



I-100

Introduction to Incident Command System

Student Reference Notes

August 2016



Endorsement

Introduction to Incident Command System, I-100 has been developed by an interagency and inter-jurisdictional development group with guidance from the Canadian Interagency Forest Fire Centre.

Comments regarding this package or additional information should be addressed to:

ICS Canada
C/O Canadian Interagency Forest Fire Centre
210-301 Weston Street
Winnipeg, Manitoba
R3E 3H4

The following Incident Command System (ICS) training material meets the requirements developed for ICS Canada. The instruction is known as:

Introduction to Incident Command System, I-100



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Unit 1: Welcome/Course Overview

Introduction

I-100 Introduction to Incident Command System is designed to help you learn the principles of the Incident Command System and to briefly acquaint you with the basic ICS structure and terminology.

To measure how well you received and retained this information, there will be a final examination covering all the course material.

We hope you will have a good learning experience and that this course helps you accomplish your job more effectively.

Course description

Introduction to ICS is intended for personnel assigned to an incident or event who have a minimum requirement for understanding ICS. This module reviews the ICS organization, basic terminology, and common responsibilities. It will provide basic information about the Incident Command System to enable you to work in a support role at an incident or event, or to support an incident from an off-site location.

There is no prerequisite for I-100.

Target audience

This is an orientation for entry level personnel assisting at an incident or event, persons working in support roles, and off-incident personnel who require a minimum of ICS understanding.

Instructional objectives

At the conclusion of this course, you should be able to do the following:

- Define ICS
- List the five major organizational activities within the Incident Command System and explain their primary functions.
- Give the titles, and explain the duties of Command and General Staff members.
- Match organizational units to appropriate Operations, Planning, Logistics, or Finance Sections.



- Match supervisory titles with appropriate levels within the organization.
- Describe the terms used to name major incident facilities, and state the function of each.
- Describe what an Incident Action Plan is and how it is used at an incident.
- Describe how span of control functions within the incident organization and in the use of resources.
- Describe the common responsibilities (general instructions) associated with incident or event assignments.
- Describe several applications for the use of ICS.

Delivery method

This course is delivered in a classroom setting via lecture and knowledge review.

Testing

The final exam must be completed and handed in to the examining instructor. Time allotted is one hour. Successful candidates will receive their certificate in the mail, made out to the name and address listed on their answer sheet.

A minimum of 80% is required on the final examination in order to receive a certificate of completion for I-100. The student reference notes can be referred to when taking the exam.

Duration

This course can be completed in three to four hours of classroom delivery.



Unit 2: ICS Overview

The Incident Command System

At the end of this unit, the participants should be able to:

- Define ICS
- Identify three purposes of ICS
- List the five primary management functions
- List the benefits of using ICS

An incident is an occurrence, either caused by humans or natural phenomena that requires a response to prevent or minimize loss of life or damage to property and/or the environment. An event is a non-emergency pre-planned occurrence or activity. The ICS system is used to manage an emergency, incident or a non-emergency event. It can be used equally well for both small and large situations.

Applications for the use of ICS

- Fire, both wildland and structural
- Natural disasters such as; tornadoes, floods, ice storms, or earthquakes
- Human and animal disease outbreaks
- Search and rescue missions
- Hazardous materials incidents
- Private sector emergency management programs
- Oil spill response and recovery incidents
- Criminal acts and crime scene investigations
- Chemical, biological, radiological, nuclear and explosive (CBRNE) incidents
- Planned events; parades, demonstrations, sporting events, concerts

Given the magnitude of these events, it's not always possible for any one agency alone to handle the management and resource needs. Partnerships are often required amongst local, provincial, and federal agencies. To work together effectively the partners must put forth a coordinated effort under the same management system.

The Incident Command System is a standardized, on scene, all hazard incident management concept. ICS allows its' users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional or political boundaries.

ICS has considerable internal flexibility. It can grow or shrink to meet different needs. This flexibility makes it a very cost effective and efficient management approach for both small and large situations.



ICS and the Emergency Coordination Centre

The ECC is a multi-agency coordination entity that provides support and coordination to the on-scene responders. Although the ECC does not manage on-scene operations it still uses ICS management principles. Therefore, all aspects of ICS in this course may apply to ECC operations. Gaining an understanding of the full spectrum of the Incident Command System will help ECC staff working in a multi agency coordination function to better support the on-scene responders.

ICS Purposes

ICS is a proven management system built on best practices and is the result of decades of lessons learned in the organization and management of emergency incidents and planned events. ICS has been tested through more than 30 years of application, by all levels of Government and in the private sector. It represents organization “best practices” and is becoming the standard command and control structure for emergency management across Canada and internationally.

Through the use of best practices ICS helps to provide:

- The safety of responders and others.
- The achievement of tactical objectives.
- The efficient use of resources.

ICS Background

ICS was developed in the 1970s following a series of catastrophic fires in California's urban interface. Property damage ran into the millions, and many people died or were injured. The personnel assigned to determine the causes of these outcomes studied the case histories and discovered that response problems could rarely be attributed to lack of resources or failure of tactics. Surprisingly, studies found that response problems were far more likely to result from inadequate management than from any other single reason.

Weaknesses in incident management were often due to:

- Lack of accountability, including unclear chains of command and supervision.
- Poor communications due to inefficient uses of available communications systems and conflicting codes and terminology.
- Lack of an orderly, systematic planning process.
- No common, flexible, pre-designed management structure that enables commanders to delegate responsibilities and manage workloads efficiently.
- No pre-defined methods to integrate interagency requirements into the management structure and planning process effectively.

ICS consists of procedures for managing personnel, facilities, equipment and



communications. It is designed to be used from the time an incident occurs until the requirement for management and operations no longer exists. Designers of the system recognized that ICS must be interdisciplinary, interoperable and organizationally flexible to meet a number of management challenges.

- Meet the needs of incidents of any kind or size.
- Provide for the safety of responders.
- Allow personnel from a variety of agencies to meld rapidly into a common management structure.
- Provide logistical and administrative support to operational staff.
- Be cost effective by avoiding the duplication of efforts.

In 2002 the Canadian Interagency Forest Fire Centre (CIFFC) and member agencies adopted the Incident Command System (ICS). Several ICS documents and a complete training curriculum were developed and adopted by wildland fire agencies across the country. The CIFFC ICS curriculum focused on the organizational structure and processes for managing wildland fires but was adopted as the Canadian standard ICS system by a number of provinces and local authorities.

ICS Canada is now expanded well beyond wildland fire response, to provide a pan-Canadian ICS command and control structure that will enable organizations to respond to any incident, regardless of cause, size, location or complexity.

In December 2009, Public Safety Canada released the *Federal Emergency Response Plan*, which is based on an incident command system structure.

Five Primary management Functions

Every incident or event has certain major management activities or actions that must be performed. Even if the event is very small, and only one or two people are involved, these activities will still always apply to some degree.

These five major management activities are the foundation upon which the ICS organization develops. They apply whether you are handling a routine emergency, organizing for a major event, or managing a major response to a disaster.

Command – The Incident Commander is responsible for all incident or event activity. Although other functions may be left unfilled, there will always be an Incident Commander.

Operations – The Operations Section is responsible for directing the tactical actions to meet incident objectives.

Planning – The Planning Section is responsible for the collection, evaluation, and display of incident information, maintaining status of resources, and preparing the Incident Action Plan and incident-related documentation.



Logistics – The Logistics Section is responsible for providing adequate services and support to meet all incident or event needs.

Finance/Administration – the Finance/Administration Section is responsible for keeping track of incident-related costs, personnel and equipment records, and administering procurement contracts associated with the incident or event.



Unit 3: Basic Features and Principles

The ICS Basic Features and Principles unit will introduce you to the elements of the Incident Command System.

By the end of the unit you should be able to describe the basic features and principles of the system.

ICS is based on proven management principles, which contribute to the strength and efficiency of the overall system. ICS principles are implemented through a wide range of management features. This unit covers each of these principles and features in detail.

The basic features of ICS include:

Standardization

1. Common terminology

Command

2. Establishment and transfer of command
3. Chain of command and unity of command
4. Unified command

Planning/Organization Structure

5. Management by objectives
6. Incident Action Plan (IAP)
7. Modular organization
8. Manageable span of control

Facilities and Resources

9. Comprehensive resource management
10. Incident locations and facilities

Communications/Information Management

11. Integrated communications
12. Information and intelligence management

Professionalism

13. Accountability
14. Dispatch/Deployment



1) Common Terminology

The ability to communicate within ICS is absolutely critical. An essential method for ensuring the ability to communicate is by using common terminology and clear text.

A key part of an effective multi-agency incident management system is for all communications to be in plain English. That is, using clear text and avoiding radio codes, agency specific codes, or jargon. Ambiguous codes and acronyms have proven to be major obstacles. Often agencies have a variety of codes and acronyms that they use routinely during normal operations. Not every ten code is the same nor does every acronym have the same meaning. When these codes and acronyms are used on an incident, confusion is often the result.

The following examples provide different meanings for a common term.

Tanker = Air Tanker carrying water, foam or retardant
Tanker = Fire Truck that primarily carries water
Tanker = Truck carrying fuel
Tanker = Railroad car carrying liquids
Tanker = Ship carrying oil

ICS establishes common terminology allowing diverse incident management and support organizations to work together.

Common terminology helps to define:

- **Organizational Functions:** major functions and functional units with incident management responsibilities are named and defined. Terminology for the organizational elements involved is standard and consistent.
- **Resource Descriptions:** major resources (personnel, facilities, and equipment/supply items) are given common names and are “typed” or categorized by their capabilities. This helps to avoid confusion and enhance interoperability.
- **Incident Facilities:** Common Terminology is used to designate incident facilities.
- **Position Titles:** ICS management or supervisory positions are referred to by titles, such as Officer, Chief, Director, Supervisor, or Leader.

2) Establishment and Transfer of Command

Command is the act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

At an incident scene, the Incident Commander has the authority to assume command.

The Incident Commander (IC) should have the level of training, experience and expertise to serve in this capacity. It is possible that the IC may not be the highest ranking officer on scene.

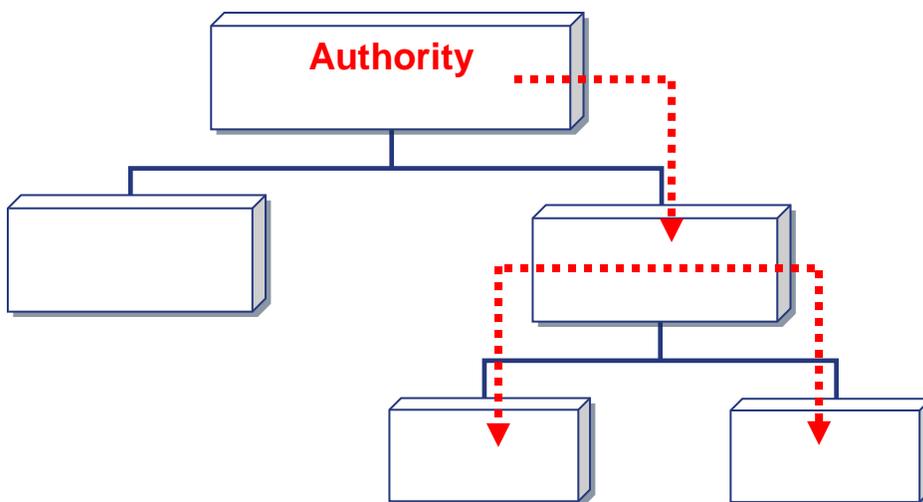
The process of moving the responsibility for incident command from one Incident Commander to another is called transfer of command. Transfer of command may take place when:

- A more qualified person assumes command.
- The incident situation changes over time, resulting in a legal requirement to change command.
- Changing command makes good sense. i.e., an Incident Management Team takes command of an incident from a local jurisdictional unit due to increased incident complexity.
- There is normal turnover of personnel on long or extended incidents, i.e., to accommodate work/rest requirements.
- The incident response is concluded and incident responsibility is transferred back to the home agency.

3) Chain of Command and Unity of Command

Chain of command means that there is an orderly line of authority within the ranks of the organization, with lower levels subordinate to, and connected to, higher levels. On many incidents the organizational structure for operations will consist of:

- Command
- Single resources



However as incidents expand the chain of command is established through an organizational structure which can consist of several layers as needed.



- Command
- Sections
- Branches
- Divisions/Groups
- Units
- Resources

Unity of command means that every individual is accountable to only one designated supervisor to whom they report at the scene of an incident.

These principles clarify reporting relationships and eliminate the confusion caused by multiple conflicting directives. Incident managers at all levels must be able to control the actions of all personnel under their supervision. These principles do not apply to the exchange of information. Although orders must flow through the chain of command, members of the organization may directly communicate with each other to ask for or share information.

4) Unified Command

The command function may be carried out in two ways:

- As a single command in which the Incident Commander will have complete responsibility for incident management. A single Command may be simple involving an Incident Commander and single resources, or it may be a complex organizational structure with an Incident Management Team.



- As a Unified Command in which responding agencies and/or jurisdictions with responsibility for the incident share incident management.



Unified Command may be needed for incidents involving:

- Multiple jurisdictions
- A single jurisdiction with multiple agencies sharing responsibility
- Multiple jurisdictions with multi-agency involvement



If a Unified Command is needed, Incident Commanders representing agencies or jurisdictions that share responsibility for the incident manage the response from a single Incident Command Post. Under a Unified Command, a single coordinated Incident Action Plan will direct all activities. The Incident Commanders will supervise a single Command and General Staff organization and speak with one voice.

A Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

5) Management by Objectives

Incident management using ICS is accomplished by setting and managing objectives. Objectives are based on overall priorities within a specified time period.

Overall Priorities

First Priority: Life Safety, of responders and others.

Second Priority: Incident Stabilization – the act of establishing command, setting objectives, strategies and tactics as well as initiating actions.

Third Priority: Property/Environment Protection – means ensuring the emergency doesn't cause more damage or extend to more property loss as well as protecting the environment from further degradation due to the incident.

All levels of a growing ICS organization must have a clear understanding of the functional actions required to manage the incident. Management by objectives is an approach used to communicate functional actions through the entire ICS organization. It can be accomplished through the incident action planning process, which includes the following steps:

Step 1: Understand agency policy and direction.

Step 2: Assess incident situation.

Step 3: Establish incident objectives (“what” you are going to do).

Step 4: Select appropriate strategy or strategies to achieve objectives (“how” you are going to do it).

Step 5: Perform tactical direction (applying tactics appropriate to the strategy, assigning the right resources, and monitoring their performance).

Step 6: Provide necessary follow-up (changing strategy or tactics, adding or subtracting resources, etc.)



6) Incident Action Plan (IAP)

Every incident response must have an action plan. An Incident Action Plan is a verbal or written plan containing general objectives reflecting the overall strategy for managing an incident. An IAP includes the identification of operational resources and assignments and may include attachments that provide additional direction.

The purpose of this plan is to provide all incident supervisory personnel with direction for actions to be implemented during the operational period identified in the plan. Incident Action Plans include the measurable strategic operations to be achieved and are prepared around a timeframe called an operational period.

Incident Action Plans provide a coherent means of communicating the overall incident objectives in the context of both operational and support activities.

At the simplest level, all Incident Action Plans must have four elements:

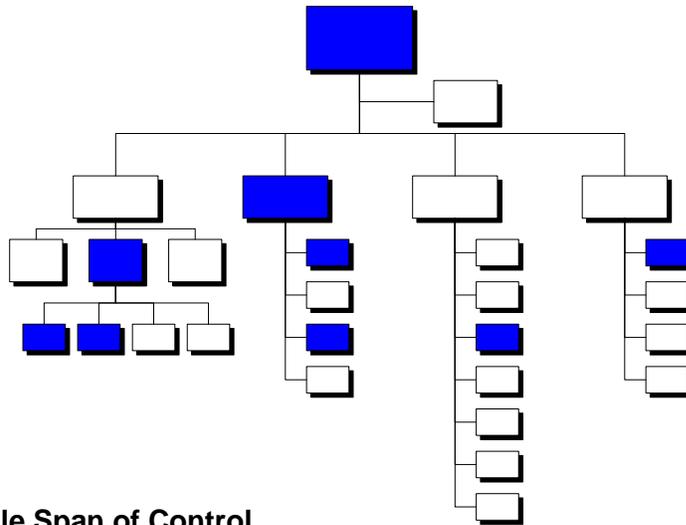
1. What do we want to do?
2. Who is responsible for doing it?
3. How do we communicate with each other?
4. What is the procedure if someone in the ICS organization is injured?

The initial step in the incident action planning process is to develop the incident objectives. The Incident Commander must develop incident objectives within a short timeframe after assuming command. After the incident objectives are clear, strategies and tasks to achieve the objectives can begin to be developed. Some objectives may change over the course of the incident. Some objectives will be achieved and new objectives will be developed. Strategies may also change.

7) Modular Organization

The ICS organizational structure develops in a top-down, modular fashion that is based on the size and complexity of the incident, as well as the specifics of the hazard environment created by the incident. As incident complexity increases, the organization expands from the top down as functional responsibilities are delegated.

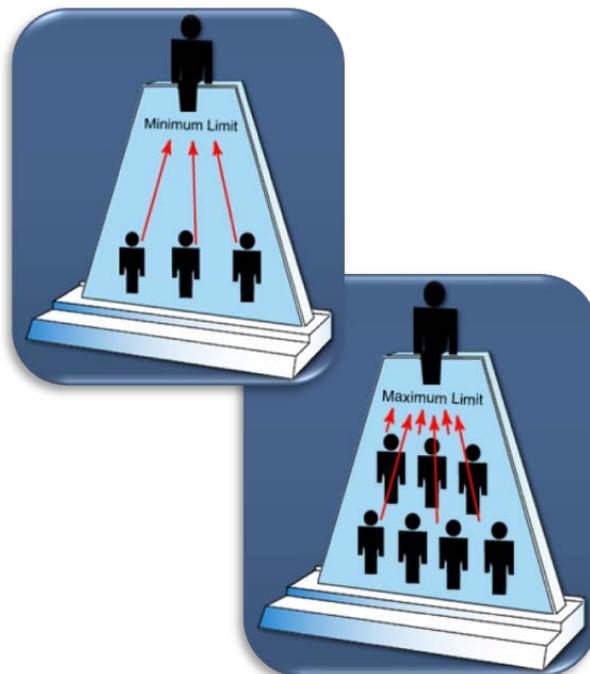
The ICS organizational structure is flexible. When needed, separate functional elements can be established and subdivided to enhance internal organizational management and external coordination. As the ICS organizational structure expands, the number of management positions also expands to adequately address the requirements of the incident. In the following example only the functions represented by the blue boxes were filled to meet the needs of the incident.



8) Manageable Span of Control

Span of control pertains to the number of individuals or resources that one supervisor can manage effectively during emergency response incidents or special events. Maintaining an effective span of control is particularly important on incidents where safety and accountability are a top priority.

Span of control is the key to effective and efficient incident management. The type of incident, nature of the task, hazards and safety factors, and distances between personnel and resources all influence span of control considerations.





Effective span of control on incidents may vary from three to seven and a ratio of one supervisor to five reporting elements is recommended.

If the number of reporting elements falls outside these ranges, expansion or consolidation of the organization may be necessary. There may be exceptions, usually in lower risk assignments or where resources work in close proximity to each other.

9) Comprehensive Resource Management

ICS resources can be factored into two categories:

Tactical resources: Personnel and major items of equipment that are available or potentially available to the Operations function on assignment are called tactical resources.

Support resources: All other resources required to support the incident. Food, communications equipment, tents, supplies, and vehicles are examples of support resources.

Tactical resources are always classified as one of the following:

- **Assigned:** Assigned resources are working on an assignment under the direction of a Supervisor.
- **Available:** Available resources are assembled, have been issued their equipment, and are ready for immediate assignment.
- **Out-of-Service:** Out-of-service resources are not ready for available or assigned status.

Maintaining an accurate and up to date picture of resource utilization is a critical component of resource management.

Comprehensive resource management includes processes for:

- Categorizing resources
- Ordering resources
- Dispatching resources
- Tracking resources
- Recovering resources

It also includes processes for reimbursement for resources as appropriate.

10) Incident Locations and Facilities

Various types of operational locations and support facilities are established in the vicinity of an incident to accomplish a variety of purposes, such as decontamination, donated



goods processing, mass care, and evacuation. Note that ICS uses pre-designated incident facilities. The Incident Commander establishes these facilities based on the requirements and complexity of the incident. Facilities may include:

- **Incident Command Post (ICP):** The field location at which the primary tactical-level, on scene incident command functions are performed. The ICP may be co-located with the incident base or other incident facilities.
- **Base:** The location at which primary Logistics functions for an incident are coordinated. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Base.
- **Staging Area:** The location established where resources can be placed while awaiting a tactical assignment.
- **Camp:** A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Incident Facilities are fully detailed in Unit 6.

11) Integrated Communications

The use of a common communications plan is essential for ensuring that responders can communicate with one another during an incident. Communication equipment, procedures, and systems must operate across jurisdictions (interoperability).

Developing an integrated voice and data communications system, including equipment, systems and protocols, must occur prior to an incident.

Effective ICS communications include three elements:

- i. **Modes:** The “hardware” systems that transfer information.
- ii. **Planning:** Planning for the use of all available communications resources.
- iii. **Networks:** The procedures and processes for transferring information internally and externally.

Just as every incident requires an Incident Action Plan (IAP), every incident also needs a Communications Plan. Like the action plan, it can be very simple and stated verbally, or it can be quite complex, and form a part of a written IAP.

Several communication networks may be established depending on the size and complexity of the incident. These may include:

Command Net: Established to link supervisory personnel from Incident Commander down to and including division and group supervisors.



Tactical Nets: Established in a variety of ways e.g., by agency, department, geographical area, or function. Tactical nets may be established for each branch, or for divisions and groups, depending upon hardware and frequency availability, and specific incident needs.

Support Nets: Established on larger incidents to handle logistics traffic and resource status changes.

Ground-to-Air: Established to coordinate ground-to-air traffic.

Air-to-Air: assigned for coordination between aircraft assigned to the incident.

12) Information and Intelligence Management

The analysis and sharing of information and intelligence is an important component of ICS. The incident management organization must establish a process for gathering, sharing and managing incident related information and intelligence.

Intelligence includes not only security or classified types of information but also other operational information that may come from a variety of different sources, such as:

- Risk assessments
- Medical intelligence
- Weather information
- Structural designs
- Toxic contaminant levels
- Utilities and public works
- Structural designs
- Geospatial data

13) Accountability

Effective personnel accountability during incident operations is essential at all jurisdictional levels and within functional areas. Individuals must abide by their agency policies and guidelines and any applicable local, Provincial or Federal rules, regulations, bylaws and legislation.

The features and principles of ICS that contribute to personnel accountability include:

Check-in: All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Check-in officially logs a responder in at the incident. The check-in process and information helps to:

- Ensure personnel accountability



- Track resources
- Prepare personnel for assignments and reassignments
- Locate personnel in case of emergency
- Establish personnel time records and payroll documentation
- Plan for releasing personnel
- Organize the demobilization process

Incident Action Plan: Response operations must be directed and coordinated as outlined in the IAP. An assignment list in the IAP identifies resources with active assignments in the Operations Section.

Unity of Command: Each Individual involved in incident operations will be assigned to only one supervisor.

Span of Control: Supervisors must be able to adequately supervise and control their subordinates.

Resource Tracking: Supervisors must record and report resource status changes as they occur.

Resources Unit: Maintains the status of all assigned resources.

14) Dispatch and Deployment

At any incident or event, the situation must be assessed and response planned. Resources must be organized, assigned and directed to accomplish the incident objectives. As the resources work, they must be managed to adjust to changing conditions.

Managing resources safely and effectively is extremely important at all incidents.

Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.



Unit 4: Command Functions

Unit 4 introduces you to Incident Command and Command Staff functions.

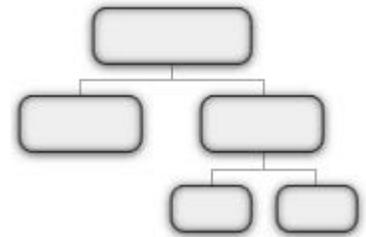
By the end of this lesson, you should be able to:

- Describe the role and function of the Incident Commander.
- Describe the role and function of the Command Staff.

ICS Organization

The ICS organization is unique but easy to understand. There is no correlation between the ICS organization and the administrative structure of any single agency or jurisdiction. This is deliberate, because confusion over different position titles and organizational structures has been a significant stumbling block to effective incident management in the past.

For example, someone who serves as a Chief every day may not hold that title when deployed under an ICS structure.



Performance of Management Functions

Every incident or event requires that certain management functions be performed. The problem must be identified and assessed, a plan to deal with it developed and implemented, and the necessary resources procured and paid for.

Regardless of the size of the incident, these management functions still will apply.

Five Major Management Functions

There are five major management functions that are the foundation upon which the ICS organization develops. These functions apply whether you are handling a routine response, organizing for a major non-emergency event, or managing a response to a major incident or emergency. The five major management functions are:





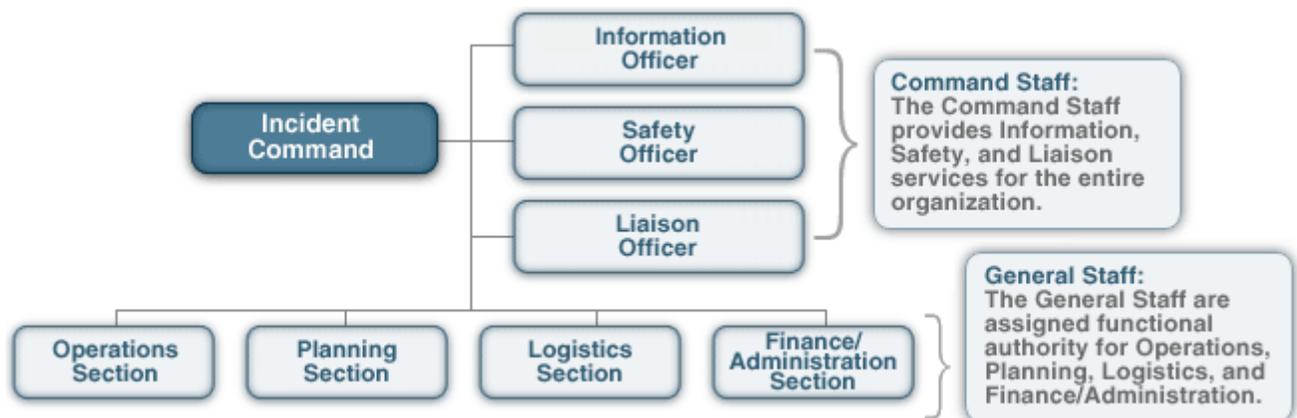
- **Incident Command:** Sets the incident objectives, strategies, and priorities and has overall responsibility for the incident.
- **Operations:** Conducts operations to reach the incident objectives. Establishes the strategies and tactics and directs all operational resources.
- **Planning:** Supports the incident action planning process by tracking resources, collecting/analyzing information, and maintaining documentation.
- **Logistics:** Provides resources and needed services to support the achievement of the incident objectives.
- **Finance/Administration:** Monitors costs related to the incident. Provides accounting, procurement, time recording, and cost analyses.

As outlined in Unit 3, command can be carried out in two ways; single command or unified command. For this unit we will focus on single command as it is the most common application.

Incident Commander Role

The Incident Commander provides overall leadership for the incident response or management of an event. The IC delegates authority to others as the complexity of the incident or event dictates. The Incident Commander must be fully briefed and should have a written delegation of authority from the agency of jurisdiction. The IC takes general direction from the agency of jurisdiction administrator /official.

The Incident Commander performs all major ICS command and general staff responsibilities unless the ICS functions are delegated and assigned.





Incident Commander Responsibility

The Incident Commander has overall responsibility for managing the incident by objectives, planning strategies, and implementing tactics. **The Incident Commander is the only position that is always staffed in ICS applications.** On small incidents and events, one person, the Incident Commander, may accomplish all management functions. In addition to having overall responsibility for managing the entire incident, the Incident Commander is specifically responsible for:

- Ensuring incident safety.
- Providing information services to internal and external stakeholders.
- Establishing and maintaining liaison with other agencies participating in the incident.

The Incident Commander is also responsible for:

- All activities and functions until delegated and assigned to staff.
- Assessing the need for additional staff.
- Establishing incident objectives.
- Directing staff to develop the Incident Action Plan.

The Incident Commander may appoint one or more Deputies, if applicable, from the same agency or from other agencies or jurisdictions. Deputy Incident Commanders must be as qualified as the Incident Commander. A Deputy IC may be designated to:

- Perform specific tasks as requested by the Incident Commander.
- Perform the incident command function in a relief capacity.
- Represent an assisting agency that shares jurisdiction.

Assuming Command and Transfer of Command

Usually, the person in charge of the first arriving units at the scene of an incident assumes the Incident Commander role. That person will remain in charge until formally relieved, or until transfer of command is accomplished.

Upon arriving at an incident a higher ranking person will either; assume command, maintain command as is, or transfer command to a third party. In some situations or agencies, a lower ranking but more qualified person (for that incident) may be designated as the Incident Commander.

As incidents expand or contract, change in jurisdiction or discipline, or become more or less complex, command may change to meet the needs of the incident.



A formal transfer of command at an incident always requires a transfer of command briefing for the incoming Incident Commander and notification to all personnel that a change in command is taking place.

Expanding the Organization

As incidents grow, the Incident Commander may delegate authority for performance of certain activities to the Command Staff and General Staff. The Incident Commander will add positions only as needed.

Command Staff

Depending upon the size and type of incident or event, it may be necessary for the Incident Commander to designate personnel to provide information, safety, and liaison services for the entire ICS organization. These personnel make up the Command Staff and consist of:

The Information Officer, who serves as the conduit for information to and from internal and external stakeholders. The Information Officer advises the Incident Commander on information dissemination and media relations although the Incident Commander still approves the information that is released by the Information Officer. The Information Officer works cooperatively with the Planning Section exchanging information. Only one Information Officer will be named to an incident, although the Information Officer may have assistants as necessary, the assistants may also represent other agencies or jurisdictions.

The Safety Officer, who monitors safety conditions, assesses hazardous and unsafe situations and develops measures for assuring the safety of all assigned personnel. The Safety Officer advises the Incident Commander on issues regarding incident safety, however may exercise emergency authority to directly stop unsafe acts if personnel are in imminent danger. The Safety Officer works closely with the Operations Section to ensure the safety of tactical and support personnel. Only one Safety Officer will be named to an incident. The Safety Officer may have assistants as necessary, and the assistants may represent other agencies or jurisdictions.

The Liaison Officer, who serves as the primary contact for supporting or cooperating agencies assisting at an incident. The Liaison Officer assists the Incident Commander by serving as a point of contact for agency representatives who are helping to support the operation. The Liaison Officer provides briefings to and answers questions from the supporting agency representatives. There is only one Liaison Officer on any incident, although very large incidents may require the use of assistants.

The Command Staff report directly to the Incident Commander.



Unit 5: General Staff

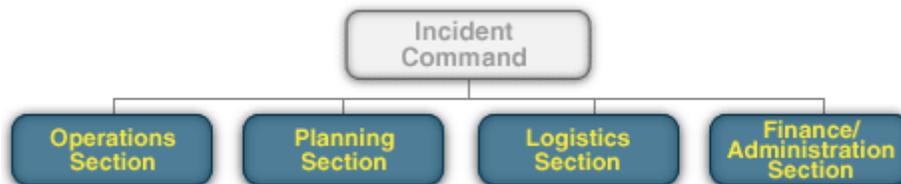
This unit introduces you to the roles and responsibilities of the General Staff and expansion and contraction of the ICS organization. The unit focuses on the role of the General Staff in the ICS organizational structure.

By the end of this lesson, the student should be able to:

- Describe the role and function of the Operations Section.
- Describe the role and function of the Planning Section.
- Describe the role and function of the Logistics Section.
- Describe the role and function of the Finance /Administration Section.

General Staff

Expansion of the incident may also require the performance of the other management functions. The people who perform the other four management functions are designated as the General Staff the general staff is made up of four Sections: Operations, Planning, Logistics and Finance/Administration.



The General Staff report directly to the Incident Commander.

ICS Position Titles

The ICS organization can be divided into many levels of supervision in order to maintain span of control. At each level, individuals with primary responsibility positions have distinct titles. Using specific ICS position titles serves three important purposes:

- Titles provide a common standard for all users. For example, if one agency uses the title Branch Chief, another Branch manager, etc., this lack of consistency can cause confusion at the incident.
- The use of distinct titles for ICs positions allows for filling ICS positions with the most qualified individuals rather than by seniority.
- Standardized position titles are useful when requesting qualified personnel. For example, in deploying personnel. It is important to know if the positions needed are Unit Leaders, Supervisors, etc.



ICS Supervisory Position Titles

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team/Task Force	Leader	N/A

ICS Section Chiefs and Deputies

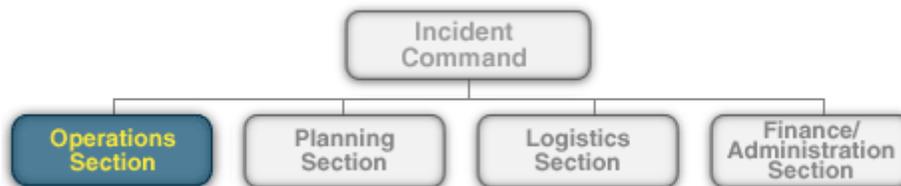
As indicated in the table, the person in charge of each Section is designated as a Chief. Section Chiefs have the ability to expand their Section to meet the needs of the situation. Each of the Section Chiefs may have a Deputy, or more than one if necessary. The Deputy:

- May assume responsibility for a specific portion of the primary position, work as relief, or be assigned to other tasks.
- Should always be as proficient as the person for whom he or she works. Must always be fully qualified/certified in the primary position.

In large incidents, especially where multiple disciplines or jurisdictions are involved, the use of Deputies from other organizations can greatly increase interagency cooperation.

Operations Section

Until Operations is established as a separate Section, the Incident Commander has direct control of tactical resources. The Incident Commander will determine the need for a separate Operations Section at an incident or event. When the Incident Commander activates an Operations Section he or she will assign an individual as the Operations Section Chief.



The Operations Section Chief will develop and manage the Operations Section to accomplish the incident objectives set by the Incident Commander. The Operations Section Chief is normally the person with the greatest technical and tactical expertise in



dealing with the problem at hand. The Operations Section Chief organizes, assigns and supervises the tactical field resources.

The Operations Section is typically one of the first sections to be assigned to the incident as it directs and coordinates all incident tactical operations. The Operations Section also typically has the most incident resources.

A key element of the Operations Section is that it expands from the bottom up unlike the rest of the ICS organization. Initially the Operations Section usually consists of a few resources first assigned to an incident (initially reporting to the Incident Commander). As additional resources are committed and the incident becomes more complex, a separate Operations Section may be established. The Operations Section develops from the bottom up by establishing needed levels of supervision as more and more resources are deployed. Span of control is the key to effective and efficient incident management. Often the most hazardous activities are carried out in the Operations Section, so it is necessary to carefully monitor the number of resources that report to any one supervisor.

Divisions

Divisions are used to divide an incident geographically.

Groups

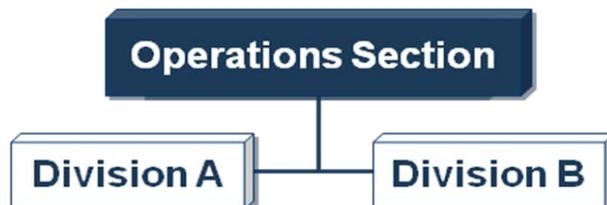
Groups are used to describe functional areas of operation.

Branches

Branches are used when the number of divisions or groups exceeds the span of control and can be either geographical or functional.

Operations Section: Divisions

Divisions are used to divide an incident geographically. The person in charge of each Division is designated as a Supervisor. How the area is divided is determined by the needs of the incident. The most common way to identify Divisions is by using alphabet characters A,B,C, etc.



The important thing to remember about ICS Divisions is that they are established to divide an incident into geographical areas of operation. Some very large incidents (such as wildland fires) may have divisions further divided into geographic Sectors.

Operations Section: Groups

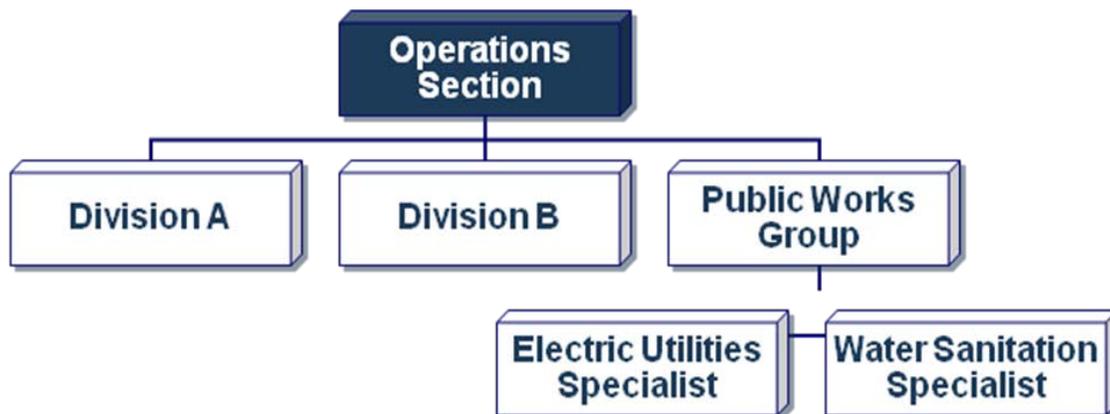
Groups are used to describe functional areas of operation. The person in charge of each Group is designated as a supervisor; there are no group deputy positions.



The kind of Group to be established will also be determined by the needs of the incident. Groups are normally labelled according to the job they are assigned (e.g., Medical Group, Public Works Group). Groups will work wherever their assigned task is needed and are not limited geographically.

Operations Section: Divisions and Groups

Divisions and Groups can be used together on an incident. This approach is commonly used when a functional activity operates across divisional lines. Divisions and Groups are at an equal level within the organization. One does not supervise the other. When a Group is working within a Division on a special assignment, Division and Group Supervisors must closely coordinate their activities.



Operations Section: Branches

While span of control is a common reason to establish Branches, additional considerations may also indicate the need to use Branches, including:

- Multidiscipline incidents: Some Incidents have multiple disciplines involved (e.g., Firefighting, Health & Medical, Hazardous Materials, Public Works & Engineering, Energy, etc.) that may create the need to set up incident operations around a functional Branch structure.
- Multijurisdiction incidents: In some incidents it may be better to organize the incident around jurisdictional lines. In these situations, Branches may be set up to reflect jurisdictional boundaries.
- Very large incidents: Very large incidents may be organized using geographic or functional Branches in order to maintain span of control.

Branches will be managed by a Branch Director. Branch Directors may have deputy positions as required.



Managing the Operations Section

The Incident Commander or Operations Section Chief at an incident may initially work with only a few single resources or staff members. Expanding from the bottom up the Operations Section will add needed levels of supervision as more resources are assigned. Resources can be organized in three ways.

- Task Forces are a combination of mixed resources with common communications operating under the direct supervision of a Leader. Task Forces can be versatile combinations of resources and their use is encouraged. Combining resources into Task Forces allows for several resource elements to be managed under one individual's supervision thus reducing the span of control for the Supervisor.



- Strike Teams are a set number of resources of the same kind and type with common communications operating under the direct supervision of a Strike Team Leader. Strike Teams are highly effective management units. The foreknowledge that all elements have the same capability and the knowledge of how many will be applied allows for better planning, ordering, utilization and management.
- Single Resources may be individuals, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified supervisor that can be used at an incident.

At some point, the Operations Section and the rest of the ICS organization will grow smaller. The decision to reduce the size of the organization will be based on the achievement of tactical objectives. Demobilization planning begins with the activation of the first personnel and continues until the ICS organization ceases operation. Resources can be released from the incident once their tactical objectives have been met and the organization contracts as easily as it expanded.

Planning Section

The Incident Commander will determine if there is a need for a Planning Section and designate a Planning Section Chief. If no Planning Section is established, the Incident Commander will perform all the planning functions. The Planning Section Chief gathers, analyzes and disseminates information and intelligence, manages the planning process, compiles the Incident Action Plan and manages technical specialists. It is up to the Planning Section Chief to activate any needed additional staffing to complete the tasks.

Planning Section Major Activities

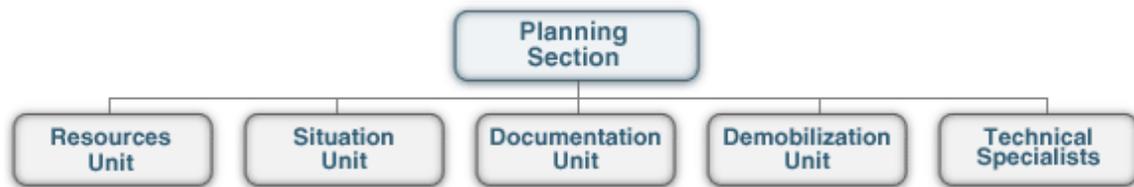
The major activities of the Planning Section include:

- Maintains resource status
- Maintains and displays situation status
- Prepares the Incident Action Plan
- Develops alternative strategies
- Provides documentation services
- Prepares the Demobilization Plan
- Provides primary location for technical

One of the most important functions of the Planning Section is to look beyond the current and next operational period and anticipate potential problems or events.

Planning Section Units

The Planning Section can be further staffed with four units. In addition technical specialists may also be assigned to work in the Planning Section. Technical specialists are advisors with special skills required for the incident. Technical specialists will initially report to the Planning Section, work within that section, or be reassigned to another part of the organization. Technical specialists can be in any discipline required. (i.e., aviation, environment, hazardous materials, etc.)



- Resources Unit: Conducts all Check-in activities and maintains the status of all incident resources. The Resources Unit plays a significant role in preparing the written Incident Action Plan.
- Situation Unit: Collects and analyses information on the current situation, prepares situation displays and situation summaries, and develops maps and projections.
- Documentation Unit: Provides duplication services, including the written Incident Action Plan. Maintains and archives all incident related documentation.
- Demobilization Unit: Assists in ensuring that resources are released from the incident in an orderly, safe, and cost effective manner.
- Technical specialists: Advisors with special skills required at the incident.

Logistics Section

The Incident Commander will determine if there is a need for a Logistics Section at the incident, and designate an individual to fill the position of the Logistics Section Chief. If no Logistics Section is established, the Incident Commander will perform all logistical functions. The size of the incident, complexity of support needs, and the incident length will determine whether a separate Logistics Section is established. The Logistic Section Chief is responsible to: provide resources and services required to support incident activities, develop portions of the Incident Action Plan and forward to the Planning Section, and contract for and purchase goods and services needed at the incident. It is up to the Logistics Section Chief to activate any needed additional staffing to complete the tasks.



Logistics Section: Major Activities

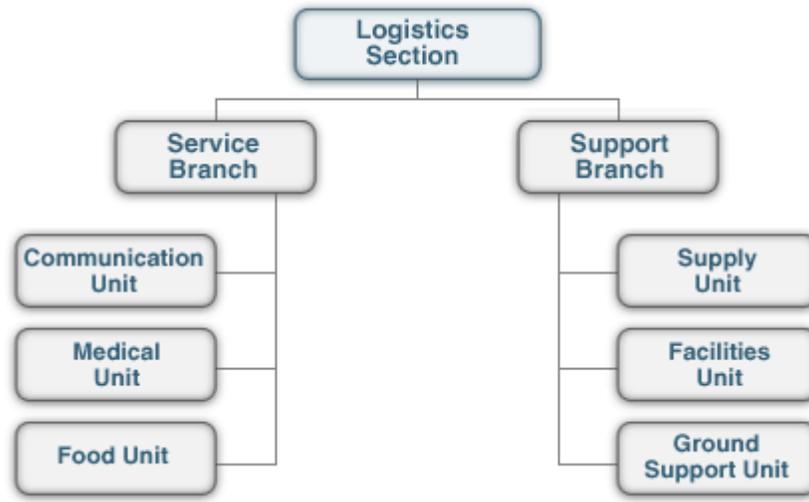
The Logistics Section can be further staffed by two Branches and six Units. Not all the units may be required; they will be established based on need. The titles of the units are descriptive of their responsibilities.

The Logistics Service Branch can be staffed to include a:

- **Communication Unit:** Prepares and implements the Incident Communication Plan, distributes and maintains communications equipment, supervises the Incident Communications Centre and establishes adequate communications over the incident.
- **Medical Unit:** Develops the Medical Plan, provides first aid and light medical treatment for personnel assigned to the incident, and prepares procedures for a major medical emergency.
- **Food Unit:** Responsible for providing meals and drinking water for incident personnel, and obtains the necessary equipment and supplies to operate food service facilities at Bases and Camps.

The Logistics Support Branch can be staffed to include a:

- **Supply Unit:** Determines the type and amount of supplies needed to support the incident. The Supply Unit orders, receives, stores and distributes supplies, and services non-expendable equipment. All resource orders are placed through the Supply Unit. The unit maintains inventory and accountability of supplies and equipment.
- **Facilities Unit:** Sets up and maintains incident facilities. Provides Managers for the Incident Base and Camps. Also responsible for facility security and facility maintenance services: sanitation, lighting, cleanup.
- **Ground Support Unit:** Prepares the Transportation Plan. Arranges for, activates, and documents the fuelling and maintenance of assigned ground transportation. Arranges for the transportation of personnel, supplies, food and equipment.



It is important to remember that Logistics Section functions, except for the Supply Unit, are geared to supporting personnel and resources directly assigned to the incident. For example the Food Unit does not provide feeding for people evacuated during a flood - that would be handled as part of an Operations Section activity. In that situation Food supplies would be ordered through the Supply Unit.

Finance/Administration Section

The Incident Commander will determine if there is a need for a Finance/Administration Section at the incident and designate an individual to fill the position of the Finance/Administration Section Chief. If no Finance/Administration Section is established, the incident commander will perform the Finance Functions. The Finance /Administration Section Chief is responsible for monitoring incident related costs and administering any necessary procurement contracts.

Finance/Administration Section: Major Activities

The Finance/Administration Section is set up for an incident that requires incident - specific financial management. The Finance/Administration Section is responsible for:

- Contract negotiation and monitoring
- Timekeeping, both personnel and equipment
- Cost analysis
- Compensation for injury or damage to property

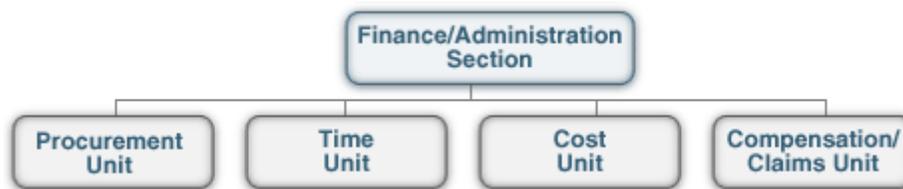
Increasingly, larger incidents are using a Finance/Administration Section to monitor costs. Smaller incidents may also require certain Finance/Administration support.



For example, the Incident Commander may establish one or more units of the Finance/Administration Section for such things as procuring special equipment, contracting with a vendor, or making cost estimates for alternative response strategies.

Finance/Administration Section: Units

The Finance/Administration Section may staff four units. Not all units may be required; they will be established based on need.



- Procurement Unit: Responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.
- Time Unit: Responsible for incident personnel time recording.
- Cost Unit: Collects all cost data, performs cost effectiveness analyses, provides cost estimates and makes cost savings recommendations.
- Compensation/Claims Unit: Responsible for the overall management and direction of all administrative matters pertaining to compensation for injury and claims related activities kept for the incident.



Unit 6: ICS Facilities

This unit will explain different kinds of facilities that can be established at an incident. At the end of the lesson you should be able to:

- Describe the six basic ICS facilities
- Identify facilities that may be co-located
- Identify facility map symbols

Incident Command System Facilities

Each facility has a unique purpose on an incident. The six basic facilities should be able to fulfill almost all incident facility requirements. Not all incidents, however, will use all facilities and specific applications may make use of other facilities.

Incident facilities are established by the Incident Commander depending on the requirements and complexity of the incident or event. Facilities are activated only when they are needed, some factors taken into consideration when establishing incident facilities include:

- The needs of the incident
- Length of time the facility will be used
- Cost to establish the facility
- Environmental considerations

Incident Command Post

All incidents must have a designated Incident Command Post (ICP). There will only be one ICP for each incident even if it is a multijurisdictional or multi agency incident operating under a single or unified command.

The ICP is the location at which the primary command functions are performed; the Incident Commander will be located at the ICP. The planning function is normally done at the ICP. The initial location for the ICP should consider the nature of the incident, whether it is growing or moving and whether the ICP will be suitable in size and safe for the expected duration of the incident. It should be positioned outside of the present and potential hazard zone but close enough to the incident to maintain command. The ICP may be located in a pick up truck, a trailer, tent, or within a building, to name just a few examples. On longer term incidents it is desirable to provide an ICP facility which will provide adequate lighting and/or protection from the weather. The ICP should be large enough to provide adequate working room for assigned personnel. On expanding incidents an ICP may move if an improved location is required to facilitate command operations. The ICP will be designated by the name of the incident, i.e. Ambassador Bridge ICP.

The map symbol for the Incident Command post is:



Staging Areas

A Staging Area is a temporary location at an incident where personnel and/or equipment are kept while awaiting tactical assignments. Only “available” resources are held in a staging area which means they are ready for direct assignment.

A Staging Area may be in the same immediate area as the ICP, Base, Helibase or Helispots but should have its own name that describes the general location: i.e., Webster Park Staging Area. There may be more than one staging area on an incident.

Staging Areas should be located close enough to the incident for a timely response but far enough away to be out of the immediate impact zone. Designating potential Staging Area locations and planning layouts in advance can be a part of an effective emergency planning process.

Staging Areas may include temporary fuelling and sanitation facilities. Supervision of Staging Areas is carried out by a Staging Area Manager who reports to the Operations Section Chief.

The map symbol for a Staging Area is:



Base

An incident Base will be established on some incidents. It is the location from which all primary logistics and administrative functions are coordinated and administered. There is only one Base per incident and it is designated by the incident name. (i.e., Ambassador Bridge Base.) The Logistics Section establishes and manages the Base.

Tactical resources assigned to the incident Base are out-of-service. Bases may be collocated with the ICP.

The map symbol for a Base is:



Camps

Camps are temporary locations within the general incident area which are equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel. Very large incidents may have one or more Camps located in strategic areas. Some incidents may have no Camps at all.

Resources to support incident operations may be kept at a Camp if a Base is not accessible. Camps are separate facilities but may be co-located with the base.

Camps are designated by a geographic location name or a number. For example Ragged Road Camp or Camp #3.

The map symbol for Camp is:



Helibase and Helispot

Many incidents won't use aircraft at all, for those that do Helibases and Helispots serve different purposes.

A Helibase is the main location from which helicopter-centred air operations are conducted. Helibases are generally used on a more long term basis and include such services as fueling and maintenance.



A Helibase will be used to load helicopters with personnel, equipment, and supplies necessary for incident operations. A Helibase is often located at or near the incident base; however it can be located at a nearby airport, or at another off-incident location.

There may be more than one Helibase on an incident. Helibases are designated by the name of the incident. (i.e., Ambassador Bridge Helibase, a second helibase would be called Ambassador Bridge Helibase # 2.) Helibases are generally not moved once established.

The map symbol for Helibase is:



Helispots are temporary locations in the incident Area where helicopters can safely take off and land. They can be used as areas to load or unload personnel, equipment supplies, water, etc. There may be a number of Helispots on an incident; they are numbered sequentially as they are identified.

The map symbol for Helispot is:



Co-locating Facilities

Several ICS facilities may be co-located at an incident as shown in the following table.

Incident Facilities	ICP	Staging Area	Base	Camps	Helibase	Helispot
ICP		YES	YES	NO	YES	YES
Staging Area	YES		YES	YES	YES	YES
Base	YES	YES		YES	YES	YES
Camps	NO	YES	YES		NO	YES
Helibase	YES	YES	YES	NO		NO
Helispot	YES	YES	YES	YES	NO	



Unit 7: Common Responsibilities

This unit will introduce you to a series of common responsibilities that govern everyone's actions on an incident.

By the end of this lesson you should be able to:

- Describe common dispatch/deployment responsibilities.
- Describe common responsibilities at an incident.
- List individual accountability responsibilities
- Describe common demobilization responsibilities.

There are some common responsibilities that will apply to all incidents which include:

- Bring specialized supplies
- Follow check-in procedures
- Use clear text on the radio
- Obtain briefing from immediate supervisor
- Acquire work materials, locate and set up work area
- Organize and brief subordinates
- Complete forms/reports
- Demobilize according to plan

Dispatch/Deployment

Most incidents will be of short duration and will not require traveling out jurisdiction. For those situations which will require an extended stay or out-of-jurisdiction travel the following guidelines apply:

- Assemble or update a travel kit containing any special technical information, e.g., maps, manuals, contact lists, and other reference materials.
- Prepare personal items required for the estimated length of stay.
- Ensure family members know the destination and how to contact you in the event of a family emergency.

In particular familiarize yourself with any information related to the incident prior to departure by making sure you receive a complete deployment briefing consisting of but not limited to:

- Descriptive location and response area of the incident
- Incident check-in location
- Specific assignment (position team designation, etc.)
- Reporting time
- Communications instructions (incident frequencies)
- Special support requirements (facilities, equipment transportation and off loading, etc.)



- Travel arrangements if needed

Check-in at the Incident

Check-in officially logs you in at the incident and provides important basic information which will be used for status keeping and for release and demobilization.

Check-in information is used in several ways at the incident. The check-in process and information supports the following activities:

- Personnel accountability
- Resources unit status keeping
- Preparation of assignments and reassignments
- Locating personnel for emergency notifications
- Establishing personnel time records
- Release planning and demobilization

Check-in only once, check-in is usually documented by a designated recorder. Check-in recorders may be found at several incident locations (all locations may not be activated at every incident).

- At the Incident Command Post
- At the Base or Camps
- At the Staging Areas
- At the Helibase

In addition you may report directly to the Division or Group Supervisor if instructed to report directly to a tactical assignment. After release from the tactical assignment formally check-in with a recorder at one of the appropriate locations.

Initial Incident Briefing

After check-in, locate your incident point of contact, and obtain an initial briefing. The information received in the briefing will be important for your own planning and for passing on accurate and up to date information to any subordinate staff.

An initial briefing should consist of:

- Current situation, assessment and objectives
- Specific job responsibilities
- Location of work area
- Procedural instructions for obtaining additional resources
- Safety hazards and required safety procedure/Personal Protective Equipment (PPE as appropriate)
- Identification of operational period work shifts



After receiving the initial briefing and activating your assignment, give a similar briefing to any personnel assigned to you.

Incident Records Keeping

All incidents require some form of records keeping. Requirements will vary depending upon the agencies involved, and the kind, size and complexity of the incident. Detailed information on how to use ICS forms will be covered in further ICS training. However, general considerations relative to incident records keeping are as follows:

- Print or type all entries
- Enter dates in month/day/year format
- Use 24-hour clock to record time
- Enter date and time on all forms and records
- Fill in all the blanks and use N/A as appropriate
- Section Chiefs and above may assign a record keeper (scribe) to capture the information.

Supervisors must maintain a daily Activity log indicating the names of personnel assigned and a listing of the major activities. Also the supervisor must provide briefings to subordinate staff, adjacent forces and replacement personnel.

Personal Conduct

All staff are accountable for their individual actions. It is important to review the assignment and know to whom you will report and what your responsibility will be. Take direction from a single supervisor and maintain the chain of command and unity of command.

Communicate any potential hazards and changing conditions using clear text and plain language.

Often, incident response can produce high stress situations. As part of your responsibilities, you may be required to interact with people who have been adversely affected by the incident. It is important to be patient and act in a professional manner at all times.

Sexual harassment or discrimination of any type and the use of illegal drugs and/or alcohol are prohibited on all incidents. Report all such activities to your supervisor.

Incident Demobilization

Agency requirements for demobilization may vary considerably. Large incidents may require the establishment of a Demobilization Unit within the Planning Section. General demobilization guidelines for all personnel are to:



- Complete all work assignments and required forms/reports.
- Brief replacements, subordinates, and supervisor.
- Evaluate the performance of subordinates.
- Follow incident and agency checkout procedures.
- Provide adequate follow up contact information.
- Return any incident issued equipment or other nonexpendable supplies.
- Complete post-incident reports, critiques, evaluations, and medical follow up.
- Complete all payment and/or payroll issues or obligations.
- Contact the Demobilization Unit to obtain demobilization instructions.
- Upon arrival at home, notify the home unit (i.e., whomever is tracking you) of your arrival and ensure your readiness.



Unit 8: Course Summary/Exam Instructions

Congratulations on completing the I-100 Introduction to Incident Command System. The final exam must be completed and handed into the examining instructor. You will have one hour to complete the exam. This workbook can be referred to when taking the exam.

A minimum of 80% is required on the final examination in order to receive a certificate of completion for I-100.

Further ICS training is available. Contact your agency's Training Coordinator for further information.

ICS 200 - Basic ICS Single Resources and Initial Action Incidents

This course is designed to enable personnel to operate efficiently during an emergency incident or unplanned event within the Incident Command System (ICS). This course focuses on the management of single resources.

ICS 300 - Intermediate ICS Expanding Incidents

The target audience for this course is for individuals who may assume a supervisory role in expanding incidents or type 3 Staff positions may be activated, as well as Division /Group Supervisor and/or Unit Leader level positions. These incidents may extend into multiple operational periods.

ICS 400 - Advanced ICS for Command and General Staff Complex Incidents

This course is designed for persons who will serve as command or general staff in an ICS organization, select department heads with multi-agency coordination system responsibilities, area commanders, emergency managers, and multi-agency coordination system/emergency operations centre managers.



Glossary

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction, having full authority for making decisions, and providing direction to the management organization for an incident.

Agency Dispatch: The agency or jurisdictional facility from which resources are sent to incidents.

Agency Representative: A person assigned by a primary, assisting, or cooperating government agency or private organization that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety, and minimize disruptions of government, social, or economic activities.

Area Command: An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple incident management teams engaged. An agency administrator/executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision making.

Assigned Resources: Resources checked in and assigned work tasks on an incident.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.



Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See Supporting Agency.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Base.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Cache: A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Camp: A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Certifying Personnel: Process that entails authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: Process in which all responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Chief: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory or delegated authority.

Command Staff: Consists of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Terminology: Normally used words and phrases, avoids the use of different



words or phrases for the same concepts.

Communications: Process of transmission of information through verbal, written, or symbolic means.

Communications/Dispatch Centre: Agency or interagency dispatcher centres, 911 call centres, emergency control or command dispatch centres, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel.

Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Critical Infrastructure: Essential underlying systems and facilities upon which our standard of life relies.

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents. Same as the Letter of Expectation.

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: The partition of an incident into geographical areas of operation. Divisions are



established when the number of resources exceeds the manageable span of control of the Operations Chief. A Division is located within the Incident Command System organization between the Branch and resources in the Operations Section.

Emergency: A present or imminent event that requires prompt coordination of actions concerning persons or property to protect the health, safety or welfare of people, or to limit damage to property or the environment.

Emergency Management: The management of emergencies concerning all-hazards, including all activities and risk management measures related to prevention and mitigation, preparedness, response and recovery.

Emergency Management/Response Personnel: Includes Federal, Provincial, Territorial, and local governments, First Nations, private-sector organizations, critical infrastructure owners and operators, nongovernmental organizations, and all other organizations and individuals who assume an emergency management role. Also known as emergency responders.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction or some combination thereof.

Emergency Operations Plan: The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: See Planned Event.

Finance/Administration Section: The Section responsible for all administrative and financial considerations surrounding an incident.

Function: Refers to the five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved (e.g., the planning function). A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs.



General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section.

Incident: An occurrence or event, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command: Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

Hazard: A potentially damaging physical event, phenomenon or human activity that may cause the loss of life or injury, property damage, social and economic disruption or environmental degradation.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management system specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as



large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. IMTs are generally grouped in five types.

Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Information: Processes, procedures, and systems for communicating timely, accurate, accessible information on the incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Information Officer (IO): A member of the Command Staff responsible for interfacing with internal clients, the public and media and/or with other agencies with incident-related information requirements.

Initial Actions: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence/Investigations: Different from operational and situational intelligence gathered and reported by the Planning Section. Intelligence/Investigations gathered within the Intelligence/ Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

Interoperability: The ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability is also defined as the emergency communications system that should be the same or linked to the same system that the jurisdiction uses for nonemergency procedures, and should effectively



interface with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of government during planning and deployment.

Job Aid: Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

Joint Information Centre (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Kind: An Incident Command System resource classification that refers to similar resources. All fire engines for example are grouped as the same “Kind” of resource, their capability however is defined by “Type”.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Logistics: Providing resources and other services to support incident management.

Logistics Section: The Section responsible for providing facilities, services, and material support for the incident.

Management by Objectives: A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incidents objectives; developing strategies based on overarching incidents objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident management, functional activities, and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

Managers: Individuals within Incident Command System organizational Units that are assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Metrics: Measurable standards that are useful in describing a resource's capability.



Mitigation: Sustained actions taken to eliminate or reduce risks and impacts posed by hazards well before an emergency or disaster occurs; mitigation activities may be included as part of prevention.

Mobilization: The process and procedures used by all organizations-Federal, State, tribal, and local-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

Multiagency Coordination (MAC) Group: Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the system. It can provide coordinated decision making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination System(s) (MACS): Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are emergency operations centres (EOC) and MAC Groups. These systems assist agencies and organizations responding to an incident.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid and Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

Non Governmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the Canadian Red Cross.



Objective: The overarching purposes or aims of an incident response is expressed as an objective. Objectives are priority based, specific, measurable to a standard and a timeframe and are both reasonable and attainable.

Officer: The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Public Information.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12-24 hours.

Operations Section: The Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In the Incident Command System, it normally includes subordinate Branches, Divisions, and/or Groups.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private-sector organizations, and nongovernmental organizations.

Personal Responsibility: All responders are expected to use good judgment and be accountable for their actions.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established incident management guidelines.

Plain Language: Communication that can be understood by the intended audience and meets the purpose of the communicator. Plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

Planned Event: A planned, non emergency activity (e.g., sporting event, concert, parade, etc.).

Planning Meeting: A meeting held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

Planning Section: The Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Pre-Positioned Resources: Resources moved to an area near the expected incident site in response to anticipated resource needs.



Preparedness: Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.

Prevention: Actions taken to avoid the occurrence of negative consequences associated with a given threat; prevention activities may be included as part of mitigation.

Private Sector: Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protocols: Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Recovery: The development, coordination, and execution of service and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed to restore the affected area or community.

Reimbursement: Mechanism used to recoup funds expended for incident-specific activities.

Resource Management: Efficient emergency management and incident response requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an emergency operations center.

Response: Immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery.



Risk: The combination of the likelihood and the consequence of a specified hazard being realized; refers to the vulnerability, proximity or exposure to hazards, which affects the likelihood of adverse impact.

Risk-based: The concept that sound emergency management decision-making will be based on an understanding and evaluation of hazards, risks and vulnerabilities.

Risk Management: The use of policies, practices and resources to analyze, assess and control risks to health, safety, environment and the economy.

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

Section: The organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.

Sector: On large incidents such as wildland fires, a Division can be further geographically subdivided into sectors. Sectors can be managed by a Task Force Leader or Strike Team Leader depending on the resources assigned.

Single Resource: Individual personnel, supplies, and equipment items, and the operators associated with them.

Situation Report: Document that often contains confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (An appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

Staging Area: Established for the temporary location of available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

Status Report: Relays information specifically related to the status of resources (e.g., the availability or assignment of resources).



Strategy: The general overall plan or direction selected to accomplish specific incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications and a leader.

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

Supporting Agency: An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

System: An integrated combination of people, property, environment, and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

Tactics: The set of specific, measurable actions or tasks for various incident management functional activities that support the defined strategies.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Specialist: Individual with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Tracking and Reporting Resources: A standardized, integrated process conducted throughout the duration of an incident. This process provides incident managers with a clear picture of where resources are located; helps staff prepare to receive resources; protects the safety of personnel and security of supplies and equipment; and enables the coordination of movement of personnel, equipment, and supplies.

Type: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications.

Typing Resources: Resources are organized by kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and non-governmental entities, more efficient, and ensures that the resources received are appropriate to their needs.



Unified Approach: A major objective of preparedness efforts is to ensure mission integration and interoperability when responding to emerging crises that cross functional and jurisdictional lines, as well as between public and private organizations.

Unified Area Command: Command system established when incidents under an Area Command are multijurisdictional. See Area Command.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Unit: The organizational element with functional responsibility for a specific incident Planning, Logistics, or Finance/Administration activity.

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (e.g., Base Camp Manager), but many others will be assigned as Technical Specialists.

Unity of Command: Principle of management stating that each individual involved in incident operations will be assigned to only one supervisor.