalizing his/her products for presentation to the IC/UC and other Command and General Staff members during the upcoming Planning Meeting. Generally, the Planning Section staff can/will produce the below products for the OSC's approval.



- Final products from the tactics meeting are:
  - Work map/chart
  - Chart size ICS 215-CG
  - Filled out 8½" x 14" ICS 215-CG
  - Operations Section Organization Chart
  - List of contingencies
  - Completed Operations Work Analysis Matrix, ICS 234-CG (optional)

- ICS 215A or other ORM Worksheets (see 8.16 Example ICS 215A Incident Action Plan Safety Analysis), completed by the Safety Officer
- The Planning section staff should prepare handout size copies of the ICS 215, ICS 234-CG, and ICS 215A for each attendee
- Prepare Technical Specialists for their roles during the Planning Meeting if applicable. Ensure any presentations are concise, to the point, and add value to the meeting
- Prepare any briefing notes needed to effectively communicate the Operational Plan to attendees
- Review the OSC Readiness for Planning Meeting Checklist below
- The Resources Unit Leader will bring the OSC completed ICS 213RR-CG's to sign for the needed tactical resources for the next operational period. These will be routed to the LSC to fill.

*Note: Maximize your preparation time in order to reassure meeting attendees that your Operational Plan is a good one. Remember, effective meetings are mostly the result of effective preparation!*

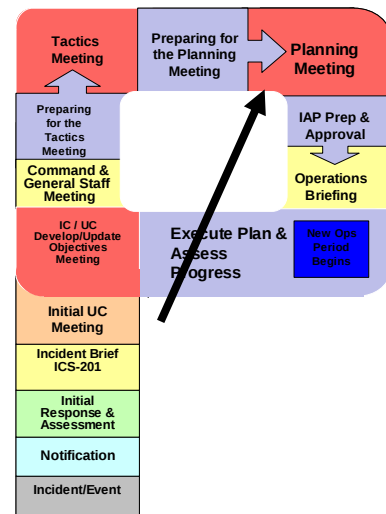
**OSC Readiness for Planning Meeting Checklist**

- ☐ Meeting talking points are prepared.
- ☐ Ensure linear connection between the assigned operational objectives, the ICS 234, the ICS 215, the force lay-down on maps/charts, and the Operations Section organization chart.
- ☐ Address alternative strategies.
- ☐ Ensure Command's priorities, constraints, and decisions been addressed/considered
- ☐ Ensure that the wall displays are laid out in a manner that supports the OSC's presentation of the proposed plan.
- ☐ Ensure that the materials being presented are complete.
- ☐ Ensure that the OSC has a current picture of the on-scene operational issues.
- ☐ Ensure that there is understanding on what the OSC and others (Intel, SITL) will brief on.
- ☐ Ensure that the wall chart(s) used to support the briefing are current.
- ☐ Ensure resources assigned to staging areas address contingencies.
- ☐ Be prepared to present strategic options (contingencies) as needed.
- ☐ Meet with the PSC on last minute issues and discuss how the meeting will be conducted.
- ☐ Anticipate questions and be prepared to address.

## 6.7 Planning Meeting

In this meeting the OSC provides a briefing on current operations followed by an overview of the tactical plan to achieve the Unified Command's, priorities and objectives - including strategy, tactics/work assignments, resource commitment, contingencies, Operations Section organizational structure and needed support facilities, i.e., Staging Areas. Insert THSP's into this presentation wherever necessary to clearly convey the plan.

- Ensure all attendees have their handouts and/or other materials.
- When introduced by the PSC, begin briefing of your operational plan. Describe the primary functions to be performed (SAR, Law Enforcement, Salvage, Pollution Response, etc...). Use the ICS 234-CG or ICS 215 to discuss the strategies and tactics associated with each operational objective.
- Next, using the map/chart and the ICS 215-CG explain the work to be done where, with what, and when.



- Using the Operations Section Organization Chart poster, explain the organizational structure to be used to manage the work effort. Especially emphasize the role of Deputy OSC's, and THSP's on scene.
- Discuss reporting processes, such as critical information, progress, and completions.
- Discuss any interagency issues, and ensure your briefing is not to "agency centric". Use common terms, and limit use of acronyms that are agency specific.
- Be prepared for any Objective level adjustments the IC/UC may need to insert due to changes in the situation.
- At the end of the meeting, the PSC issues assignments and deadlines to appropriate staff members to assure timely and effective IAP development.

*Planning Meeting Note: It is sometimes easier to complete steps simultaneously during the presentation of the proposed operational plan. Start with an operational objective, discuss strategies (possibly use the ICS 234) and tactics (work assignment) from the ICS 215, then show the functional element on the map and organization chart. Then, if needed, discuss the*

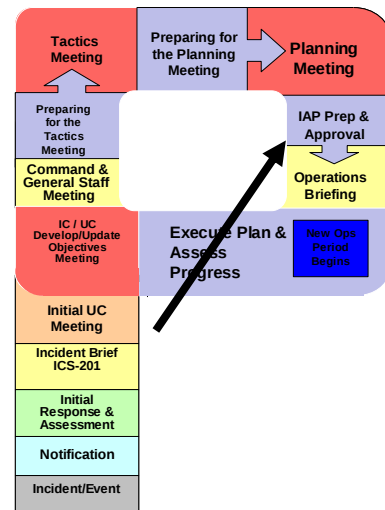
*associated resources on the ICS 215. It is simply the OSC's or Command's preference on how this is briefed. Usually during the first several operational periods, it may be necessary to go into greater detail, then as some elements of the plan become routine, they will not need to be addressed in such detail. Finally, if there are numerous entities represented in Unified Command, it may be necessary to spend more time on detail to ensure everyone has a complete grasp of the operational plan.*

## 6.8 IAP Preparation and Approval

The Incident Action Plan is prepared, submitted to the Unified Command and approved.

The OSC should be available to provide clarification for the IAP development team if needed. The OSC reviews the ICS 204's & ICS 204A's as the Incident Action Plan is prepared. The OSC may assist the PSC in gaining approval from the IC/UC. Finally, the OSC ensures effective distribution to key Operations Section personnel.

- Obtain the ICS 204's & ICS 204A's from the Resources Unit Leader and conduct a



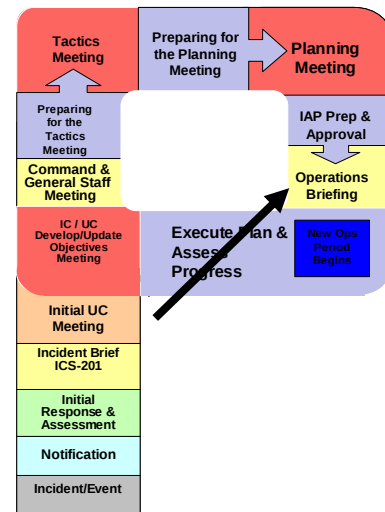
comprehensive review of the ICS 204s using 8.10 ICS 204 Review Checklist. See also 8.11 Example ICS 204-CG Work Assignment, and 8.12 Example ICS 204A-CG Assignment List Attachment.

- Assist PSC with support & plans. (Salvage, lightering, SAR)
- Assist the PSC, if needed, in presenting the IAP to the IC/UC for approval and signature. Be prepared to provide clarification on any detail updated since the Planning Meeting.
- Provide guidance to the Planning Section on how many copies of the IAP are needed for Operations Section personnel (recommended: everyone in a supervisory position).
- Ensure there is an effective process for delivering IAP's to key Operations Section personnel.
- Ensure personnel receive notification of the time and location of the Operations Briefing. Ensure THSP's (if appropriate) are prepared.
- Maintain a copy of the IAP in the Operations Section to track pen and ink changes during the Operational Period.

## 6.9 Operations Briefing

This 30-minute or less briefing, the OSC presents the Incident Action Plan to the Operations Section Supervisors. Remember the target audience is the operations personnel in attendance.

- Ensure all Operations Section supervisory personnel are in attendance (i.e. DOSC's, all Branch Directors, Division/Group Supervisors, and Staging Area Managers).
- Ensure they all have a copy of the IAP.
- Using OSC Readiness for Operations Brief Checklist and OSC Outline for the Operations Brief, prepare for and conduct the Operations Briefing.
- Follow up on operations section personnel questions. Ensure they leave with no questions.



**OSC Readiness for Operations Brief Checklist**

- ❑ Determine who will conduct the Operational Briefing DOSC (on-coming/off-going) or OSC (on-coming/off-going) or at least agree on who will cover what part of the material.
- ❑ Develop talking points to cover on-going operations (situational awareness, progress made, expectations, and any other overall issues).
- ❑ Identify what will be covered in the general portion of the Operational Briefing as opposed to the DIVS specific portions.
- ❑ Ensure an adequate number and distribution of IAP's to the Operations attendees.
- ❑ Identify any last minute (pencil/ink) changes that are required of the IAP.
- ❑ Ensure that the briefer is familiar with the use/placement of visual aids.
- ❑ Evaluate the need for a public address system.
- ❑ Ensure that the DIVS's get the front row standing area during the briefing.

## **OSC Outline for the Operations Brief**

General Briefing Issues – Overarching expectations and information

- ❑ Chain of command
- ❑ Health Safety Issues
- ❑ Resources: Ordering Process, Status changes and Resupply issues
- ❑ Critical Information Reporting Requirements and Managing sensitive information
- ❑ Real time work progress reporting
- ❑ Available Support/Use of aircraft
- ❑ Accidents/injuries
- ❑ Environmental issues
- ❑ ICS 214 Unit Log documentation
- ❑ End of shift debriefing process
  - Work accomplished
  - Performance issues
  - Proper resource mix

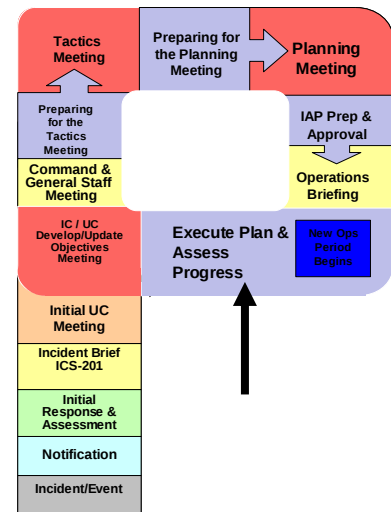
Specific Issues – Tailor briefing to specific division or group activity using ICS 204's/incident chart

- ❑ Work assignment
- ❑ Assigned resources
- ❑ Special instructions
- ❑ Safety considerations
- ❑ Radio communications

## 6.10 Execute Plan and Assess Progress

During this phase the OSC is monitoring operations closely to ensure the Incident Action Plan is being carried out effectively/efficiently, and also making tactical changes based on the dynamics of the incident.

- One of the ways the OSC can assess progress is to get out into the field. If time permits, consider an overflight, boat ride or vehicle recon of the incident to assess progress. If able, tour the work areas as needed to gain solid perspective of the effectiveness of the Operational Plan.
- Conduct an Internal Team Assessment. See 8.17 Evaluation Criteria for Operations Section and 8.18 Personnel Evaluation Criteria for more information.
- Ensure the Situation Unit and Resources Unit are capturing and displaying information of value to you as the OSC in addition to the other information they are managing. Strive to have them assist or take ownership of any SITSTAT and RESTAT displays needed for effective monitoring of progress by the OSC.



- Use this time to with other Command and General Staff as needed to ensure effective support of the current plan, and to look ahead an Operational Period or two.
- Evaluate Technical Specialist needs or performance.
- Debrief field personnel. Ensure sufficient information is garnered to allow you to carry forward a clear operational perspective into the next Operational Planning cycle.
- Begin working with the PSC to revise or develop new Objectives for the upcoming IC/UC Objectives Meeting.

## **7.0 Demobilize Personnel and Section**

### **7.1 Review and provide input to the Demobilization Plan**

- How does the incident determine resources ready for demobilization?
- Time on scene, statutory limitations, etc
- Identify section personnel ready for demobilization in accordance with plan
- When determined by Command, demobilize Section in accordance with plan
- Final disposition of documentation
- Breakdown of section spaces
- Return of accountable property

### **7.2 Supervise demobilization of section personnel**

- Provide input to IC/UC for demobilization of section personnel
- Identify section personnel for demobilization. Ensure you have requested replacements if required.
- Brief subordinates regarding their pending demobilization and process including use of the ICS 221, Check-out Sheet

- Evaluate and recognize personnel (e.g. awards draft and 8.19 ICS 225 Incident Personnel Performance Rating)

### **7.3 Supervise demobilization of section**

- Ensure final turnover/disposition of documentation
  - Turn in equipment and supplies as appropriate
  - Provide Supply Unit Leader with a list of supplies to be replenished
  - Consumables
  - Equipment (computers, radios, GPS, etc)
- Consider replacement in kind

## **8.0 Appendices**

## 8.1 Deployment Kits

### Personal Deployment Kit

|  |                                                                                                       |
|--|-------------------------------------------------------------------------------------------------------|
|  | Uniforms appropriate for the response including appropriate footwear                                  |
|  | Update your family emergency plan (see <a href="http://www.ready.gov">www.ready.gov</a> for details)  |
|  | Emergency contact information                                                                         |
|  | Dependent care plan (i.e. wills, powers of attorney, etc.)                                            |
|  | Sufficient medications and/or medical supplies for 60 days                                            |
|  | Pet care plan if applicable                                                                           |
|  | Power supply and/or chargers for personal communication equipment (i.e. computers, cell phones, etc.) |
|  | Food for 48 hrs (as applicable)                                                                       |
|  | Sleeping Bag/Pad (as applicable)                                                                      |

## Operations Section Chief Deployment Kit

| #   | Item                                          |
|-----|-----------------------------------------------|
| 1   | ICS Forms Catalog Book                        |
| 1   | ICS Forms (MS Word Version) on CD             |
| 100 | ICS 201 Incident Briefing                     |
| 300 | ICS 204 Assignment List                       |
| 100 | ICS 204A Assignment List Attachment           |
| 100 | ICS 207 Organization Chart                    |
| 100 | ICS 208-CG Site Safety and Health Plan        |
| 200 | ICS 210 Status Change Cards                   |
| 100 | ICS 211 Check-In List                         |
| 100 | ICS 214 Unit Log                              |
| 200 | ICS 213RR-CG Resource Request Forms           |
| 100 | ICS 213 General Message                       |
| 100 | ICS 214 Unit Log                              |
| 300 | ICS 215 Operational Planning Worksheet        |
| 300 | ICS 215A Work Safety Analysis                 |
| 100 | ICS 220 Air Operations Summary                |
| 100 | ICS 234 Work Analysis Matrix                  |
| 6   | ICS 215 Operational Planning Worksheet Poster |
| 6   | ICS 234 Work Analysis Matrix Poster           |
|     | Aerial Photographs for Incident Area          |
|     | Charts and Maps for Incident Area             |
| 100 | Clips, Butterfly                              |
| 1   | Combination Lock                              |
|     | Contingency Plans (Federal, State, Local)     |
| 12  | Dry Erase Markers, Asstd Colors               |
| 3   | Easels with poster size paper                 |
| 2   | Erasers                                       |
| 12  | Highlighters, Asstd Colors                    |
| 5   | Incident Management Handbook                  |
| 2   | ICS DIVS Job Aids                             |
| 2   | ICS OSC Job Aids                              |
| 1   | Laptop Computer w/internet capability         |

|     |                                               |
|-----|-----------------------------------------------|
| 1   | Camera                                        |
| 1   | Binoculars                                    |
|     | Necessary Personal Protective Equipment (PPE) |
| 100 | Flashlights w/chargers                        |
| 12  | Mechanical Pencils                            |
| 250 | Paper Clips                                   |
| 12  | Permanent Markers, Asstd Colors               |
| 12  | Self Stick Note Pads                          |
| 100 | Push Pins                                     |
| 100 | Rubber Bands                                  |
| 5   | USB Jump Drive, 1+ GB                         |
| 1   | Encrypted Hard Drive                          |
| 1   | Vest, Red, Operations Section Chief           |
| 2   | Vest, Red, Deputy Operations Section Chief    |
| 10  | Vest, Red, Division/Group Supervisor          |
| 2   | Wet Erase Markers, Asstd Colors               |

**Other Equipment:**

Some other equipment that may be useful for outfitting the Operations Section space may include:

- ☐ Electronics: (computers, printers, faxes, scanners, and internet access)
- ☐ Trash cans and shredders
- ☐ Television and DVD player
- ☐ Coffee pot and supplies

## 8.2 Functional Interactions

Below is an input/output matrix to assist the OSC with obtaining information from other ICS IMT positions and providing information to ICS IMT positions.

| <b>MEET With</b> | <b>WHEN</b>                   | <b>OSC OBTAINS</b>                           | <b>OSC PROVIDES</b>                                                                            |
|------------------|-------------------------------|----------------------------------------------|------------------------------------------------------------------------------------------------|
| IC/UC            | Initial incident brief        | IC Expectations                              | Feedback on initial response activity / organization                                           |
|                  | C&GS Meeting                  | Operational periods IC/UC Objectives         | Feedback on objectives                                                                         |
|                  | Planning Meeting              | Motivational Remarks                         | Operational Plan for next op-period (ICS 215, Ops Org Chart, etc.)                             |
|                  | Ops Brief                     | Motivational Remarks                         | Operational Plan (IAP)                                                                         |
| PSC              | Preparing for Tactics Meeting | Input for strategies, tactics & alternatives | Strategies and Tactics (ICS 215 & ICS 234)                                                     |
|                  | Tactics Meeting               | Input for ICS 234 & ICS 215                  | Proposed Operational Plan & Resource Needs                                                     |
|                  | Planning Meeting              | Meeting and THSP support                     | Recommended Primary and alternative strategies<br>Operational Plan for next operational period |
|                  | IAP Prep                      | Completed ICS 204's                          | Information needed to complete the ICS 204's                                                   |

| <b>MEET With</b>   | <b>WHEN</b>      | <b>OSC OBTAINS</b>                                                       | <b>OSC PROVIDES</b>                                       |
|--------------------|------------------|--------------------------------------------------------------------------|-----------------------------------------------------------|
| LSC                | Tactics Meeting  | Resource availability<br>Transportation and communication update         | Resource Needs<br>Transportation and Communications needs |
| FSC                | Tactics Meeting  | Funding update                                                           | Resource Needs                                            |
| SOFR               | Tactics Meeting  | Hazard/Risk Analysis (ICS 215A)                                          | Proposed Operational Plan                                 |
|                    | Planning Meeting | Hazard/Risk Analysis (ICS 215A)                                          | Proposed Operational Plan                                 |
|                    | IAP prep         | Safety Messages                                                          | Feedback on safety messages                               |
| LOFR               | Planning Meeting | Liaison Issues                                                           | Proposed Operational Plan                                 |
| PIO                | Planning Meeting | Public Information Issues                                                | Proposed Operational Plan                                 |
| Resources Unit Ldr | Continuously     | Resource status                                                          | Resource changes, needs or surplus<br>ICS 215             |
| Situation Unit Ldr | Continuously     | Situational Information: Wx, projections, SITREPS, displays, & briefings | Situational changes in operational status                 |

| <b>MEET With</b>                                           | <b>WHEN</b>                                              | <b>OSC OBTAINS</b>                                                            | <b>OSC PROVIDES</b>                |
|------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------------------------------|------------------------------------|
| Division & Group Supervisors Task Force & Strike Team Ldrs | Continuously & Prior to Tactics Meeting<br><br>Ops Brief | Current response actions, accomplishments, current and future needs, concerns | Support<br><br>ICS 204 assignments |
| THSP                                                       | As they report in                                        | Technical support                                                             | Assignment                         |

### **8.3 Example Objectives and Strategies**

#### **Response Objectives and Strategies**

Incident Objectives and strategies are essential prerequisites to any written or verbal incident Action Plan (IAP), and should be established expeditiously.

Objectives (Command) – Commands desired outcome

Strategies (Planning and Operations) – How you plan to accomplish the objectives

Tactics (Operations) – What you will use - Specific and detailed description of the tactical work assignment in order to implement strategies and achieve objectives.

#### **Safety**

##### **Typical Safety Objective(s):**

- Ensure the Safety of Citizens and Response Personnel
- Ensure the safety and security of responders as well as maximize the protection of public health and welfare
- Continue to place a high priority on safety, risk management & monitor for compliance for both responders and public

- Provide for the safety and welfare of the passengers and non-essential crew.

### **Example Safety Strategies:**

- Identify hazard(s) of spilled material
- Establish site control (hot zone, warm zone, cold zone, and security)
- Consider evacuations, as needed
- Establish vessel and/or aircraft restrictions
- Monitor air in impacted areas
- Develop site safety and health plan for response personnel
- Ensure safety briefings are conducted
- Conduct a risk hazard analysis and develop an appropriate Site Safety Plan for inclusion in the IAP.

### **Search and Rescue**

#### **Typical Search and Rescue Objective(s):**

- Ensure accountability and provide temporary shelter for displaced passengers and crew.
- Complete accountability of all passengers and crew.
- Locate and evacuate all passengers and crew.
- Establish medical triage with transport to hospital

- Complete triage of injured passengers and crew and transport to hospital.

### **Example Search and Rescue Strategies:**

- Conduct role call of passengers and check against traveler manifest
- Conduct role call of ship's company and check against crew list
- Search all ship's compartments for passengers, muster them at pre-designated debarkation point for evacuation
- Establish first phase triage on quarterdeck and second triage staging area ashore at.....
- Contact local clinics and hospitals as per SAR Quick Response Cards and enlist available doctors, nurses and EMS personnel for assignment at triage locations

### **Fire/Salvage**

#### **Typical Fire/Salvage Objective(s):**

- Extinguish and overhaul fire.
- Assess vessel damage/stability, develop and implement salvage plan.

### **Example Fire/Salvage Strategies:**

- Deploy fire teams to (location/assignments).  
Teams to report progress (periodicity)

- Once fire is contained and considered “safe” for traffic, deploy naval engineer with ship’s engineer and ship’s plan to assess damage and stability, and develop salvage plan
- Employ (resources as necessary, i.e. tugs, barges, etc.) to conduct salvage in accordance with Salvage plan.

### **Law Enforcement/Port Security/Investigations**

#### **Typical LE/PS/Investigation Objective(s):**

- Ensure scene integrity and evidence preservation.
- Determine cause of incident.
- Establish accountability and identity of all passengers.
- Establish/Continue enforcement of safety/security zone.
- Establish/conduct shoreline security to coincide with incident activities.
- Implement security communications plan.
- Ensure that physical security measures (security zones, RNAs, etc.) per established MARSEC Level are implemented.
- Verify attainment of established MARSEC Level OPSEC measures within the port.
- Respond to security incident.

- Maintain infrastructure and recovery of MTS.
- Establish/conduct shoreline security to coincide with incident activities.

### **Example LE/PS/Investigation Strategies:**

- Conduct security patrols
- Adhere to scene integrity and evidence preservation protocols as established in (list protocols)
- Conduct incident investigation IAW (protocols/directives) to determine cause of incident.
- Identify and implement witness/passenger recovery location(s).
- Establish communications with the public, waterway users, commercial vessels, facilities, companies, and procedures for communicating MARSEC levels.
- Implement MARSEC Level attainment procedures.
- Enforce physical security measures.
- Implement OPSEC measures.
- Establish procedures for responding to suspicious activity within the port.
- Establish procedures for responding to breaches of security within the port.
- Establish and maintain evacuation routes.

- Determine area for triage of injured or sick persons.
- Establish site control.
- Determine security-related resource needs.
- Ensure operations is informed of security-related intelligence.
- Ensure security clearances are established, as necessary.
- Prioritize each transportation system within the port from most to least essential according to its importance to the continuity of operations of the port.
- Maintain continuity of operations of the port.
- Implement procedures for maintaining infrastructure integrity.
- Implement procedures for most efficient recovery of the MTS and reopening port and affected waterways.
- Establish linkages to other port plans that address recovery of the MTS.

### **Waterways Management**

#### **Typical Waterways Management Objective(s):**

- Facilitate resumption of commerce.
- Declare port or critical sections of port safe for commerce.

**Example Waterways Management Strategies:**

- Conduct port assessment and establish priorities for facilitating commerce.
- Develop/implement transit plan to include final destination/berth for vessel(s).
- Conduct safety assessment of port waterways and facilities
- Identify safe refuge/berth for impacted vessel(s).

**Oil/HAZMAT Spill****Typical Oil/Hazmat Objective(s):**

- Control the Source of the Spill
- Determine oil/HAZMAT fate and effect (trajectories), identify sensitive areas, develop strategies for protection and conduct pre-impact shore debris removal.
- Contain and recover spilled oil/HAZMAT.
- Contain and Recover Spilled Material
- Ensure actions are underway to control the source and minimize the volume released.
- Conduct appropriate shoreline cleanup efforts
- Remove Oil from Impacted Areas

**Example Oil/Hazmat Strategies:**

- Complete emergency shutdown
- Conduct firefighting

- Initiate temporary repairs
- Transfer and/or lighter product
- Conduct salvage operations, as necessary
- Contain/control the source of the spill
- Deploy oil containment boom at the spill source
- Deploy containment boom at appropriate collection areas
- Conduct open-water skimming with vessels
- Evaluate time-sensitive response technologies (e.g., dispersants, in-situ burning)
- Develop disposal plan
- Clean oiled structures (piers, docks, etc.)
- Clean oiled vessels

### **Environmental**

#### **Typical Environmental Objective(s):**

- Maximize the protection of environmentally sensitive areas including wildlife and historic properties.
- Maximize Protection of Environmentally-Sensitive Areas
- Identify and protect sensitive areas
- Recover and rehabilitate injured wildlife.
- Ensure effective containment, cleanup, recovery, and disposal of spilled product.

- Investigate the potential for and if feasible, utilize alternative technologies to support response efforts.

**Example Environmental Strategies:**

- Establish oiled wildlife reporting hotline
- Conduct injured wildlife search and rescue operations
- Setup primary care unit for injured wildlife
- Operate wildlife rehabilitation center
- Initiate citizen volunteer effort for oiled bird rehabilitation
- Implement pre-designated response strategies
- Identify resources at risk in spill vicinity
- Track oil movement and develop spill trajectories
- Conduct visual assessments (e.g., overflights)
- Develop/implement appropriate protection tactics

## 8.4 ICS 234-CG Work Analysis Matrix Development

The ICS 234-CG Work Analysis Matrix is one of the most effective tools available to an OSC for turning Command direction (objectives) into an operational plan. When using this form to brief the IC/UC on the operational plan during the upcoming Planning Meeting, Command will be much more confident in your efforts if you are able to outline the potential contingencies and how you plan to address them. The form has three columns, one for Operational Objectives, one for Strategies, and one for Tactics/Work Assignments.

- ☐ Enter an Operational Objective from the list provided by the IC/UC.
- ☐ List all appropriate strategies, including contingency strategies for the objective you entered in the step above.
- ☐ List all tactical work assignments necessary to support the selected strategy and achieve the operational objective.
- ☐ Repeat the above three steps until all of the operational objectives have been completely outlined on the form.

Objectives: Objectives are developed by the IC/UC during the Objectives Meeting. They convey what Command wants to get done during

a given period of time. They should be SMART (Specific, Measureable, Attainable, Realistic, and Time Sensitive).

**\*\***Not all objectives are the responsibility of the OSC to implement or complete. Some are non-operational objectives, and are often referred to as management objectives. These management objectives are carried out by other members of the Command and General staff and are not listed.

Strategies: Formal documentation of strategies is a must in today's response to "all risk" incidents. Selection of strategies by the OSC must be properly documented, and the ICS 234-CG is the only ICS form that provides a place for them. The potential for litigation associated with any major response necessitates that this kind of information be properly documented and preserved.

- Strategies are "the direction selected to accomplish incident objectives, essentially how to accomplish the objective".
- The PSC along with Technical Specialists (THSP) can greatly assist the OSC in the preparation of effective strategies. Additionally, strategy information can also be found in various contingency plans. The PSC should bring this sort of information to the attention of the OSC during this step in the Operational Planning

Process so that it can be factored into the selection of appropriate strategies.

Typically there is more than one way to achieve an objective. Depending on a particular OSC's experience and the circumstances of the situation, different OSC's might not identify or select the same strategy. However, in the end the objective may still be met, just using a different "how" or method. It is important to document several strategies on the form, including contingency or "what if" strategies. Ask yourself "what if": bad weather occurs, the vessel starts to sink, certain resources are not available, etc.

Tactics/Work Assignments: Tactics are the next level of refinement in the operational plan that outlines the specific work assignment that supports a particular strategy. On this form it should outline clearly the specific task(s) to be accomplished, where, when, and with what. Essentially, it is the work contract between the OSC and the DOSC, Branch Directors, Division/Group Supervisors, and Staging Area Managers who will be actually doing the work in order to accomplish the tasks. It is important to be clear and specific at this point. This information will form the basis of the "work assignment" block on the ICS 215, and on the ICS 204's in the IAP.

## Example of how to complete an ICS 234, Work Analysis Matrix

| Operation's Objectives<br>(desired outcome)                                              | Operational Strategies<br>(how)                                                                                                                                                                                        | Tactics/Work Assignment<br>(who, what, when, where)                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A. Continue Search and Rescue operations on-water and along the shoreline of Duke Island | A-1 During daylight hours, use aerial platforms to search the entire area<br>*A-2 Use vessels to conduct on water search for the missing crew members<br>A-3 Use ground teams to search along shoreline of Duke Island | A-1 Use Helicopter to search for missing crew members using a defined search grid<br>*A-2 Use small boats to search potential on water locations depending on tide changes and currents<br>A-3 Using three person teams, conduct a shore side search of Duke Island and any other feasible shorelines<br>Instruct all personnel assigned to operations to be on the lookout for the missing crew members |

A. Identify each objective with a letter for tracking purposes

\* Indicates selected strategy

## 8.5 Example ICS 234 Work Analysis Matrix

|                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                          | WORK ANALYSIS MATRIX<br>ICS 234-CG                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| 1. Incident Name<br><b>Maiden China</b>                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                          | 2. Operational Period<br>From: 7/1 1800 To: 7/02 0600                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                        |
| 3. Operation's Objectives<br>DESIRED OUTCOME                                                                                                             | 4. Optional Strategies<br>HOW                                                                                                                                                                                                                                                                                                                                            | 5. Tactics/Work<br>Assignments<br>WHO, WHAT, WHERE, WHEN                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                        |
| (A) Establish and continue enforcement of safety/security zones.                                                                                         | <ul style="list-style-type: none"> <li>• (A-1) Use vessels to patrol around vessel.</li> <li>• (A-2) Use aircraft to patrol wider area &amp; coordinate with VTS.</li> </ul>                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>• (A-1-a) Enforce 1000 ft. safety/security zone around vessel 24/7 with USCG and local LE boats and air asset over flights. Continue to evaluate and adjust as necessary. Coordinate with VTS. (Mar Sec Grp).</li> </ul>                                                                                                                                                                                                                                                                 |                        |
| (B) Provide for accountability and security of all passengers and crew. Triage, treat and evacuate injured or seriously ill passengers and crew members. | <ul style="list-style-type: none"> <li>• (B-1) Use ship crew to ensure accountability of all passengers and crew.</li> <li>• (B-2) Triage, treat impacted passengers and crew with ship medical staff, and augment with local resources as necessary.</li> <li>• (B-3) Evacuate victims as required and handoff to local emergency medical and hospital care.</li> </ul> | <ul style="list-style-type: none"> <li>• (B-1-a) Coordinate with ship's master to have crew visually identify/verify every passenger and crew member remaining on the vessel. (Medical/Evac Grp)</li> <li>• (B-2-a) Have ship medical personnel triage and treat injured passengers on board. (Medical/Evac Grp)</li> <li>• (B-3-a) Evacuate seriously injured passengers from vessel to Station Thumbs Point and handoff to local EMS for secondary triage, treatment and transport to hospital. (Medical/Evac Grp)</li> </ul> |                        |
| (C) Continue SAR measures for possible missing passenger.                                                                                                | <ul style="list-style-type: none"> <li>• (C-1) Verify through PAX and crew accountability and witness statements if victim went overboard.</li> <li>• (C-2) Use search planning tools to develop SAR Action Plan.</li> <li>• (C-3) Conduct SAR operations in accordance with standard SAR procedures for a person in the water (PIW)</li> </ul>                          | <ul style="list-style-type: none"> <li>• (C-2-a) Continue to execute SAR Action Plan for continued operations. Use CG vessels to search areas as defined in SAR Action Plan. (SAR Grp).</li> <li>• (C-3-a) Assign dive team to check under and around vessel. (SAR Grp)</li> <li>• (C-3-b) Coordinate with Med/Evac Group for medical care as needed. (SAR Grp)</li> </ul>                                                                                                                                                      |                        |
| 6. Prepared by: (Operations Section Chief)<br><b>F. Marine</b>                                                                                           |                                                                                                                                                                                                                                                                                                                                                                          | 7. Date/Time:<br>7/1 1000                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                        |
| WORK ANALYSIS MATRIX                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                          | Page 1 of 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | ICS 234-CG (Rev 08/05) |

## **8.6 ICS 215 Operational Planning Worksheet Development**

The ICS 215-CG, Operational Planning Worksheet, is the second of the primary planning tools that the OSC has at his/her disposal. If this planning tool is used properly, it forms the central display for conducting the tactics meeting, and for developing the Incident Action Plan (IAP) in a structured and disciplined manner.

The Planning Section will support services to the OSC during the tactics meeting and is responsible for facilitating the meeting and providing the information required for blocks 1, 2, 3, and 11 thru 13 on the ICS 215-CG. The OSC is responsible for providing the information for blocks 4 thru 10 and 14.

The blocks below outline the specific information that the OSC is responsible for completing:

- Block 4 Fill in work unit identifiers as displayed on the work map i.e.: division, group, staging, etc. The unit identifier for branches is Roman Numerals and begins with Roman numeral I, II, etc. Unit identifier for divisions is letters and begins with letter A, B, etc. Group identifiers relate to their specific functional assignment, i.e. skimming group, lightering group, etc. The unit identifier for staging areas is its geographic name, i.e. Ballast Point Staging, etc.

- Block 5 Using the ICS 234-CG, identify the work assignment to be performed by the sub-element listed in Block 4. Each Division/Group or other activity has to have very clear instructions on what their assignment is. This is a critical point as this information has a tremendous effect on the development and implementation of the Incident Action Plan. It is also essential for the OSC to clearly understand the work assignment before identifying resource requirements. This information will later be displayed in much greater detail on the corresponding ICS 204 in the Incident Action Plan and will be used to brief oncoming resources on their assignment. The Operations Section Chief should also have listed some contingency strategies and tactics on the ICS 234-CG that may occur during the planned Operational Period. One way to transfer this information to the ICS 215-CG is by assigning additional (or contingency) resources to a Staging Area. These contingency work assignments are briefly described on the ICS 215-CG (Block 5) next to the appropriate Staging Area, and ultimately in much greater detail on the contingency ICS 204's in the IAP.
- Block 6 Identify the appropriate resources required to complete the work assignments.

This is where knowledge and experience come into play. What types and how many resources will it take to carry-out the identified task, during the specified Operational Period. The OSC needs to be aware of different types, production rates, and the strengths and limitations of all of the resources that are available to them. First select the kinds of resource (capability) and then identify the number required (the REQ block only) to complete the assigned tasks. Do not be concerned at this time as to the number and kinds of resources that may be available for assignment. The Resources Unit Leader (RESL) will provide this information after all the resources requirements have been identified. Do not develop work requirements solely based on resources currently on-scene.

- Block 7 Identify supervisory and technical specialist needs: Division/Group Supervisors, Branch Directors, Staging Area Managers, Assistant Safety Officer, Environmental Specialist, etc. A good job in this area will help facilitate the early ordering of supervisory personnel needed to manage the planned operation.
- Block 8 Identify specialized equipment and supplies: foam applicators, pumps, dumpsters,

infrared sensors, special chemicals, radios, dispersants, sorbent pads, PPE gear, etc.

- Block 9 Identify the specific location the resources are to report for their briefing and/or work assignment. (ICP, staging area, base).
- Block 10 Note the time that resources are required to be at their reporting location.
- Blocks 11-13 The RESL will summarize the number of resources required by the OSC (REQ), number of resources on hand (HAVE), and the number and type of resources to be ordered (NEED) to meet the Operations Section Chief's tactical plan.
- Block 14 Operations Section Chief signs ICS 215-CG.

The OSC and PSC should review the ICS 215-CG to ensure that the work assignments support the response priorities, objectives, and strategies.

The OSC should validate the map/chart prepared for the Tactics Meeting to ensure alignment with the ICS 215-CG.

Display on an easel an operations section organization structure (chart) that is needed to manage the planned operation. It should align

with the ICS 215-CG. This will provide the OSC with a good visual perspective of supervisory staff and should help to immediately identify any staffing shortfalls, or lines of authority/supervision issues.

Logistics will confirm the availability of resources needed to meet the timeframes identified on the ICS 215-CG. The Logistics Section Chief will likely want to leave the Tactics Meeting with a completed copy of the proposed ICS 215-CG. After the ICS 215 is complete, the Resources Unit Leader will complete ICS 213RR-CG's (see 8.13 **Example ICS 213RR CG, Resource Request Message**) for the OSC to sign to request the needed resources and will give it to Logistics. This is usually done after the Tactics Meeting.

All meeting attendees should consider the ICS 215-CG for impacts such as safety implications, communications effectiveness, etc.

**Note:** *The ICS 215-CG or Coast Guard version of the ICS 215 form is used herein because we believe it is the best example of an "all-risk or all-hazard" version we have seen to date. If other versions (such as the NFES) are used, keep in mind they each have different blocks and may or may not easily adapt to your circumstances.*



## 8.8 Operations Work Functions Checklist

### Functions

### Management Units

|                                 |                |
|---------------------------------|----------------|
| Assessment                      | Division/Group |
| Pre-impact beach cleanup        | Division/Group |
| Safety-Security                 | Division/Group |
| Beach cleanup                   | Division/Group |
| Resource protection             | Division/Group |
| Product recovery                | Division/Group |
| Booming                         | Division/Group |
| Deflection                      |                |
| Containment                     |                |
| Skimming                        | Group          |
| Salvage                         | Group          |
| Damage assessment               | Division/Group |
| Search and Rescue               | Group          |
| Mass evacuation                 | Group          |
| Apprehension                    | Group          |
| Safety/Security                 | Division/Group |
| Investigation                   | Group          |
| Firefighting/overhaul           | Division/Group |
| Triage                          | Group          |
| Medical treatment               | Group          |
| Decontamination                 | Group          |
| Wildlife recover/rehabilitation | Group          |
| Law Enforcement                 | Division/Group |
| Evacuation                      | Division/Group |
| Hazardous Materials             | Group          |

## **8.9 Branch Tactical Planning**

Sometimes the complexity and circumstances surrounding a major incident or event necessitate consideration of the management technique called Branch Tactical Planning. This technique essentially allows the specific tactical work plan, and resource allocations to be developed at the Branch Director level of the organization.

In order for this technique to be most effective there must be a strong link of information and support between the Branch and the ICP. The Branch must continually communicate information on Branch activities, progress, constraints, effectiveness, and support needs. The support needs in particular must be communicated as soon as they are identified at the Branch level in order for the appropriate staff elements within the ICP and at Branch facilities to address them. The staff within the ICP must be sensitive to the circumstances within the Branch and ensure that timely, accurate and effective support is provided.

The OSC and PSC will determine if Branch Tactical Planning is appropriate for the situation. Some examples of circumstances that may lead them to use this technique include:

- ❑ Classification level of a particular tactical operation (e.g., weapons accident)
- ❑ During the initial phase of an incident, when the incident situation is not well known and the Planning Section is not robust
- ❑ The technical qualifications necessary to do effective planning resides with the tactical asset (e.g. Diving, SWAT, high angle rescue, US&R)
- ❑ When specialized tactical assets are operating off pre-determined Division Assignment forms, ICS 204
- ❑ Geographic separation from the ICP makes it impractical to have tactical planning done at the ICP

When Branch Tactical Planning is used, the Planning Section provides key support to make this technique work effectively and efficiently.

- ❑ Interpretation of Command's Direction
- ❑ Strategy information
- ❑ Information from standing contingency plans
- ❑ Resource and situation status information
- ❑ Modeling and predication information (including weather)
- ❑ Personnel and materials (maps, diagrams, forms, etc.) to support the planning effort
- ❑ THSP's as needed

## **Branch Tactical Planning Development Checklist**

### **Planning Section**

- ☐ Resource tracking of Branch assets (e.g., Check-In, Demobilization)
- ☐ Incident situation update requirements (e.g. FOBS, situation reporting to the ICP)
- ☐ GIS mapping capabilities
- ☐ Modeling (ALHOA, CAMEO, NARAC)
- ☐ Meteorological forecast
- ☐ Technical Specialist
- ☐ Resource ordering of Branch assets (who will do it)
- ☐ Branch level incident documentation<sup>1</sup>
- ☐ Reporting requirements between the Branch and Planning (e.g., how often, method used)
- ☐ Support plan development (e.g., incident evacuation plans, decontamination plans)
- ☐ Contingency plans (e.g., an incident within an incident)
- ☐ Planning support material (e.g., forms, T-cards)

### **Logistics Section**

- ☐ Incident communications management in support of the development of the Incident Action Plan form ICS 205, Incident Communications Plan (e.g., frequencies assignment, secure communications)
- ☐ Medical Plan
- ☐ Identify facilities required to support the Branch
- ☐ Identify level of incident support facility security

Operations Section Chief

- ❑ Communicates Command's direction (e.g., decisions, priorities)
- ❑ Collection of operational effectiveness reports from the Branch
- ❑ Provides assistance and support in developing strategies
- ❑ Delineation of authority between OSC and OPBD

Air Operations Support

- ❑ Reporting thresholds (e.g., critical information)
- ❑ Coordination with other Command and General Staff as needed to maximize effectiveness and efficiency of Branch operations

Safety Officer

- ❑ Assignment of Assistant Safety Officer(s) (ASOFR)
- ❑ Site Safety Plan development and implementation
- ❑ Management of PPE issue, use, and disposal for the Branch
- ❑ Coordination with Medical Unit Leader and other medical entities as necessary to assure most expeditious access to medical services for Branch personnel
- ❑ Provide safety input into Branch planning, process, and documents
- ❑ Agreement on the authority of ASOFR's from the Safety Officer
- ❑ Safety reporting requirements back to the ICP

## **8.10 ICS 204 Review Checklist**

The ICS 204 Assignment List is the core of the Incident Action Plan (IAP). It is critical for the OSC to ensure each of these ICS 204 forms clearly conveys all of the detail necessary for the work assignment to be completed effectively and efficiently (see 8.11 Example ICS 204-CG Work Assignment). It is highly recommended that any additional and/or supporting information needed to assist in communicating the work assignment be attached to the ICS 204. (i.e. sampling plans, specific instructions for a particular process, maps/charts/drawings, etc.). The ICS 204A-CG Assignment List Attachment (see 8.12 Example ICS 204A-CG Assignment List Attachment) can also be used as an attachment to the ICS 204 itself to provide more detail to the personnel who are executing the work assignment.

The Planning Section will prepare the forms. However, it is the OSC who must ensure it adequately conveys the work assignment as he/she will have the best grasp of the detail needed for each Operations Section sub-element. THSP's may also be helpful in completing these forms. Particularly, when highly specialized work activities are occurring such as

hazardous materials response, diving operations, salvage operations, etc.

The OSC should appoint a Deputy OSC who will be given the responsibility of supervising the on-going operations during these periods of time when the primary OSC is involved in the tasks of planning for the next operational period.

Some general things you may want to consider when reviewing the ICS 204s are:

- ☐ Is the information detailed enough for the field supervisors to clearly understand what work they are required to perform?
- ☐ Is the work area clearly delineated?
- ☐ Are specialized tasks conveyed with sufficient depth to assure understanding? Does it convey specific work methodology if needed?
- ☐ Are assigned personnel properly trained and/or equipped for the task(s)?
- ☐ Are the attachments to the form helpful and will they reproduce clear enough for use?
- ☐ If the forms cover multiple work shifts, is it clear who works when and where?
- ☐ Are any support processes (refueling, food, consumable gear replacement, etc.) clear to field supervisors?
- ☐ Does the verbiage make sense and is it readable?

□ Are THSP's roles on scene clearly conveyed?  
ICS 204 Blocks 1 to 9 - information to consider:

- Block 1 – The Incident Name should be consistent with that established by the IC/UC during the Objectives Meeting.
- Block 2 - Ensure the Operational Period is correct.
- Block 3 - The appropriate branch is listed here, if applicable.
- Block 4 - The properly named Operations Section sub-element is listed here (i.e. Staging Area, Division A, B, etc., or Functional Group).
- Block 5 - Here the key personnel are named including rank or title. Their agency affiliation is listed, and the primary contact number (while assigned to the response) is listed.
- Block 6 - Strike Team/Task Force/Resource Identifier is where the resources assigned to the sub-element are listed. Only resources that have corresponding “T-cards” tracked by the Resource Unit Leader should be listed here. Do not list consumables, or other minor items of gear (i.e. cameras, handheld GPS units, etc.) in this block.  
Leader is where the leader of the resource will be listed. If there are multiple work shifts, list

the leaders for each shift.

Contact Info. # is for listing the primary contact number for the leaders of the resources.

Ensure they are accurate, and will work throughout the work area.

# of Persons list the total number of people assigned to the resource (including the leader). This information is vital to the Logistics Section for supporting the response effort (i.e. how many box lunches, how much personal protective gear, etc.).

Reporting Info/Notes/Remarks list any additional information specifically applicable to that resource (i.e. on scene endurance, specialized support requirements, specific reporting requirements, etc.).

Check Box Place an “X” in this box if there are any attachments that specifically apply to that particular resource including any ICS 204A-CG Assignment List Attachment (see 8.12 Example ICS 204A-CG Assignment List Attachment).

The attachments are where you might list consumable supplies (PPE, spare batteries, etc.) or specialized gear (digital cameras, handheld GPS units, etc.).

- Block 7 - In this block the fully refined work assignment is conveyed based on what was originally developed in the “preparing for the

Tactics Meeting” segment of time. This is the final level of refinement starting with an Objective from Command, to what now should be a highly refined work assignment. Often, the block is not sufficient in size to accommodate all of the necessary information. If this is the case, simply write “See attached” in the block and attach whatever information is needed to completely convey the work assignment to the back of the ICS 204-CG or attach the ICS 204A-CG form. Whether it is simply text, or other information (i.e. maps/charts/diagrams, detailed instructions, photos, etc.) do not hesitate to attach whatever is needed .

- Block 8 - This block allows for special instructions that support the work assignment (i.e. special notification processes, media guidance, safety information, specialized support information for the entire sub-element, heavy weather procedures, etc.). If necessary, additional information may be attached to the back of the form or attach the ICS 204A-CG Assignment List Attachment form.
- Block 9 – Name/Function is where the specific person such as Safety Officer, or the functional network such as Command or Tactical is listed. Radio: Freq/System/Channel is where a

specific radio frequency, system (i.e. VHF, UHF, etc.), and channel for contacting the person/function is listed. Phone a hard line phone number is listed for contacting the same person/function.

Cell/Pager allows for a phone number for contacting the person/function when they are not reachable using the hard line.

Finally, there is an emergency communications section that outlines the radio or phone information for contacting medical support, evacuation of an injured person, or any other emergency contact information needed by the sub-element.

Ensure the Communications Unit leader, Safety Officer, and (if assigned) the Medical Unit Leader have contributed to this block.



## ICS 204 Instructions

**Purpose.** The Assignment List(s) informs Division and Group supervisors of incident assignments. Once the Unified Command and General Staff agree to the assignments, the assignment information is given to the appropriate Divisions and Groups.

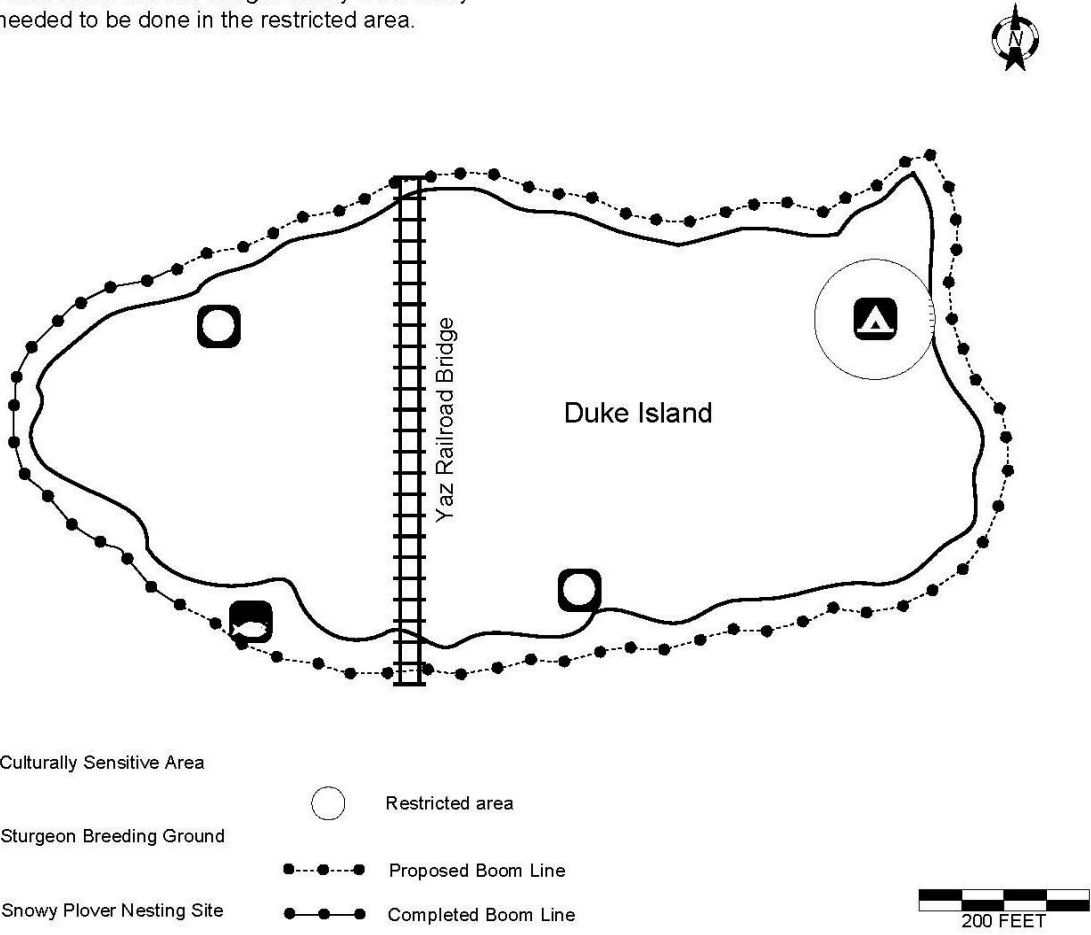
**Preparation.** The Assignment List is normally prepared by the Resources Unit, using guidance from the Incident Objectives (ICS 202-CG), Operational Planning Worksheet (ICS 215-CG), and the Operations Section Chief. The Assignment List must be approved by the Planning Section Chief and Operations Section Chief. When approved, it is included as part of the Incident Action Plan (IAP). Specific instructions for specific resources may be entered on an ICS 204a-CG for dissemination to the field. A separate sheet is used for each Division or Group. The identification letter of the Division is entered in the form title. Also enter the number (roman numeral) assigned to the Branch.

**Special Note.** The Assignment List, ICS 204-CG submits assignments at the level of Divisions and Groups. The Assignment List Attachment, ICS 204a-CG shows more specific assignment information, if needed. The need for an ICS 204a-CG is determined by the Planning and Operations Section Chiefs during the Operational Planning Worksheet (ICS 215-CG) development.

**Distribution.** The Assignment List is duplicated and attached to the Incident Objectives and given to all recipients of the Incident Action Plan. In some cases, assignments may be communicated via radio/telephone/fax. All completed original forms MUST be given to the Documentation Unit.

| <u>Item #</u> | <u>Item Title</u>            | <u>Instructions</u>                                                                                                                                                                                                                                                                                                                              |
|---------------|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.            | Incident Name                | Enter the name assigned to the incident.                                                                                                                                                                                                                                                                                                         |
| 2.            | Operational Period           | Enter the time interval for which the form applies.                                                                                                                                                                                                                                                                                              |
| 3.            | Branch                       | Enter the Branch designator.                                                                                                                                                                                                                                                                                                                     |
| 4.            | Division/Group/Staging       | Enter the Division/Group/Staging designator.                                                                                                                                                                                                                                                                                                     |
| 5.            | Operations Personnel         | Enter the name of the Operations Chief, applicable Branch Director, and Division Supervisor.                                                                                                                                                                                                                                                     |
| 6.            | Resources Assigned           | Each line in this field may have a separate Assignment List Attachment (ICS 204a-CG). Enter the following information about the resources assigned to Division or Group for this period:                                                                                                                                                         |
|               | Identifier                   | List identifier                                                                                                                                                                                                                                                                                                                                  |
|               | Leader                       | Leader name                                                                                                                                                                                                                                                                                                                                      |
|               | Contact Information          | Primary means of contacting this person (e.g., radio, phone, pager, etc.). Be sure to include area code when listing a phone number.                                                                                                                                                                                                             |
|               | # Of Persons                 | Total number of personnel for the strike team, task force, or single resource assigned.                                                                                                                                                                                                                                                          |
|               | Reporting Info/Notes/Remarks | Special notes or directions, specific to this strike team, task force, or single resource. Enter an "X" check if an Assignment List Attachment (ICS 204a-CG) will be prepared and attached. The Planning and Operations Section Chiefs determine the need for an ICS 204a-CG during the Operational Planning Worksheet (ICS 215-CG) development. |
| 7.            | Work Assignment              | Provide a statement of the tactical objectives to be achieved within the operational period by personnel assigned to this Division or Group.                                                                                                                                                                                                     |
| 8.            | Special Instructions         | Enter a statement noting any safety problems, specific precautions to be exercised, or other important information.                                                                                                                                                                                                                              |
| 9.            | Communications               | Enter specific communications information (including emergency numbers) for this division /group. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205-CG). Note: Phone numbers should include area code.                            |
| 10.           | Prepared By                  | Enter the name of the person completing the form, normally the Resources Unit Leader.                                                                                                                                                                                                                                                            |
|               | Date/Time                    | Enter date (month, day, year) and time prepared (24-hour clock).                                                                                                                                                                                                                                                                                 |
| 11.           | Reviewed by (PSC)            |                                                                                                                                                                                                                                                                                                                                                  |
|               | Date/Time                    | Enter date (month, day, year) and time prepared (24-hour clock).                                                                                                                                                                                                                                                                                 |
| 12.           | Reviewed by (OSC)            | Enter the name of the operations person reviewing the form, normally the Operations Section Chief.                                                                                                                                                                                                                                               |
|               | Date/Time                    | Enter date (month, day, year) and time prepared (24-hour clock).                                                                                                                                                                                                                                                                                 |

## 8.12 Example ICS 204A-CG Assignment List Attachment

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |                                                                        |  |                                                                     |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|------------------------------------------------------------------------|--|---------------------------------------------------------------------|--|
| 1. Incident Name<br><b>Yaz Northern</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  | 2. Operational Period (Date/Time)<br>From: 30 AUG 1800 To: 31 AUG 0600 |  | ASSIGNMENT LIST<br>ATTACHMENT                                       |  |
| 3. Branch<br><b>Oil Recovery</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  | 4. Division/Group<br><b>Division A</b>                                 |  |                                                                     |  |
| 5. Strike Team/Task Force/Resource Identifier                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  | 6. Leader                                                              |  | 7. Assignment Location                                              |  |
| 8. Work Assignment Special Instructions, Special Equipment Needed for Assignment, Special Environmental Considerations, Special Site Specific Safety Considerations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  |                                                                        |  |                                                                     |  |
| <p>The best boat access to the island is on the north side 200 feet east of the railroad bridge. Notify OSC if any work is needed to be done in the restricted area.</p>  <p>Legend:</p> <ul style="list-style-type: none"> <li> Culturally Sensitive Area</li> <li> Sturgeon Breeding Ground</li> <li> Snowy Plover Nesting Site</li> <li> Restricted area</li> <li> Proposed Boom Line</li> <li> Completed Boom Line</li> </ul> <p>Scale: 200 FEET</p> |  |                                                                        |  |                                                                     |  |
| Approved Site Safety Plan Located at: Incident Command Post                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |                                                                        |  |                                                                     |  |
| 9. Other Attachments (as needed)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |                                                                        |  |                                                                     |  |
| 10. Prepared by (Date/Time)<br><b>M. Conners, DPRO 30 Aug 1530</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  | 11. Reviewed by (PSC)<br>Date/Time<br><b>J. Gafkjen 30 Aug 1600</b>    |  | 12. Reviewed by (OSC)<br>Date/Time<br><b>P. Montoro 30 Aug 1620</b> |  |

## 8.13 Example ICS 213RR 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) |
| 1                                                                                                                                      |         |         | R                              | Helicopter - able to carry a minimum of 10 passengers with gear up to 500 pounds.                                                               | Helibase                                 | E090             | 4 Apr 0800   |
|                                                                                                                                        |         |         |                                | 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:                                                 |         |         |                                |                                                                                                                                                 | 6. Requestor Position and Signature:     |                  |              |
| Heavy Lift Helicopters POC: Sean Kaufman 550-555-9245 or Heliquest International                                                       |         |         |                                |                                                                                                                                                 | Date/Time: 02 Apr 06 1330                |                  |              |
|                                                                                                                                        |         |         |                                |                                                                                                                                                 | 7. Section Chief/Command Staff Approval: |                  |              |
|                                                                                                                                        |         |         |                                |                                                                                                                                                 | Date/Time: 02 Apr 06 1345                |                  |              |
|                                                                                                                                        |         |         |                                |                                                                                                                                                 | 9. RESL Review/Signature:                |                  |              |
|                                                                                                                                        |         |         |                                |                                                                                                                                                 | Date/Time: 02 Apr 06 1618                |                  |              |
| 8. RESL - check box (a) if request is for tactical or personnel resources. Then note availability in box 8.b or 8.c.                   |         |         |                                |                                                                                                                                                 | 13. Logistics Section Signature:         |                  |              |
| a. <input checked="" type="checkbox"/> b. <input type="checkbox"/> c. <input checked="" type="checkbox"/>                              |         |         |                                |                                                                                                                                                 | Date/Time: 02 Apr 06 2040                |                  |              |
| 10. Requisition/Purchase Order #: 24-06-276HXQ016                                                                                      |         |         |                                |                                                                                                                                                 | 16. Finance Section Signature:           |                  |              |
| 11. Supplier Name/Phone/Fax/Email: Heliquest International, Randy Simon 550-555-4041                                                   |         |         |                                |                                                                                                                                                 | Date/Time: 02 Apr 06 2100                |                  |              |
| 12. Notes: Quoted daily price includes 1 pilot, 1 aircraft mechanic, and aviation fuel.                                                |         |         |                                |                                                                                                                                                 |                                          |                  |              |
| 14. Order placed by (check box): <input type="checkbox"/> SPUL <input checked="" type="checkbox"/> PROC <input type="checkbox"/> OTHER |         |         |                                |                                                                                                                                                 |                                          |                  |              |
| 15. Reply/Comments from Finance:                                                                                                       |         |         |                                |                                                                                                                                                 |                                          |                  |              |
| Contract #: FS-02HB-C-05-0001 Accounting: 2/H/SZ/105/95/0/P07001/37150/2523                                                            |         |         |                                |                                                                                                                                                 |                                          |                  |              |

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.

## ICS 213RR-CG Instructions

**REQUESTOR: The requestor must fill in blocks 1 through 7.**

|              |                                                                                                                                                                                                                                                                                                                                                                     |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Block # 1    | Incident name: This is the same as the name stated on the ICS-201 Form and Incident Action Plan (IAP).                                                                                                                                                                                                                                                              |
| Block # 2    | Current date and time when submitting request.                                                                                                                                                                                                                                                                                                                      |
| Block # 3    | Resource Request Number: Specific to the form & enables downstream tracking.                                                                                                                                                                                                                                                                                        |
| Block # 4a-c | Items requested: Must include quantity; Include Kind and Type if applicable.                                                                                                                                                                                                                                                                                        |
| Block # 4.d  | Priority is either U – Urgent or R – Routine. Requestor: Urgent should <b>ONLY</b> be used if the resource must be checked-in and available within the specified time period or an <u>operational</u> objective will not be met. LSC: An Urgent request takes priority over all other requests. The requestor should be notified ASAP on the status of the request. |
| Block # 4.e  | The detailed description of requirements. <b>BE SPECIFIC AS POSSIBLE.</b>                                                                                                                                                                                                                                                                                           |
| Block # 4.f  | Delivery/Reporting Location and Times: This is self-explanatory and is required to ensure timely and accurate delivery of the resource.                                                                                                                                                                                                                             |
| Block #4g-i  | Leave blank for SPUL/PROC to fill in.                                                                                                                                                                                                                                                                                                                               |
| Block # 5    | Substitutes and/or Suggested Sources: Enter applicable information if known.                                                                                                                                                                                                                                                                                        |
| Block # 6    | Requestor: Print name, position, sign and date.                                                                                                                                                                                                                                                                                                                     |
| Block # 7    | Approval: This must be approved by the appropriate Section Chief or Command Staff Officer.                                                                                                                                                                                                                                                                          |

**PLANNING SECTION: The RESL must fill in blocks 8 through 9.**

|            |                                                                 |
|------------|-----------------------------------------------------------------|
| Box # 8.a  | RESL: Check box if request if for tactical resources            |
| Box #8.b/c | RESL: If a tactical resource, check only one box as appropriate |
| Block # 9  | RESL: Sign and date                                             |

**LOGISTICS SECTION: Blocks 10 through 13 are filled out by the Supply Unit.**

*Note: Blocks 4 G and H are to be filled out by the Supply Unit or Procurement Unit upon ordering.*

|            |                                                                                                                                   |
|------------|-----------------------------------------------------------------------------------------------------------------------------------|
| Block # 10 | Requisition/Purchase Order Number: To be assigned by Supply Unit.                                                                 |
| Block # 11 | Supplier Point of Contact, Phone Number and Fax Number.                                                                           |
| Block # 12 | Notes: additional information on the supplier, when contacted, etc.                                                               |
| Block # 13 | Signature: As specified by the Resource Request Process. Usually the signature of the SPUL but may also be the LSC or Deputy LSC. |
| Block # 14 | Orderer (SPUL or PROC). Other block is checked if SPUL/PROC positions not filled. If this block is checked, fill in position.     |

**FINANCE SECTION: Blocks 15 and 16 are filled out by the Procurement Unit.**

|            |                                                                              |
|------------|------------------------------------------------------------------------------|
| Block # 15 | Comments concerning request from FSC, Deputy FSC, or PROC.                   |
| Block # 16 | Approval: This must be approved in accordance with Resource Request Process. |

*Note: Cost associated requests will not be ordered without approval in accordance with the Resource Request Process.*



## 8.15 Example ICS 210 Status Change Card

A helpful way to provide the Resources Unit Leader (RESL) information about changes in status of tactical resources is to use the Status Change Card. This provides written documentation of the change in status.

|                                                                                                                                                                                                                                                               |                            |                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|----------------------------------------------------|
| DESIGNATOR<br>NAME/ID. NO. <u>Engine 107</u>                                                                                                                                                                                                                  |                            |                                                    |
| <u>L. Slein +3</u>                                                                                                                                                                                                                                            |                            |                                                    |
| STATUS<br><input checked="" type="checkbox"/> ASSIGNED <input type="checkbox"/> AVAILABLE <input type="checkbox"/> O/S REST<br><input type="checkbox"/> O/S MECHANICAL <input type="checkbox"/> O/S PERSONNEL<br><u>          </u> ETR (O/S = Out of Service) |                            |                                                    |
| FROM                                                                                                                                                                                                                                                          | LOCATION                   | TO                                                 |
|                                                                                                                                                                                                                                                               | <del>DIVISION</del> /GROUP | <b>Fire Group</b>                                  |
| <b>Terminal</b>                                                                                                                                                                                                                                               | STAGING AREA               |                                                    |
|                                                                                                                                                                                                                                                               | BASE/ICP                   |                                                    |
|                                                                                                                                                                                                                                                               | CAMP                       |                                                    |
|                                                                                                                                                                                                                                                               | ENROUTE                    | ETA <u>          </u>                              |
|                                                                                                                                                                                                                                                               | HOME AGENCY                |                                                    |
| <u>MESSAGE</u><br>Engine 107 will be assigned to the Fire Group for an estimated 6 to 7 hours.                                                                                                                                                                |                            |                                                    |
| TIME <u>30 Aug 1115</u>                                                                                                                                                                                                                                       |                            | RESTAT PROCESS <input checked="" type="checkbox"/> |
| ICS-210 STATUS CHANGE CARD<br><b>P. Montoro, OSC</b><br><small>Previous editions of this form may be used.</small>                                                                                                                                            |                            |                                                    |

| INCIDENT ACTION PLAN SAFETY ANALYSIS       |  |  |                     |                                                                                 |                                                                   |                                         |         |               |          |          |          |             |              |          |         |       |                |          |                |          |         |              |                     |                  |          |                    |                  |               |     |
|--------------------------------------------|--|--|---------------------|---------------------------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------|---------|---------------|----------|----------|----------|-------------|--------------|----------|---------|-------|----------------|----------|----------------|----------|---------|--------------|---------------------|------------------|----------|--------------------|------------------|---------------|-----|
| 1. Incident Name<br>MIRLO                  |  |  |                     |                                                                                 |                                                                   | 2. Operating Period<br>DDMMYY 0600-0600 |         |               |          |          |          |             |              |          |         |       |                |          |                |          |         |              |                     |                  |          |                    |                  |               |     |
| 3. DIVISION /<br>ORGANIZATION/<br>LOCATION |  |  | 4. Work Assignments |                                                                                 |                                                                   |                                         | 5. Gain |               |          |          |          |             |              |          |         |       |                |          |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  | Oil Rec Group       | Boom vessel, recover spilled product, conduct pre-impact and shoreline clean up | Human Health<br><div>Security<br/>Environment<br/>Economy X</div> | X                                       | Check   | Chem Exposure | Irritant | Drowning | Tripping | Heat Stress | Poor Lifting | Sun Burn | Fatigue | Noise | Fire/Explosion | TRAINING | Air Monitoring | Chem PPE | UMV PPE | Drink Fluids | Sunblock/Sunglasses | Work/Rest Period | Distance | Hearing Protection | SAFETY RESOURCES | PROBABILITIES | GAR |
|                                            |  |  | Safety Zone Group   | Enforce Safety Zone around vessel                                               | Human Health<br><div>Security<br/>Environment<br/>Economy X</div> | X                                       | Check   |               |          | X        | X        | X           | X            | X        | X       | X     |                | Check    | X              | X        | X       |              | X                   | X                | X        | 3                  | 4                | 2             | 24  |
|                                            |  |  | Thumb Pt Staging    | Maintain Resources for immediate use                                            | Human Health<br><div>Security<br/>Environment<br/>Economy X</div> |                                         | Check   |               |          |          | X        | X           | X            | X        |         |       |                | Check    | X              |          |         |              | X                   | X                |          | 2                  | 2                | 3             | 12  |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              | X                   | X                |          | 2                  | 2                | 2             | 8   |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human Health<br><div>Security<br/>Environment<br/>Economy</div>   |                                         | Check   |               |          |          |          |             |              |          |         |       |                | Check    |                |          |         |              |                     |                  |          |                    |                  |               |     |
|                                            |  |  |                     |                                                                                 | Human                                                             |                                         |         |               |          |          |          |             |              |          |         |       |                |          |                |          |         |              |                     |                  |          |                    |                  |               |     |

## 8.17 Evaluation Criteria for Operations Section

### Field Activities

- ❑ Work is proceeding in accordance with the IAP
- ❑ The OSC or DOSC has good grasp of what is happening in the operational area
- ❑ Good progress is being made towards operational objectives
- ❑ Good communications up and down the chain of command
- ❑ Emergency procedures have been established.
- ❑ Personnel are receiving good briefings before beginning their work in the operational area.
- ❑ Expectations are clearly understood.
- ❑ Operations Section personnel are working as a team
- ❑ Sufficient trained personnel to execute tactical work assignments
- ❑ Safety hazards are being appropriately addressed in coordination with the SOFR
- ❑ High risk/hazardous operations are being carefully planned for and executed by qualified personnel
- ❑ Span of control is within acceptable limits
- ❑ Operations Section field personnel have sufficient equipment to execute assignments (i.e. phones, radios, digital cameras, GPS units, computers, wireless cards, etc.).
- ❑ Operational facilities (Staging Areas) are adequate and effective

- ❑ Operations section personnel are able to determine if the escalation or de-escalation potential of the incident
- ❑ Operations personnel have adequate access to necessary operational areas
- ❑ There is adequate technical support for the operations
- ❑ Assisting agencies are integrated into the organization effectively
- ❑ Field observers are helping to provide effective situational status information from the operational area
- ❑ Aviation assets are being managed safely and effectively
- ❑ The public is out of harm's way and not impeding operations
- ❑ Operations personnel are aware of private, public or agency sensitivities, and are respecting them
- ❑ Debriefing expectations are understood by operations personnel
- ❑ Observe the optempo of the Section personnel. If they seem overwhelmed, consider the following:
  - Span of Control adjustments
  - Need for Deputies and other support people
  - Need for new sub-element i.e. Division, Group or Branch
- ❑ Observe information flow patterns. Ensure information is flowing continuously between field elements and the ICP. One key measure is the accuracy of the Situation Status boards and Resource status display and whether they are

effective for you as OSC. Also examine support systems that provide food & fuel. For information flow problems, consider the following:

- Recommend more field observers to collect information
- Recommend more or better communications equipment to assure effective linkage between the ICP and field work locations
- Consider working with the Planning Section to develop an Information Management Plan
- Recommend more information collection staff within the ICP (watchstanders).
- The response environment must be a respectful one. Inappropriate behavior and human relations violations cannot be tolerated.
  - Observe field personnel and Operations Section staff, gauge workplace climate and recommend preventative measures where necessary.
  - Consult with IC/UC on necessary steps to take in the event of violations.
- Ensure responder health and well being is a priority. Monitor field personnel to gauge mental health and overall well being. Consider the following actions to address mental well-being.
  - Ensure fatigued members are relieved. Often times this also means key supervisory personnel.
  - Ensure transit times between lodging and work areas are appropriate, and do not endanger personnel with long drives to and from work areas.

- Ensure field personnel are being properly supported (meals, transportation, safety gear, etc.) Work with LSC to resolve.
- Consider adding a Crisis Incident Stress Manager as a Technical Specialists for the incident, and incorporate into the de-briefing process of workers coming off shift.
- Recommend the IC/UC implement responder reward and recognition programs (coins, prizes, etc.).
- Ensure VIPs and dignitaries take time to meet field responders and ICP personnel.
- Compliment – Praise their actions to date. Try to find something that each of your key staff or other members of your team has done that is noteworthy.

### ICP Activities

- ❑ Command's Operational Priorities and Objectives are clear
- ❑ Command has communicated clear expectations of the Operations Section
- ❑ Command is comfortable with operations activities
- ❑ The OSC and Command have agreed on what is considered critical information, and how it should be reported up to the IC/UC
- ❑ The PSC is able to coordinate the Operational Planning Process
- ❑ Status displays by SITL and RESL are accurate, up-to-date, and meeting the needs of the OSC, Command and other staff
- ❑ The Incident Action Plan has sufficient, and accurate content to support the operation
  - The ICS 204's have task specific, detailed work descriptions and/or have detailed attachments (maps, diagrams, work plans, hazard info, etc.)
  - The ICS 205 covers all aspects of the operation, and includes use of voice and data communication
  - The ICS 206 has been verified by direct contact with the hospitals and ambulance service providers
- ❑ Effective coordination between the OSC and other staff
- ❑ The meeting schedule allows for ample OSC coordination of inputs to meetings/briefings
- ❑ Contingencies or "what if" possibilities are being effectively planned for
- ❑ PSC is forecasting, planning, and preparing for the escalation or de-escalation of the incident

- ❑ The resource requesting process is smooth, and producing timely results
- ❑ Operations Section equipment is being properly maintained, repaired, and/or re-supplied
- ❑ The Logistics Section is managing an effective gear/equipment issue process
- ❑ THSP's (where needed) are effectively employed
- ❑ Support plans are developed and thoroughly understood by users
- ❑ Original documents are ending up in the DOCL archives (ICS 214's, etc)
- ❑ Time sheets and other accountability information are being sent to Finance
- ❑ There is a demobilization process/plan in place
- ❑ The OSC is identifying excess resources and supporting the demobilization process
- ❑ The Planning Section is developing and effectively conveying predictions, models, forecasts to the OSC and other staff to help achieve success
- ❑ Meetings and briefings are properly set-up and well executed
- ❑ The best qualified personnel available are assigned to fill positions
- ❑ Documents produced by the Operations Section are of high quality

## 8.18 Personnel Evaluation Criteria

|  |                                                      |
|--|------------------------------------------------------|
|  | Crew morale?<br>High            Med            Low   |
|  | Are assignments completed on time?                   |
|  | Are injuries exceeding normal operating environment? |
|  | Is team effectively interacting?                     |
|  | Number of unresolved issues passed to Command?       |
|  | Any aggression or frustration by team members?       |
|  | Possible solutions to problems/issues?               |

## 8.19 ICS 225 Incident Personnel Performance Rating

|                                                                                                                                                                                                                    |                                                               |                                                                                                                                                                                                                                                                                                                                                              |                                          |                                                                                                                                                                    |                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| <b>INCIDENT PERSONNEL PERFORMANCE RATING</b><br><b>ICS 225-CG</b>                                                                                                                                                  |                                                               | <b>INSTRUCTIONS:</b> 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:<br>Rank Last, First                                                                                                                                                                                       |                                                               | 2. Incident Name:<br>Enter Incident Name                                                                                                                                                                                                                                                                                                                     |                                          |                                                                                                                                                                    |                                                      |
| 3. Home Unit and Phone Number:<br>Enter Unit or Home Office here                                                                                                                                                   |                                                               | 4. Location of Incident:<br>City, State                                                                                                                                                                                                                                                                                                                      |                                          |                                                                                                                                                                    |                                                      |
| 5. Position Assigned:<br>ICS Position                                                                                                                                                                              | 6. Date of Assignment:<br>From: dd/mm/yyyy To: dd/mm/yyyy     |                                                                                                                                                                                                                                                                                                                                                              | 7. Date Incident Started:<br>dd/mm/yyyy  | 8. Incident Type:<br>Type I, II, III                                                                                                                               | 9. Incident Kind:<br>(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:                                                                                                                                                      | <input type="checkbox"/>                                      | Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas.<br><input type="checkbox"/>                                                                                                                                                                                                                  | <input type="checkbox"/>                 | Competent and credible authority on specialty or operational issues.<br><input type="checkbox"/>                                                                   | <input type="checkbox"/>                             |
| B. Planning/Preparedness & ability to obtain performance/results:                                                                                                                                                  | <input type="checkbox"/>                                      | Got caught by the unexpected; appeared to be controlled by events; routine tasks accomplished with difficulty.<br><input type="checkbox"/>                                                                                                                                                                                                                   | <input type="checkbox"/>                 | Consistently prepared. Set high but realistic goals. Work was timely and of high quality, required same of subordinates.<br><input type="checkbox"/>               | <input type="checkbox"/>                             |
| C. Adaptability/Attitude:                                                                                                                                                                                          | <input type="checkbox"/>                                      | Unable to gauge effectiveness of work; recognize political realities, or make adjustments when needed. Maintained a poor outlook.<br><input type="checkbox"/>                                                                                                                                                                                                | <input type="checkbox"/>                 | Receptive to change, new information, and technology.<br><input type="checkbox"/>                                                                                  | <input type="checkbox"/>                             |
| D. Communication Skills:                                                                                                                                                                                           | <input type="checkbox"/>                                      | Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic.<br><input type="checkbox"/>                                                                                                                                                                                                                                      | <input type="checkbox"/>                 | Effectively expressed ideas and facts in individual and group situations; non-verbal actions consistent with spoken message.<br><input type="checkbox"/>           | <input type="checkbox"/>                             |
| E. Directing Others:                                                                                                                                                                                               | <input type="checkbox"/>                                      | Showed difficulty in directing or influencing others. Unwilling to delegate authority to increase efficiency of task accomplishment.<br><input type="checkbox"/>                                                                                                                                                                                             | <input type="checkbox"/>                 | Set high work standards; clearly articulated job requirements, expectations and measurement criteria; held subordinates accountable.<br><input type="checkbox"/>   | <input type="checkbox"/>                             |
| F. Ability to work on/ Consideration for team:                                                                                                                                                                     | <input type="checkbox"/>                                      | Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates or others. Used teams ineffectively or at wrong times.<br><input type="checkbox"/>                                                                                                                                                  | <input type="checkbox"/>                 | Skillfully used teams to increase unit effectiveness, quality, and service. Cared for people. Recognized and responded to their needs.<br><input type="checkbox"/> | <input type="checkbox"/>                             |
| G. Judgment/Decisions under stress:                                                                                                                                                                                | <input type="checkbox"/>                                      | Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts.<br><input type="checkbox"/>                                                                                                                                                                                                 | <input type="checkbox"/>                 | Skillfully used teams to increase unit effectiveness, quality, and service.<br><input type="checkbox"/>                                                            | <input type="checkbox"/>                             |
| H. Initiative                                                                                                                                                                                                      | <input type="checkbox"/>                                      | Postponed needed action. Implemented or supported improvements only when directed.<br><input type="checkbox"/>                                                                                                                                                                                                                                               | <input type="checkbox"/>                 | Championed improvement through new ideas, methods, and practices; self-starter.<br><input type="checkbox"/>                                                        | <input type="checkbox"/>                             |
| I. Adherence to safety:                                                                                                                                                                                            | <input type="checkbox"/>                                      | Failed to adequately identify and protect personnel from safety hazards.<br><input type="checkbox"/>                                                                                                                                                                                                                                                         | <input type="checkbox"/>                 | Ensured that safe operating procedures were followed.<br><input type="checkbox"/>                                                                                  | <input type="checkbox"/>                             |
| 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.<br>Rank Last, First                                                                                                                           |                                                               |                                                                                                                                                                                                                                                                                                                                                              |                                          |                                                                                                                                                                    | 13 Date:<br>mm/dd/yyyy                               |
| 14. Rated By (signature/print name):<br>Rank Last, First                                                                                                                                                           | 15. Supervisor Home Unit (address/phone):<br>Rank Last, First |                                                                                                                                                                                                                                                                                                                                                              | 16. Supervisor Position:<br>ICS Position |                                                                                                                                                                    | 17. Date:<br>mm/dd/yyyy                              |

## ICS 225 Incident Personnel Performance Rating Instructions

**Purpose.** The Incident Personnel Performance Rating gives supervisors the opportunity to evaluate subordinates on incident assignments. THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT.

**Preparation.** The Incident Personnel Performance Rating is normally prepared by the supervisor for each subordinate, using the evaluation standard given in the form. 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.

**Distribution.** The Incident Personnel Performance Rating is duplicated a copy is given to the subordinate and supervisor. All completed original forms MUST be given to the Documentation Unit.

| <u>Item #</u> | <u>Item Title</u>         | <u>Instructions</u>                                                                                                                      |
|---------------|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| 1.            | Name                      | Enter the name of the person being evaluated.                                                                                            |
| 2.            | Incident Name             | Enter the name assigned to the incident.                                                                                                 |
| 3.            | Home Unit                 | Enter the address and phone number of the home unit of the person being evaluated.                                                       |
| 4.            | Location of Incident      | Enter the address/location of the incident.                                                                                              |
| 5.            | Position Assigned         | Enter the position assigned for the purpose of this evaluation.                                                                          |
| 6.            | Date of Assignment        | Enter the date of assignment.                                                                                                            |
| 7.            | Date Incident Started     | Enter the date the incident started.                                                                                                     |
| 8.            | Type of Incident          | Enter the Type (size) of the incident: Type 1, 2, 3, 4 or 5.                                                                             |
| 9.            | Kind of Incident          | Enter the kind of incident: Oil/Hazmat Spill, SAR, Fire, etc.                                                                            |
| 10.           | Evaluation                | Enter X under the appropriate rating for each category listed using the definitions given.                                               |
|               | Not Applicable            | not observed.                                                                                                                            |
|               | 1 - Unacceptable          | Deficient. Does not meet minimum requirements of the individual element. DEFICIENCIES/IMPROVEMENTS NEEDED MUST BE IDENTIFIED IN REMARKS. |
|               | 2 - Needs to improve      | Meets some or most of the requirements of the individual element. IDENTIFY IMPROVEMENT NEEDED IN REMARKS.                                |
|               | 3 - Met Standards         | Satisfactory. Employee meets all requirements of the individual element.                                                                 |
|               | 4 - Fully successful      | Employee meets all requirements and exceeds one or several of the requirements of the individual element.                                |
|               | 5 - Exceeded Expectations | Superior. Employee consistently exceeds the performance requirements.                                                                    |
| 11.           | Remarks                   | Provide remarks/comments for ratings given. <b>Comments required for unsatisfactory and needs to improve ratings.</b>                    |
| 12.           | Rated Person Signature    | Rated Person's signature.                                                                                                                |
| 13.           | Date                      | Enter date (month, day, year) rated person signed performance rating.                                                                    |
| 14.           | Rated By                  | Signature and printed name of supervisor/person giving the performance rating.                                                           |
| 15.           | Supervisor Home Unit      | Enter address/phone of supervisor.                                                                                                       |
| 16.           | Supervisor Position       | Enter the position the supervisor held.                                                                                                  |
| 17.           | Date                      | Enter date (month, day, year) supervisor signed the performance rating.                                                                  |

**UNITED STATES COAST GUARD**

# Operations Section Chief Activities in the ICS Planning Process

