

Incident Management Team

The Basics

Webinar Training Series Edition

Purpose

This training provides an overview of the roles and responsibilities of an Incident Management Team (IMT). It includes suggested systems, tools, and best practices useful in managing an incident response.

Objectives

- Describe the Incident Management Team as a concept and how it can be applied during a response
- Provide a section-by-section illustration of duties and areas of concern for an IMT
- Describe specific systems that must be in place for an IMT to fulfill its responsibilities
- Discuss best practices for incident management specific to LDH emergency response activities

Incident Management Team

- An IMT refers to the command and control portion of an Incident Command System organization.
- Also referred to as the Command and General Staff
- Composed of the Incident Commander (and Deputy), Safety Officer, Public Information Officer, and the Section Chiefs (and their deputies).
- Responsible for organizing and directing response activities to achieve the incident objectives and to address the three universal incident priorities of life safety, incident stabilization, and preservation of property.

Characteristics of an IMT

- Generally manages a specific type of incident
- Compose of individuals possessing expertise and skills relevant to the specific response
- Train together and work together on the same incidents
- Able to apply their incident management skills at different levels of response

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SECTION RESPONSIBILITIES AND INCIDENT MANAGEMENT SYSTEMS

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LOGISTICS

Logistics | Responsibilities

Responsible providing material support to incident response activities

- Equipment
- Supplies
- Communications
- Facilities
- Transport

Logistics | Required Systems

Resource Acquisition

- Sources for anticipated equipment and supply needs (primary and backup)
- Resource agreements
- Defined resource ordering process
- Accurate order tracking process (order to receipt)
- Process (and site) for receipt and storage of equipment and supplies
- Comprehensive inventory system

Logistics | Required Systems

Communications

- Redundant communication platforms
- Interoperability with partner organizations
- Defined communication plan for use of each platform
 - Who uses it
 - For what purpose
 - Operational details (radio channels, email addresses, etc.)
- Defined fallback plan if primary systems should be unavailable
- Testing procedures for all platforms (with an established schedule)

Logistics | Required Systems

Facilities

- Complete list of potential sites to use as incident facilities (including relevant features)
- Defined footprint for a site based on the specific response operation
- Equipment and supply lists specific to each type of operation
- Defined set-up plan for placement of equipment (with assigned responsibilities)
- Process for addressing site maintenance issues
- Procedure for providing meals to assigned staff (if applicable)

Logistics | Required Systems

Transport

- Complete list of available transport assets and method of acquisition
- Validated list of authorized drivers
- Process for assigning vehicles (check-in/check-out)
- Process for vehicle fueling and maintenance
- Agency policies regarding use of transportation assets

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PLANNING

Planning | Responsibilities

Responsible for information collection, analysis, and dissemination

- Organization of response processes
- Incident Documentation
- Situational reporting
- Maintaining status of resources
- Long-term planning

Planning | Required Systems

Organization of Response Processes

- Procedures for managing the planning process
- Procedures for providing relevant briefings to response staff
- Procedures for dissemination of information to outside partners and agencies
- Detailed information on response personnel assignments

Planning | Required Systems

Incident Documentation

- Procedures for creation of Incident Action Plans (IAP)
- Process for summarizing incident data (any type) in usable format for specific audiences
- Accurate contact information for key personnel and outside partners
- Complete address and contact information for any incident response facilities being used

Planning | Required Systems

Situational Reporting

- Methods for determining what information should be collected
- Procedures for collecting incident data about response operations
- Process for doing data analysis, data validation, and creating data summaries

Planning | Required Systems

Maintaining Status of Resources

- Comprehensive resource (support) request tracking
 - Nothing is lost or overlooked
 - What is requested is what is received
- Process to validate requests
 - Frivolous requests
 - Duplicate requests
- Procedure for confirming receipt by requestor

Planning | Required Systems

Long-Term Planning

- Methods for projecting resource needs over different periods of time
- Processes for anticipating future issues
- Demobilization planning and demob processes
- Back-up processes for every other process
 - Planning Section
 - All other Sections

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ADMIN-FINANCE

Admin-Finance | Responsibilities

Responsible for financial accountability, timekeeping, human resource issues, and general administrative oversight

- Expenditure tracking
- Contract monitoring
- Staffing issues
- Payroll issues

Admin-Finance | Required Systems

Expenditure Tracking

- Process for collecting cost information (prior to expenditure whenever possible)
- Standard format for reporting expenditures
- Procedures for creating cost projections for near and long term response

Admin-Finance | Required Systems

Contract Monitoring

- Complete list of contracts active in the incident response
- Process for monitoring contract execution
- Process for reporting contract activities to primary contract owner/monitor

Admin-Finance | Required Systems

Staffing Issues

- Process for determining what staff are assigned to the incident response
 - Accurate list of personnel assigned to incident response rolls
 - Interface with Planning for resource (personnel) monitoring
- Process for acquiring additional staff as needed
- Process for handling no-shows and non-compliant staff

Admin-Finance | Required Systems

Payroll Issues

- Procedures for tracking staff time
- Procedures for validation (auditing) of time sheets
- Procedures for correcting timesheet errors
 - Off-shift staff
 - Demobilized staff
- Process for training staff on use of time-tracking procedures

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OPERATIONS

Operations | Responsibilities

Responsible for direction and oversight of tactical resources

- Creation of response strategies
- Assignment of tactical resources
- Monitoring of response progress

Operations | Required Systems

Creation of Response Strategies

- Methods for defining the scope of the incident
- Process for determining what tactical resources are available
- Process for identifying additional needed resources

Operations | Required Systems

Assignment of Tactical Resources

- Process for assessing priority needs
- Process for assessing capabilities of tactical resources
- Procedure for communicating resource assignments to Operations supervisors

Operations | Required Systems

Monitoring of Response Progress

- Defined criteria for successful operations
- Methods for comparing real-world outcomes to desired outcomes (evaluation)
- Process for identifying issues and making improvements to response operations
- Process for determining need for additional resources
- Process for determining presence of excess resources

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COMMAND

Command | Responsibilities

Responsible for overall direction of incident response activities

- Creation of incident objectives
- Reallocation of incident response assets
- Resolution of policy-related issues
- Determination of demobilization priorities
- Communication with larger incident management structure

Command | Considerations

Creation of Incident Objectives

- Ensure that objectives align with overall agency mission
- Ensure that objectives provide clear direction
- Avoid tactical-level planning
- Adjust objectives as the incident evolves

Command | Considerations

Reallocation of Assets

- Routinely assess current workload of each section
- Determine if resources are being used efficiently
- Reassign staff and other resources to best address the overall mission
- Don't be limited by original resource assignments

Command | Considerations

Resolution of Policy Issues

- Determine if the policy is being applied appropriately
- Determine if the policy is significantly hindering the response
- Consult with higher incident management structure for possible solutions

Command | Considerations

Determination of Demobilization Priorities

- Routinely monitor resource usage, particularly staff workload
- Assess incident priorities to determine if specific resources are still needed
- Direct relevant Sections to conduct position-level staff need assessments based on projected activities
- Approve or adjust demobilization plan as appropriate

Command | Considerations

Communication with Larger Incident Management Structure

- Be prepared to answer any question about your response activities or capabilities at any time
- Offer candid assessments of leadership directives
- Anticipate leadership questions and prepare information summaries backed by specific data
- Maintain routine contact with next link in chain of command
- Always seek clarification for unclear directives
- Bring potential issues to the attention of superiors before they become a problem

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BEST PRACTICES

Incident Management | Best Practices

- Always follow the established chain-of-command
- Know your agency's response priorities and mission (Stay in Your Lane)
- Understand who the players are in each incident response
- Specific information is always better than vague information
- Be prepared to answer the question that no one has ever asked (yet)

Incident Management | Best Practices

- Validate all resource needs before requesting resources
 - Distinguish between “must have” and “nice to have”
 - Determine realistic timetables for resource needs
- Enforce accountability for responsibility
 - Make clear assignments for each position
 - Supervisors should offer useful feedback and spot-train as necessary
- Be mindful of one another
 - This work is stressful
 - No one can work for days without sleep (no matter what they may claim)
 - Routinely take time to ask how someone is doing

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THE END