Incident Command System

Division/ Group Supervisor

- DIVS -

Job Aid

Revision 2
July 2014

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Appendices

Overview

User

The user of this job aid will be anyone assigned as Division or Group Supervisor (DIVS) within the National Incident Management System (NIMS) Incident Command System (ICS).

- 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.
- Note that in the ICS, Division and Group Supervisors are typed, unlike most other positions.

When to Use

This Job Aid does not cover other important traits of an effective DIVS, such as good leadership, interpersonal and communications skills, or experience in risk-based decision making

A good DIVS exhibits these traits and many more in addition to properly executing the ICS.

Major Tasks

Below is a list of major accomplishments:

- Comprehensive understanding of incident situation
- Describe briefings attended by the DIVS
- Determine and implement operational period requirements (ICS-204)
- Determine risk management
- Communicate with supervisors and other key personnel
- Effectively transfer and demobilize

References

Below is a list of references that may be required while using this job aid:

- Incident Management Handbook (IMH) COMDTPUB P3120.17 is the key reference for executing Incident Command System processes. The IMH is available on the Coast Guard ICS web pages at **http://homeport.uscg.mil/ics/**.
- USCG Division / Group Supervisor Performance Qualification Standard (PQS)

ICS Forms

ICS Forms can be found on the Coast Guard ICS web pages at **http://homeport.uscg.mil/ics**. Generally, the DIVS will either work with or have responsibility for information on the following ICS forms:

- Incident Briefing (ICS 201)
- Incident Objectives (ICS 202)
- Organization Assignment List (ICS 203)
- Assignment List (ICS 204)
- Assignment List Attachment (ICS 204a)
- Communications Plan (ICS 205)
- Medical Plan (ICS 206)
- Incident Organization Chart (ICS 207)
- Site Safety Plan (ICS 208)
- Incident Summary Status (ICS 209)
- Check-In List (ICS 211)
- General Message (ICS 213)
- Resource Request Message (ICS 213)
- Unit Log (ICS 214)
- Demobilization Check-Out (ICS 221)

Materials

- Daily Meeting Schedule

Ensure you have these materials during an incident:

- ICS 214 Unit Log – recommend “Write-in-the-Rain”
- Notebook – recommend “Write-in-the-Rain”
- Proper communications equipment

Checklists

Initial Actions

	Check-in (see detail on page 13)
	Resource orders to FSC (see detail on page 14)
	Lodging assignment (see detail on page 14)
	Meal schedule (see detail on page 15)
	Review & sign Site Safety Plan (see detail on page 15)

Situation Assessment

	What kind of Incident? (see detail on page 17)
	Who are key players? (see detail on page 17)
	When incident occurred? (see detail on page 17)
	Where Incident location/AOR? (see detail on page 17)
	Sensitive areas, endangered species? (see detail on page 18)
	Incident organization? (see detail on page 18)
	Resources on-scene? (see detail on page 18)
	Press interest?
	Next Ops Brief? (see detail on page 18)

Initial Briefing

	Size and complexity of incident (see detail on page 19)
	OSC expectations (see detail on page 19)
	Limitations and constraints (see detail on page 20)
	Critical Information reporting (see detail on page 20)
	Assignment (see detail on page 20)

Operations Briefing

	Tasking clear? (see detail on page 21)
	Assigned resources appropriate (see detail on page 22)
	Safety message and PPE appropriate to tasking? (see detail on page 22)
	Assistant Safety Officer assigned? (see detail on page 22)
	Communications appropriate? (see detail on page 23)
	Critical Information Reporting clear? (see detail on page 23)
	Resource Request Process clear? (see detail on page 23)
	Clarify as necessary (see detail on page 23)

On-scene Briefing

	Meet with subordinates (see detail on page 26)
	Validate resources assigned (see detail on page 26)
	Evaluate on-scene conditions (see detail on page 26)
	Brief subordinates on work assignment (see detail on page 26)
	Provide safety brief specific to the environment & assignment (see detail on page 26)
	Communicate expectations (see detail on page 27)
	Discuss communications Plan (see detail on page 27)
	Discuss Media Policy (see detail on page 27)
	Discuss Logistical issues (see detail on page 27)
	Critical Information Reporting (see detail on page 27)
	Clarify as necessary

Debrief

	Debrief subordinates on progress (see detail on page 28)
	Note Percent of work assignment completed (see detail on page 28)
	Note Resource utilization and effectiveness (see detail on page 28)
	Note Safety Concerns (see detail on page 28)
	Ensure accountable property transferred or secured (see detail on page 28)
	Collect documentation (see detail on page 28)
	Complete ICS 214 (see detail on page 28)
	Discuss logistical issues with subordinates (see detail on page 28)
	Provide supervisor and/or SITL overview of activities and/or problems (see detail on page 28)
	Turn in ICS 214 to Documentation Unit (see detail on page 29)

Personnel Evaluation Criteria

	Crew morale? 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?

Demobilization

	Provide input to Demobilization Plan (see detail on page 41)
	Participate in Debriefing (see detail on page 28 and on page 41)
	Brief Replacement, as necessary (see detail on page 41)
	Follow Demobilization Plan
	Document Equipment Status (see detail on page 41)
	Replenish supplies (see detail on page 41)
	Provide documentation to Documentation (see detail on page 41)
	Turn in Equipment, as appropriate (see detail on page 41)
	Complete ICS 221

Initial Actions

General Tasks

The following tasks should be accomplished as soon as possible after arriving on-scene.

1. Check-in: Upon arrival at the incident, check-in at the Incident Command Post, Base, or Staging Area on the ICS 211.
    a. Ensure you have your Resource Order Number available. This enables the Check-in Recorder (SCKN) to validate your assignment to the incident quickly. The Order Number is generally in the following format:
        i. Example: O-374 (O is for Overhead, and the 3 digit number is assigned by Logistics)
    b. Additional information. The incident will want a number where you can be reached, your home base, how you got to the incident, as well as any additional qualifications you may have.

c. Receive assignment if available. Although you probably know why you are at the incident, Check-in may have your actual assignment available (e.g. DIV A Supervisor, Salvage Group Supervisor, etc).

d. Incident credentials: On some incidents, credentials (badges) are created for all assigned personnel. If the incident is creating credentials, you should receive them when you check-in.

2. Leave copy of resource orders or other travel documents with FSC or Admin Officer. Determine how often to turn time into FSC and start OF- 288 Emergency Firefighter Time Report.

3. LSC - Lodging assignment: The incident is responsible for ensuring you have adequate lodging, unless you are locally based. If the incident is small, Logistics may ask you to make your own arrangements, or they may have already contracted with a local hotel for incident personnel. Even if you have made your own arrangements, Logistics should still be tracking where personnel are housed.

4. LSC - Meal schedule: The size, complexity and location of an incident will impact the availability of meals.
   a. On most AHIMT responses, meals are the responsibility of the individual.
   b. If meals are provided the incident generally tracks who got a meal and the individual is required to make the appropriate modification to their travel claim.
5. SOFR - Review and sign the Site Safety Plan: As a Division or Group Supervisor, it is critical that you understand all of the incident hazards and mitigation strategies. Although you may only be impacted by a few of these hazards in your particular division, knowledge can be the difference between zero accidents and preventable injuries.
   a. Each incident should have a Site Safety Plan where the Safety Officer (SOFR) has elaborated on these hazards.
   b. Review and sign the Site Safety Plan indicating awareness and understanding.

Situation Assessment

The following tasks should be accomplished after checking-in to the incident. As a member of the IMT leadership, you will share in the success or failure of commands objectives. Part of “starting right” is for each LSC to take responsibility for getting a handle on the situation so they have a better understanding of the big picture. Regardless of when you arrive at an incident, there is usually very little time for someone else to brief you. The following tasks should be accomplished AFTER checking-in to the incident.

1. Review current ICS 201 and/or IAP for overview of current operations. The purpose of this task is to have the incoming DIVS acquire additional background on the incident prior to starting their assignment. As a member of the IMT leadership, they will share in the success or failure of commands objectives.
2. Part of “starting right” is for each DIVS to take responsibility for getting a handle on the situation so they have a better understanding of the big picture.
3. Regardless of when you arrive at an incident, there is usually very little time for someone else to brief you.

4. You need to find out the Who, What, When, Where, Incident Organization, and Resources related to the incident:

5. **What** is the incident (SAR, oil/hazmat, LE, natural disaster, etc.)? Do you have the skill set to be effective? For example, an on-water SAR Group Supervisor is not necessarily the same DIVS that should manage Urban SAR operations.

6. **Who** are key players (Fed, State, local, industry)? This may give you some insight into why Command is setting particular objectives. Also, you may end up interacting with stakeholders while in the field.

7. **When** did the incident take place? An incident changes character over time including; survival rates, weathering of oil, potential contaminants, vessel stability, etc.

8. **Where** did the incident take place?

    a. 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 unit AOR and the incident AOR? Generally, there should be a difference.

b. What are the sensitive areas (geographically)? Are there any endangered species in the incident AOR? Are there any historical and/or tribal sites?

9. 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 Safety Officer (SOFR) and Situation Unit Leader (SITL).
10. What **resources** are on-scene and/or enroute? This is not about memorizing resources. However, each DIVS should have a ballpark idea of what is available to support the operations on-scene.
11. **When** is the next scheduled Operations Brief?

Meetings and Briefings

Initial Brief

The initial briefing is the opportunity for the DIVS to receive their incident assignment, resources assigned to division/group (if known) and the first opportunity to ask questions. Depending on the phase and/or size of the incident, you may or may not get a chance to spend this time with the OSC or OPBD before you start working. If you are NOT able to attend this brief, your next and most important opportunity is the Operations Brief.

1. Size and complexity of incident:
    a. How big a role are you playing? Are you one of two or one of thirty?
    b. Do you have the experience for the role you are playing?
    c. Is the incident expanding or contracting?
2. Expectations of the OSC: OSC's come with many different levels of expertise and experience. In a multi-hazard, multi-jurisdictional incident it is probable that the OSC is not a subject matter expert in all areas.
    a. Are you the expert in this area? If so, is the OSC going to expect more or less from you.

   b. If you are not an expert, does the OSC have expertise on staff if you have questions?
   c. Contact info for supervisor?

3. Limitations and Constraints (e.g. are you the right DIVS for the job?). While this may seem intuitive, a DIVS brought on to manage beach cleanup operations in a Division probably does not have the same skill set as a DIVS brought on to manage a Security Group.
   a. Special concerns (e.g. reporting criteria)
   b. Assignment
   c. Resource request process (see Appendix F – Example DIVS Resource Request Process).
   d. Critical information reporting expectations
4. If you are not going to be starting operations immediately, begin preparations for the Operations briefing and deployment to the field (e.g. get supplies appropriate to the incident, get food and a good rest).

Operations Briefing

This 30-minute or less briefing presents the Incident Action Plan to the Operations Section Division or Group Supervisors.

1. PSC opens briefing, covers ground rules and reviews agenda (example agenda in IMH Chapter 3).
2. PSC reviews IC/UC objectives and changes to IAP, i.e., pen and ink changes.
3. IC/UC provides opening remarks.
4. SITL conducts Situation Briefing.
5. OSC discusses current response actions and accomplishments.
6. OSC conducts roll call of the Operations Section personnel and briefs them. **When the OSC gets to your Division or Group, you should review your tasking on the ICS 204 as follows:**
   a. Is tasking clear? As an example, there is a big difference between, “secure the area”, “enforce the security zone”, and “enforce security zone within 100 yards of sunken vessel with CG LE and Auxiliary vessels only, using CG Use of Force policy”. The work assignment in block 7 of the ICS 204 should have the kind of clarity in the last example. If it doesn’t, you should seek clarity.

b. Are assigned resources appropriate to complete assignment?
   i. Do you have the experience and expertise to manage these resources?
   ii. Based on your experience, do you have enough and the right kind of resources to effectively complete the assignment?
c. Determine hazards associated with assignment. In theory, the Safety Officer should have conducted a risk analysis for each assignment. The purpose of this task is to ensure your expectations are in alignment with the SOFR.
d. Determine strategies to mitigate hazards. Same rationale as above.
e. Does ICS 204 safety message indicate PPE appropriate to mitigate the expected hazards of the assignment? The exercise in (c) and (d) should lead you to same conclusion as that of the SOFR. If not, clarify.
f. Is an Assistant Safety Officer assigned (or needed) to your division/group? Some operations by their very nature are more hazardous than others. Diving, salvage, and hazardous waste removal, are just a few examples. Depending on your experience (or possibly OSHA or agency regulations),

you may want an Assistant Safety Officer on-scene.

g. Do communications on the ICS 204 appear appropriate to the tasking? The size and complexity of the incident can and will influence the communications plan (ICS 205). You should check out the ICS 205 during the Operations Briefing. Is everyone expected to use the same frequency? If so, and there are more than two (2) divisions or groups then you are facing potential problems.

h. What Critical Information Reporting is expected by the OSC and/or Command? Finally, how does Command and/or the OSC want you to handle the reporting of injuries, incident-within-incident situations, press encounters, completion of all or part of your work assignment, etc?

i. <u>Clarify concerns immediately with OSC.</u>

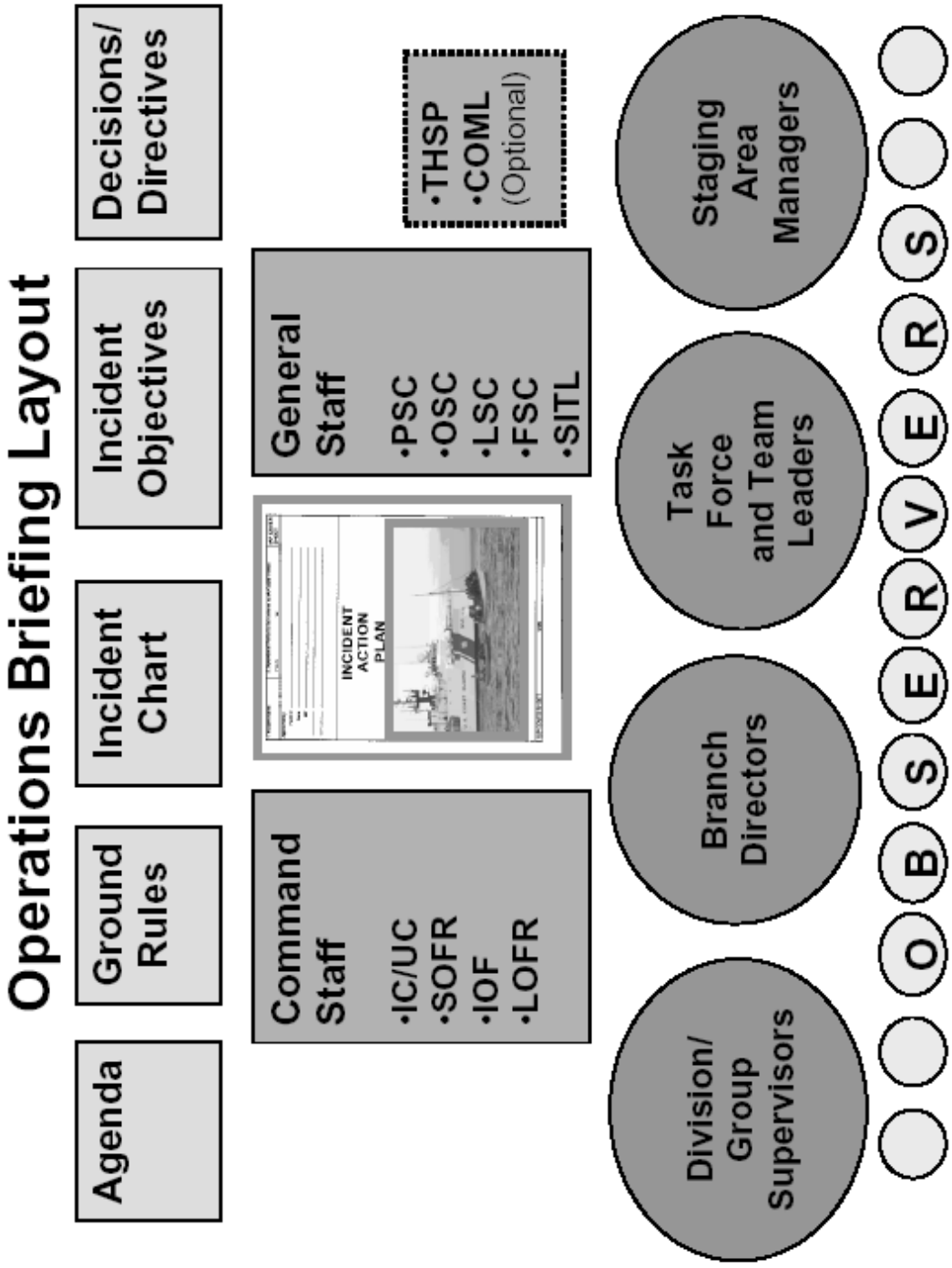
7. LSC covers food, transportation plan, communications plan (ICS 205), medical plan (ICS 206), supply updates and resource request process (example in Appendix F – Example DIVS Resource Request Process).
8. FSC covers fiscal issues.
9. SOFR covers safety issues.

10. PIO covers public affairs issues.
11. LOFR covers interagency & stakeholder issues
12. INTO covers intelligence & investigation issues.
13. PSC solicits final comments and adjourns briefing.

Make sure you are standing close enough to hear your assignment and special instructions from the Incident Management Team (IMT).

DO NOT LEAVE THIS MEETING WITHOUT CLARIFYING ANY CONCERNS YOU HAVE!

Operations Briefing Layout



This is just one example of how the Operations briefing area may be set up. The area used for this brief can be anything from a hotel room to a gymnasium to an open field.

On-scene (Tailgate) Meeting

This meeting usually takes place where you are going to perform your assigned tasks and consists of the following steps.

1. Meet subordinates at assigned location. How do you know where this location is? Look at block 6 of the ICS 204 (See example on page 49).
2. Validate all resources identified on the ICS 204 are available. Any resources not available should be reported to the OSC or Branch Director.
3. Evaluate on-scene conditions against expected hazards and develop an operational risk assessment.
4. Have conditions and/or hazards changed? If an Assistant Safety Officer is assigned, have you consulted with the Assistant SOFR about these changes?
5. If conditions or hazards have changed, can you still safely achieve the work assignment? If not, notify chain of command for further direction.
6. Conduct a short brief with subordinates.
7. Communicate work assignment from ICS 204.
8. Provide a safety brief specific to the environment and work assignment.

a. Weather.
b. Tides, currents.
c. Indigenous species.
d. Slips, trips, falls, etc.
e. Exposures.
f. Proper PPE wear.
g. Ensure subordinates sign ICS 208 Worker Acknowledgement form.

9. Communicate DIVS expectations.
10. Provide communications requirements and conduct communications check.
11. Media policy (e.g. what PIO discussed during the OPS brief).
12. Logistical issues (food, toilets, fueling, etc.)
13. Critical information reporting criteria (e.g. injuries, deaths, incident related issues).
14. Direct subordinates to commence work when you are satisfied that the assignment is understood and can be completed.

Debrief

Upon completion of the shift or operational period, the DIVS will collect information from subordinates on lessons learned and present this information to their supervisor and/or SITL.

1. Debrief all subordinates on progress.
2. Note percent of work assignment completed.
3. Note resource utilization and effectiveness (e.g. are these assets the right tools for the job and were there enough, too many or too few?).
4. Note any safety concerns (i.e. hazardous species, environment, near misses, decontamination needs, etc.).
5. Ensure all accountable property is either transferred to oncoming shift, secured, or returned to logistics.
6. Collect all forms of documentation (e.g. GPS coordinates, photos, logs, etc).
7. Ensure ICS 214, Unit Log, is complete (all key events), accurate and signed (See example on page 57).
8. Ensure logistical issues discussed prior to releasing subordinates (refuel, replenish, secure gear, food and lodging, etc).

9. Provide supervisor (OSC/Deputy OSC/Branch Director) and/or SITL with overview of activities and any problems or concerns that potentially impact the next operational period or incident. This includes safety concerns.
10. Provide original ICS 214 to Documentation Unit. Keep a copy for yourself and any problems or concerns that potentially impact the next operational period or incident. This includes safety concerns.
11. Provide original ICS 214 to Documentation Unit. Keep a copy for yourself.

Other Meetings

Depending on the incident, there are many meetings and briefings that can and do take place. Some are ad hoc and some are scheduled. Those listed below are just some that a DIVS may be involved in.

- Demobilization – Depending on the volume of resources scheduled for demobilization, the Demobilization Unit Leader may schedule a briefing to go over important points.
- Operations Section Meeting – The OSC may schedule an on or off shift meeting to discuss general concerns related to incident operations.

On-scene Activities

Lead Personnel

Below is a general task checklist that should be completed as soon as possible after arriving at an incident. A Personnel Evaluation Criteria check list is included on on page 11.

1. On-scene leadership is primarily a function of will and skill. You may have subordinates who routinely report to you in your regular job. More likely, however, is that you will have a mix of subordinates (fed, state, local, contractor, volunteer, etc). You may only see them as a group once, or you may be together for an extended period.
2. You are faced with deciding, amongst many other things, whether they have the skill to do the job as well as the will. For instance, volunteers are often short on skill but long on will. Sometimes you have personnel who have the skill but not the will to do the job.
3. Dealing with Problems: Generally, you don't have a lot of time to get people to work nicely. If they do, great. If they don't, you need to figure out how to get through the shift (operational period) if you can or replace the trouble spot if you can't. You need to deal with problem personnel at the lowest level:

a. Communicating expectations
b. Reassignment within Division/Group
c. Reassignment to another Division/Group
d. Notification of your supervisor and/or their organization.

4. When are you no longer responsible for the subordinates assigned to you? Generally when you have ensured that they have food, berthing and transportation until they report to work again.
5. Foster Teamwork: There are many issues you will face in directing your division or group. Many are related to how well you can work as a team.
    a. Multiple operational periods
    b. Long hours
    c. High stress
    d. Not normal daily assignment (job)
    e. Other agencies, contractors, volunteers, etc

Safety

Below is a general task checklist regarding risk management. As a member of the leadership cadre of the Incident Management Team (IMT) you are responsible for the safety of your personnel while they are assigned to you. You accomplish this by:

1. Providing your subordinates with Personal Protective Equipment (PPE) appropriate to the task(s).
2. Organizing your subordinates, equipment and tactics to minimize risk. Although the ICS 204 tells you WHAT to do, it typically does not tell you HOW to do it. As the Subject Matter Expert (SME), it is up to you to decide how to manage your assigned resources to safely and effectively accomplish the task.
3. Adapting to changing conditions including:
   a. Weather
   b. Fatigue
   c. Unexpected hazards
   d. Stopping unsafe actions
4. Report mishaps if they occur to your Supervisor.
5. Providing feedback – Make sure that everyone (including the OSC/OPBD) has an opportunity to learn about mishaps or near-mishaps. It is good leadership and may avert accidents in other divisions or groups.

Tactical Planning

Tactical Planning is the art of organizing assigned resources (people and equipment) to accomplish a given task. As mentioned in the Safety tab above, the ICS 204 tells you WHAT to do but not HOW to do it.

1. Doctrine: Is there doctrine on how to accomplish the assigned task? Some operations like vessel escorts or SAR searches already have fairly prescriptive doctrine. Some operations like oiled beach cleanup leave the “how to” up to the DIVS.
2. If there is doctrine use it, or at least know when and why you deviate from using it.
3. People: You need to have a good understanding of your subordinates knowledge, skills and ability. You can’t just walk on-scene and assume everyone knows what they are doing.
4. Number of Staff: Generally, working in pairs is safer and more effective than working alone. Three or more opens the door to how many people are standing around watching others work. However, some high risk activities (dive ops, hazmat removal, etc) need extra eyes.

5. Equipment: You need to have a clear understanding of the equipment assigned to you, its capabilities, and whether it can complete the assignment in the required timeframe.
6. Geography: Whether you are a Division or Group Supervisor, consider the size of your area and how far away you are willing to let assets work from your ability to supervise and/or respond in case of emergency.
7. Overall Capability: What is the combined capability of your resources (stated vs. actual)? Can they work in all or just some weather conditions? Can they work at night? Does the task induce normal or above normal fatigue?

Given the above factors, what is the most effective way of organizing your resources to safely complete the work assignment?

Compatibility of Resources

Both people and equipment can have compatibility issues. The DIVS must constantly evaluate compatibility to reduce problems from arising.

1. Equipment: Equipment compatibility issues are generally easier to spot than people issues. For instance:
   a. Hose threads
   b. Respirator refills
   c. Oxygen tank connectors
2. Personnel: People are harder to spot unless the issue jumps out at you. Red flags include:
   a. Different tribes working together – you may not know this until you get on-scene, but if you realize that resources from two or more tribes may be working together, check in with the OSC.
   b. Contractors working side by side. Generally, it is NOT a good idea for competing contractors to work side-by-side.
   c. Volunteer groups with different agendas.
3. People and Equipment: Sometimes people and equipment don’t work well together. Quite often equipment comes as a one-size-fits-all which may not work well with the different shapes and sizes that humans come in.

Communication

Good communications, both up and down the chain of command, is a critical skill set. There are key relationships that a DIVS must maintain and communicate effectively with.

Make sure you have a schedule with your supervisor and subordinates for communicating.

See the information exchange matrix in Appendix A for who the DIVS must both obtain and provide information to.

Documentation

Below is a general task checklist of activities that should be documented for each work assignment on the ICS 214 (See Appendix H – Example ICS 214, Unit Log for example).

1. List all personnel in attendance
2. List all assets on scene.
3. Document key activities.
4. Attending Operations Brief.
5. Arrival on-scene.
6. Equipment breakdowns.
7. Personnel injuries.
8. Completion or percent completion of work assignment.
9. Secure from scene.
10. Copy for yourself – While this is not mandatory, it is highly recommended. You should get in the habit of keeping copies of all ICS 214 you generate for every incident you are on. DON'T count on the incident keeping track of your specific work product. If it is important to you, keep a copy for yourself.
11. Turn the original of the ICS 214 into the Documentation Unit daily.

Clean-up and Debrief

See Debrief information on page 28 for more information.

Demobilization

Below are responsibilities applicable to all ICS personnel.

1. Provide input to the Demobilization Plan as requested by the OSC. This can include information about what is effective/ineffective, work relationships (who works best with each other), what's not being used, lead times required to demobilize equipment and personnel and equipment release considerations.
2. Participate in IMT debriefing and/or close out session. This will help provide feedback for lessons learned and future improvements.
3. Brief replacement if necessary on status of division/group and work assigned.
4. Follow Demobilization Plan.
5. Document status of equipment when demobilized (i.e. condition, damage, etc.).
6. Provide Supply Unit Leader with a list of supplies to be replenished.
7. Forward all appropriate documentation to Documentation Unit.
8. Return all equipment to Logistics section as appropriate.
9. Complete ICS 221, Demobilization Check-out sheet.

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Appendix A – Functional Interactions

Inputs/ Outputs

Below is an information exchange matrix/functional interactions to assist the Division / Group Supervisor with obtaining information from other ICS positions and providing information to ICS positions.

MEET With	WHEN	DIVS OBTAINS	DIVS PROVIDES
OSC	Initial brief	Incident status	N/A
	Ops briefing	IC priorities, objectives, and work assignment	Acknowledge clarity of assignment
	End of shift briefing	Feedback on performance from OSC / Deputy OSC	Update on work assignment progress
PSC Staff	Upon arrival at incident	Assignment (if available) Status of current situation Work assignments Resources in play	Home base Contact info Other qualifications

	Daily	Up to date info from SITL and RESL as appropriate	Feedback on resource use decisions
LSC	Ops briefing	Briefing on logistical issues Food, fuel, etc Resource request process Medical plan Comms plan Transportation plan	Feedback on resource use decisions
FSC	As needed	FSC concerns re time sheets or other resource utilization	Feedback on resource use decisions
SOFR	Ops briefing	Safety information	Feedback on Safety issues
	As needed	Safety information	Feedback on safety issues
LNO	Ops briefing	Agency concerns regarding use of resources	Feedback on previous encounters with other agencies

	Ops briefing	Incident policy on press corps encounters	Feedback on previous encounters with press corps
THSP	As needed	Technical information to help conduct assignment	Feedback on assignment

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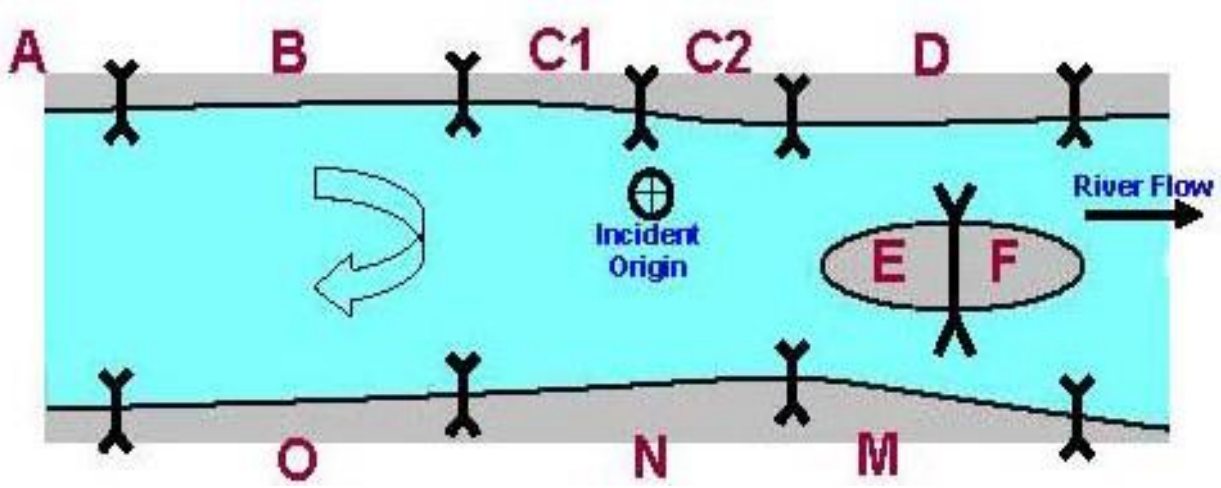
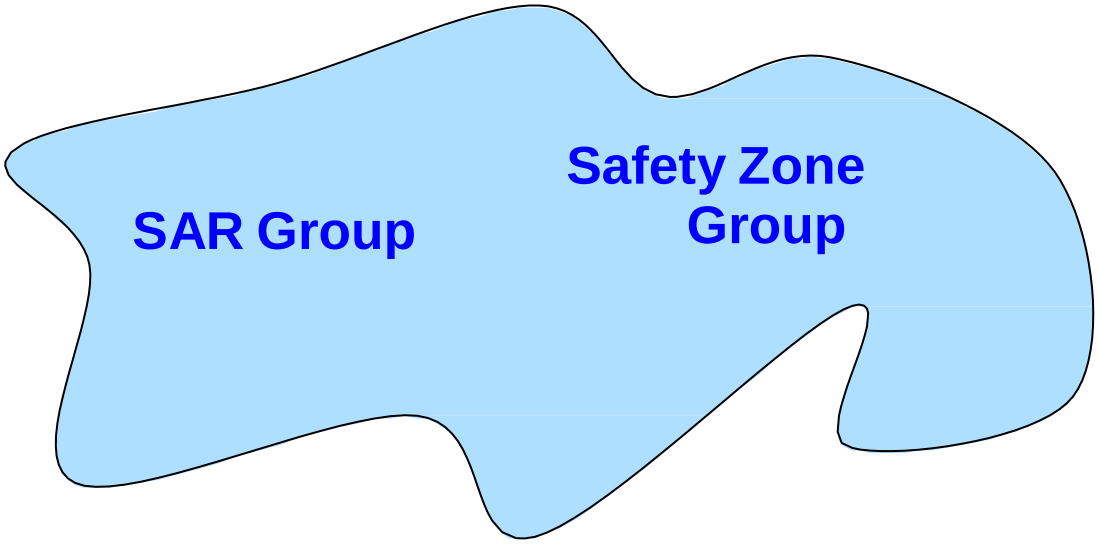
Appendix B – Example Division Layout



1. Divisions are lettered clockwise
2. Typically, Division A is closest to the incident (this may be different in a river environment).
3. Once named, a division can be split into segments (e.g. C becomes C-1, C-2) but it should NOT be renamed.
4. Divisions do not work for Groups.
5. Groups do not work for Divisions.

Appendix C – Example Group Layout



1. Groups are named for their function.
2. Dissimilar groups can work in the same area as other groups and divisions.
3. Groups do not work for Divisions.
4. Divisions don’t work for Groups.

Appendix D – Example ICS 204, Assignment List

1. BRANCH I	2. DIVISION/GROUP Alpha	**ASSIGNMENT LIST**
3. INCIDENT NAME Double Diamond	**4. OPERATIONAL PERIOD** **DATE** 5/12/14 **TIME** 0800-2000	

5. OPERATIONAL PERSONNEL

OPERATIONS CHIEF	G. Bennett	**DIVISION/GROUP SUPERVISOR**	R. Hamm
BRANCH DIRECTOR	L. Rogers	**AIR TACTICAL GROUP SUPERVISOR**	L. Ford

6. RESOURCES ASSIGNED TO THIS PERIOD

STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR	EMT	LEADER	NUMBER PERSONS	TRANS. NEEDED	PICKUP PT./TIME	DROP OFF PT./TIME
Engine 6203	Yes	R. Rea	3	No	0800	1930
IHC Diablos	Yes	S. Showman	20	Yes	0800	1930
TFS Dozer 3650	No	S. Casper	2	No	0800	1930
TFS Dozer 3652	No	R. Holbrook	2	No	0800	1930

7. CONTROL OPERATIONS

Establish firebreak 2 blades wide along perimeter and begin mop up 25 into the interior.

8. SPECIAL INSTRUCTIONS

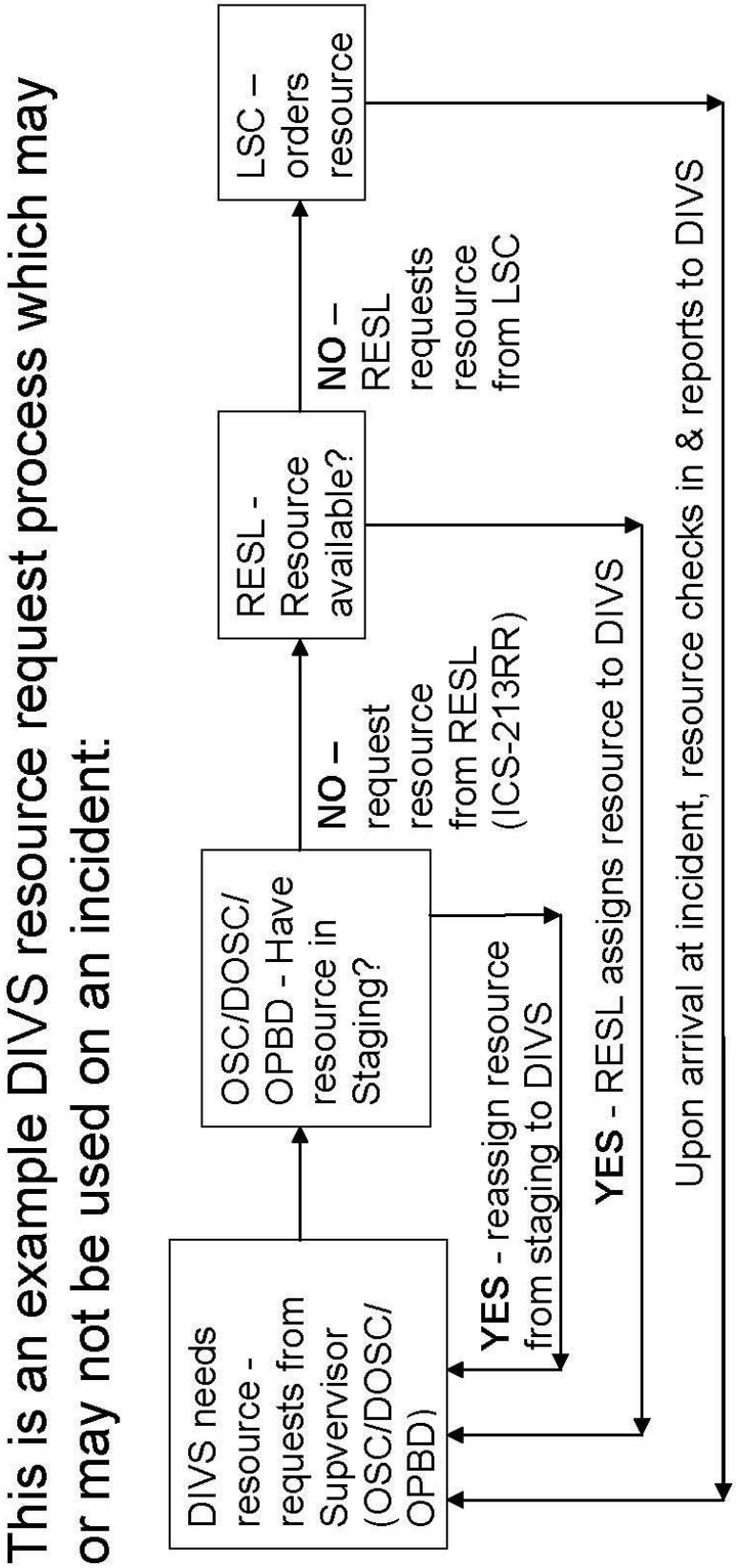
Keep one foot in the black and carry safety zone with you.

9. DIVISION/GROUP COMMUNICATIONS SUMMARY

FUNCTION		FREQ.	SYSTEM	CHAN.	FUNCTION		FREQ.	SYSTEM	CHAN.
COMMAND	LOCAL	154.28	TFS	1	SUPPORT	LOCAL			
	REPEAT					REPEAT			
DIV./GROUP TACTICAL		153.20	TFS	2	GROUND TO AIR		169.3	TFS	5

PREPARED BY (RESOURCE UNIT LEADER)	APPROVED BY (PLANNING SECT. CH.)	DATE	TIME
M. Martinez	P. Hannemann	5/11	2000

Appendix E – Example DIVS Resource Request Process



Appendix F – Example ICS 214, Unit Log

1. Incident Name	2. Operational Period (Date/Time)	UNIT LOG ICS 214-CG
HIATUSPORT INCIDENT	From: 0600 XX XXX 08 To: 1800 XX XXX 08	

3. Unit Name/Designators	4. Unit Leader (Name and ICS Position)
SECTOR HIATUSPORT	MSTC BIZZELL

5. Personnel Assigned

NAME	ICS POSITION	HOME BASE
JEFF SMITH	CREW - DIV B	WASILLA, AK
RANDY BITNER	"	CHICAGO, IL
COURTNEY COX	"	LALB, CA
BLAKE JONES	"	"
ARNOLD REED	"	"

6. Activity Log (Continue on Reverse)

TIME	MAJOR EVENTS
0600	ATTENDED OPERATIONS BRIEFING @ ICP
0645	MET CREW AT DIV B. CONDUCTED SAFETY BRIEF AND DESCRIBED DIV B WORK ASSIGNMENT. ALL CREW SIGNED ICS-208
0920	ONE ATV BROKE DOWN. CONTACTED STAM AND ARRANGED FOR REPLACEMENT ATV.
1335	CREW BLAKE JONES INJURED RIGHT ARM (POSSIBLY BROKEN) WHEN LOG (5" DIA) FELL WHILE HE WAS ATTEMPTING TO MOVE ANOTHER LOG DURING PRE-IMPACT BEACH CLEANUP OPS. NO WITNESSES. CONTACTED SOFR AND OSC, AND GSVL PER MED PLAN. MR. JONES TAKEN TO HOSPITAL.
1480	PRE-IMPACT BEACH CLEAN-UP OPS COMPLETED PER ICS-204. SECURE FOR DAY.

7. Prepared by:	Date/Time
MSTC Bizzell	1515 XX XXX 08

ICS 214 Instructions

UNIT LOG (ICS FORM 214-CG)

Purpose. The Unit Log records details of unit activity, including strike team activity or individual activity. These logs provide the basic reference from which to extract information for inclusion in any after-action report.

Preparation. A Unit Log is initiated and maintained by Command Staff members, Division/Group Supervisors, Air Operations Groups, Strike Team/Task Force Leaders, and Unit Leaders. Completed logs are submitted to supervisors who forward them to the Documentation Unit.

Distribution. The Documentation Unit maintains a file of all Unit Logs. All completed original forms MUST be given to the Documentation Unit.

Item #	Item Title	Instructions
1.	Incident Name	Enter the name assigned to the incident.
2.	Check-In Location	Enter the time interval for which the form applies. Record the start and end date and time.
3.	Unit Name/Designators	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4.	Unit Leader	Enter the name and ICS Position of the individual in charge of the Unit.
5.	Personnel Assigned	List the name, position, and home base of each member assigned to the unit during the operational period.
6.	Activity Log	Enter the time and briefly describe each significant occurrence or event (e.g., task assignments, task completions, injuries, difficulties encountered, etc.)
7.	Prepared By	Enter name and title of the person completing the log. Provide log to immediate supervisor, at the end of each operational period.
	Date/Time	Enter date (month, day, year) and time prepared (24-hour clock).

Appendix G – Conversions and Equivalents

CONVERSIONS AND EQUIVALENTS

AREA- (s=statute, n=nautical)		
Multiply	by	to derive
meters^2	10.76	feet^2
feet^2	0.0929	meters^2
kilometers^2	0.386	s. miles^2
s. miles^2	2.59	kilometers^2
s. miles^2	0.7548	n. miles^2
n. miles^2	1.325	s. miles^2
kilometers^2	0.2916	n. miles^2
n. miles^2	3.430	kilometers^2

TEMPERATURE-	
Calculate	To derive
5/9(°F-32°)	°C
9/5°C+32°	°F

VOLUME		
multiply	by	to derive
barrels	42	gallons
barrels	5.615	feet^3
barrels	158.9	liters
barrels	0.1589	meters^3
feet^5	7.481	gallons
gallons	3.785	liters

WEIGHT-		
multiply	by	to derive
kilograms	2.205	pounds
metric tons	0.984	long tons
metric tons	1,000	kilograms
metric tons	2,205	pounds
long tons	1,016	kilograms
long tons	2240	pounds
short tons	907.2	kilograms
short tons	2,000	pounds

DENSITY ESTIMATIONS-

	Barrels/Long Ton		Notes:
	Range	Average	• 1 Long Ton equals 2,200 lbs.
Crude Oils	6.7-8.1	7.4	• As a general approximation, use 7 bbl. (300 U.S. gallons) per metric ton of oil.
Aviation Gasolines	8.3-9.2	8.8	
Motor Gasolines	8.2-9.1	8.7	• 6.4 barrels/long ton is neutrally buoyant in fresh water. Open ocean neutral buoyancy values are generally in the 6.21-6.25 barrels/long ton range.
Kerosenes	7.7-8.3	8.0	
Gas Oils	7.2-7.9	7.6	
Diesel Oils	7.0-7.9	7.5	
Lubricating Oils	6.8-7.6	7.2	
Fuel Oils	6.6-7.0	6.8	
Asphaltic Bitumens	5.9-6.5	6.2	

Specific Gravity of 1 or an API of 10 equals the density of fresh water. Specific Gravity < 1 or an API > 10 indicates product is lighter than fresh water. API Gravity =(141.5/Specific Gravity) -131.5

Weight of Fresh Water: pounds/gallon	8.3	Note: Exact weight depends on temperature and salinity.
Weight of Sea Water: pounds/gallon	8.5	

OIL THICKNESS ESTIMATIONS-

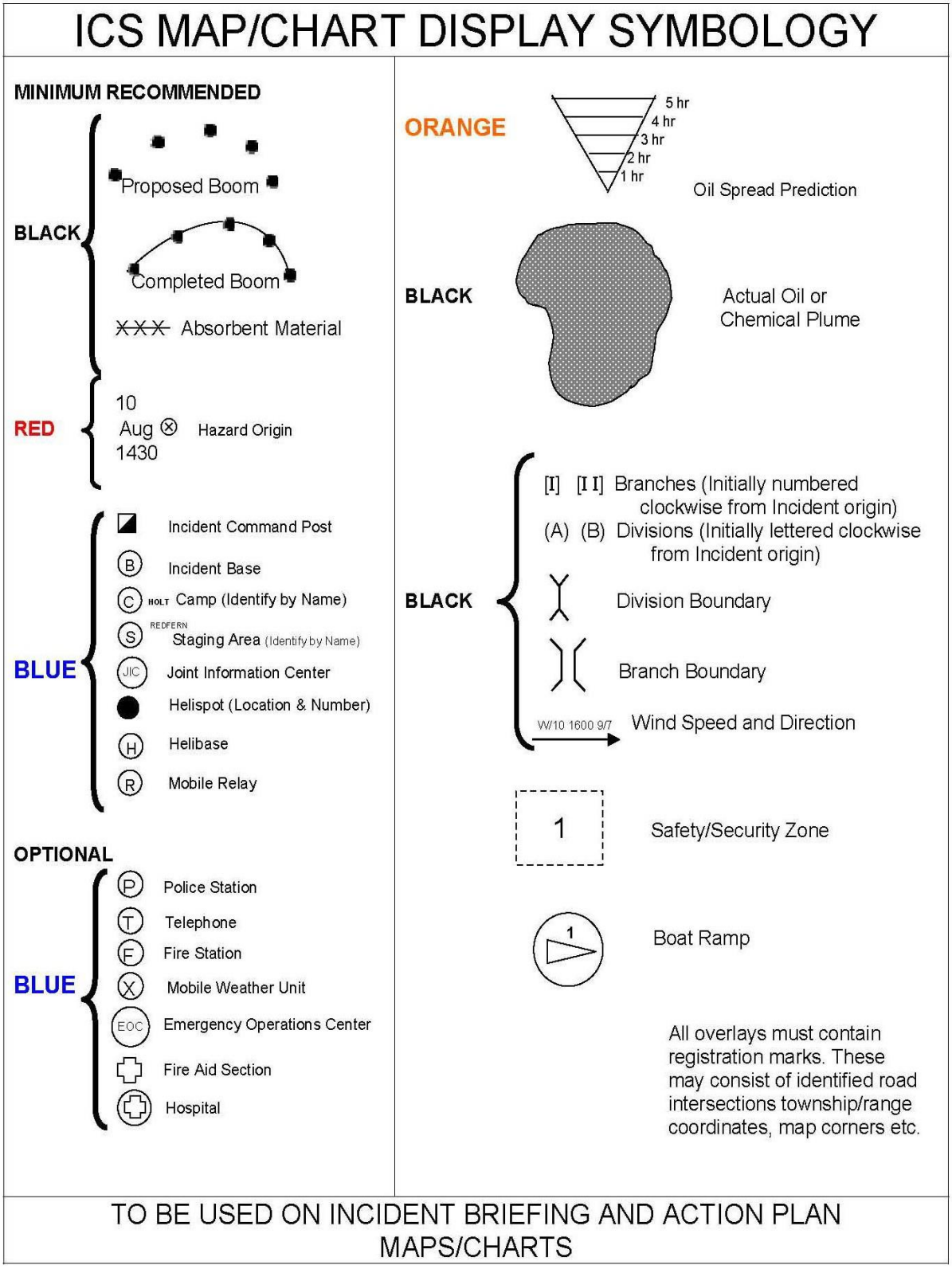
Standard Term	Approx. Film Thickness		Approx. Quantity of Oil in Film	
	Inches	Mm		
Barely Visible	0.0000015	0.00004	25 gals/mile^2	44 liters/km^2
Silvery	0.000003	0.00008	50 gals/mile	88 liters/km^2
Slight Color	0.000006	0.00015	100 gals/mile ^{2}	176 liters/km^2
Bright Color	0.000012	0.0003	200 gals/mile^2	351 liters/km^2
Dull	0.00004	0.001	666 gals/mile^2	1,168 liters/km^2
Dark	0.00008	0.002	1,332 gals/mile^2	2,237 liters/km^2

Thickness of light oils: 0.0010 inches to 0.00010 inches.
Thickness of heavy oils: 0.10 inches to 0.010 inches.

COMMONLY-USED EQUATIONS-

Circle: Area = 3.14 X radius^2 Circumference = 3.14 x diameter	Cylinder/Pipe/Tank Volume = 3.14 x radius^2 x length
	Rectangle/Square Area = length x width
Sphere/Tank Area = 4 x 3.14 x radius^2 Volume = 1.33 x 3.14 x radius^3	Cube/Block/Tank Volume = length x width x height

Appendix K – Map Display Symbols



Appendix L – GAR Model

Risk Calculation Worksheet - Calculating Risk Using GAR Model (GREEN-AMBER-RED)

To compute the total level of risk for each hazard identified below, assign a risk code of 0 (For No Risk) through 10 (For Maximum Risk) to each of the six elements. This is your personal estimate of the risk. Add the risk scores to come up with a Total Risk Score for each hazard.

SUPERVISION
Supervisory Control considers how qualified the supervisor is and whether effective supervision is taking place. Even if a person is qualified to perform a task, supervision acts as a control to minimize risk. This may simply be someone checking what is being done to ensure it is being done correctly. The higher the risk, the more the supervisor needs to be focused on observing and checking. A supervisor who is actively involved in a task (doing something) is easily distracted and should not be considered an effective safety observer in moderate to high-risk conditions.

PLANNING
Planning and preparation should consider how much information you have, how clear it is, and how much time you have to plan the evolution or evaluate the situation.

TEAM SELECTION
Team selection should consider the qualifications and experience level of the individuals used for the specific event/evolution. Individuals may need to be replaced during the vent/evolution and the experience level of the new team members should be assessed.

TEAM FITNESS
Team fitness should consider the physical and mental state of the crew. This is a function of the amount and quality of rest a crewmember has had. Quality of rest should consider how the ship rides, its habitability, potential sleep length, and any interruptions. Fatigue normally becomes a factor after 18 hours without rest; however, lack of quality sleep builds a deficit that worsens the effects of fatigue.

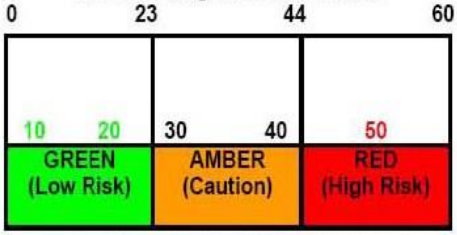
ENVIRONMENT
Environment should consider factors affecting personnel performance as well as the performance of the asset or resource. This includes, but is not limited to, time of day, temperature, humidity, precipitation, wind and sea conditions, proximity of aerial/navigational hazards and other exposures (e.g., oxygen deficiency, toxic chemicals, and/or injury from falls and sharp objects).

EVENT or EVOLUTION COMPLEXITY
Event/Evolution complexity should consider both the required time and the situation. Generally, the longer one is exposed to a hazard, the greater are the risks. However, each circumstance is unique. For example, more iterations of an evolution can increase the opportunity for a loss to occur, but may have the positive effect of improving the proficiency of the team, thus possibly decreasing the chance of error. This would depend upon the experience level of the team. The situation includes considering how long the environmental conditions will remain stable and the complexity of the work. Assign a risk code of 0 (For No Risk) through 10 (For Maximum Risk) to each of the six elements below.

Supervision	_____
Planning	_____
Team Selection	_____
Team Fitness	_____
Environment	_____
Event/Evolution Complexity	_____
Total Risk Score	_____

The mission risk can be visualized using the colors of a traffic light. If the total risk value falls in the GREEN ZONE (1-23), risk is rated as low. If the total risk value falls in the AMBER ZONE (24-44), risk is moderate and you should consider adopting procedures to minimize the risk. If the total value falls in the RED ZONE (45-60), you should implement measures to reduce the risk prior to starting the event or evolution.

GAR Evaluation Scale
Color Coding the Level 0f Risk



The ability to assign numerical values or "color codes" to hazards using the GAR Model is not the most important part of risk assessment. What is critical to this step is team discussions leading to an understanding of the risks and how they will be managed.