

# **S-420: Command and General Staff**

## **Standard Operating Procedures for Student IMTs**

### **Purpose**

The participants in S-420 will be grouped into Student Incident Management Teams during the course. Many of the participants have not worked on teams together before. These SOP's outline the conduct and protocols the Student IMTs will follow.

During the course, there are simulations that the Student IMT will engage in. These SOPs should be brought to class, and used to provide structure and organization to the actions of the Student IMT.

The students should become familiar with these SOPs prior to coming to the class, and make note of any changes they would like to make. There will be time in class to discuss and amend the SOPs as a team, if the team chooses to.

The SOPs for the Student IMT are similar to those used on real-world IMTs, with some key exceptions. These have been made to enhance the learning opportunities provided by the simulated incident environment, to better meet the course objectives, and to give every student an opportunity to participate in every team activity.

### **Contents**

#### **Team Protocols**

1. Meetings
2. Information Sharing
3. Incident Action Plan Preparation
4. Incident Status Summary
5. Incident Within an Incident
6. External Communications
7. Continuity of Authority

#### **Agendas**

1. Operational Period Briefing
2. Command and General Staff ( C&G) Meetings
3. Tactics Meeting
4. Planning Meeting
5. Special/Occasional Event Meetings

# Team Protocols

## 1. Meetings

### Participation

- For the first few operational periods, every member of the C&G will attend every scheduled meeting. This will provide the entire C&G with the foundation of the Common Operational Picture that will be essential to the team’s success for the duration of the incident. Every member of the C&G will be expected to engage and provide input into each meeting, even if their particular functional area is not specifically the focus of the meeting.
- Every team member is expected to think critically, and challenge & question assumptions made by other team members. This will provide alternate viewpoints and aid critical thinking. However, even while asking hard questions, every team member will strive to use communication techniques that maintain a positive team climate.
- At some point during every meeting, each member of the C&G should also specifically address how their particular functional area impacts and is affected by the topics discussed in the meeting.

### Conduct

- Every meeting agenda identifies who is responsible for conducting the meeting. This responsibility can be delegated.
- Coaches or cadre may call a “tactical pause” during simulations, and assist with conducting meetings.
- To help focus on the purpose of each meeting, a poster of the Planning P will be placed on the wall in the team’s workspace. The Student PSC will be responsible for marking where the team’s current activity or meeting falls in the Planning Cycle, using a post-it note or similar indicator.

### Schedule

- At the beginning of each operational period, the Student PSC will create and post a meeting schedule for the day
- The daily meeting schedule for the Student IMT will be set to fit the constraints of the classroom setting, as follows:

EVENT	TIME	NOTES
Operational Period Briefing	Start of day	
Post–Briefing C&G Stand-up	Following Operational Period Briefing	This is not the C&G Meeting identified on Planning P. This is an additional meeting, specific to the Student IMT.
Incident Objectives Discussion	Set by Student PSC	
Strategy Meeting/C&G Meeting	Set by Student PSC	
Tactics Meeting	1 hour before planning meeting	Every Division/Group Supervisor (DIVS) will give update to OSC ½ hour

EVENT	TIME	NOTES
		before Tactics Meeting.
Planning Meeting	Set by Student PSC or host agency	

## 2. Information Sharing

- Creating and maintaining a Common Operation Picture (COP) is key to the IMT's success.
- Information will come to the team in a variety of formats; Group briefings, messages and conversations to individuals, and paper handouts.
- The Student IMT will establish a method of information sharing that ensures that a COP is maintained.

## 3. Incident Action Plan Preparation

- An incident Action Plan (IAP) will be prepared for each operational period.
- The required IAP components are listed in the table below. Drafts of each IAP component will be brought to the Planning Meeting, and compiled by the PSC.

IAP Component	Responsible Party
ICS 202	Student IC
ICS 203	Student PSC
ICS 204 (per division)	Student PSC (with / OSC)
ICS 205	Student LSC
ICS 206	Student SOF
ICS 220	Student OSC
Fire Behavior Forecast	Student PSC
Weather Forecast	Student PSC
Incident Commander Message	Student IC
Public Information Message	Student PIO
Liaison Message	Student LOFR
Safety Message	Student SOF
Operations Message	Student OSC
Planning Message	Student PSC
Logistics Message	Student LSC
Finance Message	Student FSC

- Every member of the C&G is responsible for creating a functional area message to be included in the IAP.
  - This message is an opportunity for each member of the C&G to highlight the concerns or challenges specific to their area.
  - The message should also provide intent, guidance, and general priorities of work to the sectional staff in that functional area.

- The draft of the functional area message can be handwritten on a sheet of paper, and given to the PSC at the Planning Meeting.
- The compiled draft IAP will be turned over to the RESL after the Planning Meeting.

#### **4. Incident Status Summary (ICS 209)**

- When the IMT is responsible for completing the ICS 209, it will be completed by the Situation Unit Leader (SITL).
- At various points throughout the day, the SITL will request input from members of the C&G. This input will be promptly provided.
- The 209 will be reviewed by the IC at the Planning Meeting.

#### **5. Incident within an Incident (IWI)**

- Emergency situations that arise within the area of operations will be recognized as an IWI if there is a serious injury, fatality, entrapments, vehicle or aircraft crashes, or other occurrences of similar magnitude.
- An IWI can be declared by any incident personnel. At that time, the nearest DIVS shall be initially assigned to the emergency situation as the “on-scene Incident Commander” until relieved.
- The IWI will be confirmed by the IC or the SOF. At that point the IWI Plan will be put into effect.
- The generic IWI Plan is attached as Appendix A to these SOPs.
- The IWI Plan will be confirmed as valid by the SOF at the Tactics Meeting.

#### **6. External Communications**

- Communication outside the team is a concern of the Student IC.
- Much of the communication will be done by the Student PIO and Student LOFR. The Student IC should be made aware of and concur with external communications.
- The Student IC should be the primary point of contact with Agency Administrators.

#### **7. Continuity of Command Authority**

- In a circumstance where the Student Incident Commander is unavailable, responsibility and authority for command of the Student IMT during the interim will be given to the Student Planning Section Chief. If needed, the further sequence of authority will be The Student Logistics Section Chief, then the Student Finance Section Chief.

## Agendas

### 1. Operational Period Briefing

- This will be held at the start of each Operational Period.
- It is facilitated by the PSC and should last no more than 30 minutes.
- Each speaker will highlight the key aspects of their portion of the IAP, according to the following agenda:

Item	Responsible Party
Introduction	Student PSC
Incident Organization & Objectives	Student PSC
Summary of current operations	Student OSC
Weather & Fire Behavior Forecasts	Student PSC
Operational Plan for next Operational Period, including Air Operations	Student OSC
Safety Message	Student SOF
Public Information Message	Student PIO
Liaison Message	Student LOFR
Planning Message	Student PSC
Logistics Message	Student LSC
Finance Message	Student FSC
Agency or Cooperators	As appropriate
Closing Comments	Student IC
Conclusion	Student PSC

### 2. C&G Meetings

- The Student IMT will conduct more C&G meetings than is typical of an Incident Management Team.
- The C&G meetings will be of two types:
  - The longer, more formal C&G meeting that is included in the Planning P
  - Shorter, less formal gatherings, which are often called Stand-Up G&Gs.
- The C&G will be facilitated by the Student IC, unless the IC delegates facilitation duties.

#### Stand-Up C&G

- These meetings will occur:
  - Immediately following the Operational Period Briefing. The team's schedule for the day will be developed/updated at this meeting.
  - Immediately following significant events, such as an IWI. The meeting will focus on what impact the IWI will have on existing plans.
  - Immediately following significant interactions with host agency or cooperators, such as In-briefings, or other significant meetings with an Agency Administrator. This meeting will allow the team to incorporate any significant new guidance or information into existing plans.
- These will be relatively informal, but generally follow the agenda below:

Item	Responsible Party
Summary of current situation or concern	Student IC
1-3 Questions or focal points	Student IC
Responses	Each member of C&G, in turn
Conclusion, decision, direction	Student IC

### Full C&G Meeting

- Occurs as indicated on the Planning P.
- Additional C&G meetings can be called as needed.
- If the purpose of the meeting is Strategic Analysis, Appendix B Strategic Analysis sheet can be used.
- Should be no more than 30 minutes, following the agenda below:

Item	Responsible Party
Opening Comments	Student IC
Meeting Objectives/Key Decisions	Student PSC
Situation Update	Student PSC
Functional Area Issues	Each member of C&G, in turn
Focused time on objectives & key decisions	All C&G
Action Items	Student PSC
Conclusion	Student IC

### **3. Tactics Meeting**

- The purpose of the meeting is to prepare the operational plan and safety/risk analysis for the next Operational Period.
- The Student IMT will use the ICS 215 and 215A and transcribe relevant information and make resource assignments on draft ICS 204s prior to concluding the Tactics Meeting.
- The meeting is facilitated jointly by the Student OSC and PSC.
- The meeting will follow the format below:

Item	Responsible Party
<b>Prior to Meeting</b>	
Incident Objectives are current and known	Student PSC
Current situation and forecasts known	Student OSC/PSC
<b>During Meeting</b>	
Tactical discussion of next Operational Period, by division, including Air Operations	Student OSC
Resource allocation by division	Student OSC/PSC
Safety review and Risk Analysis	Student SOF
Logistical review	Student LSC
<b>Concluding Discussion</b> (Specific to training environment. Not a typical element in real-world IMTs)	
Troubleshooting & alternate viewpoints	Student LOFR, PIO, IC, FSC

### **4. Planning Meeting**

- The Planning Meeting is the venue for final review and approval of the Operational Plan.
- Drafts versions of each IAP component will be brought to the Planning Meeting by the member of the C&G who is responsible for the component.
- The Planning Meeting will be facilitated by the Student PSC, according to the agenda below:

<b>Item</b>	<b>Responsible Party</b>
Introduction	Student PSC
Incident Objectives	Student PSC
Summary of current operations	Student OSC
Weather & Fire Behavior Forecasts	Student PSC
Plan for next Operational Period, by division, including Air Operations	Student OSC
Safety review and Risk Analysis	Student SOF
Functional area discussion, if any, and confirmation of support for plan	Student LOFR, PIO, LSC, FSC
Agency comments	Agency Representatives
IC comments and plan approval	Student IC
Closing	Student PSC

## 5. Special Events or Other Meetings

- These meetings will vary widely, depending on the circumstances. Some examples include:
  - VIP visits.
  - Discussions focused on specific concerns.
  - Preparation for events, such as Public Meetings or Cooperator Meetings.
  - The agenda for these events will also vary. As a baseline, the Student IMT should adapt the agenda for the Full C&G meeting and make adjustments as appropriate.
  - Special or Occasional Event Meetings will be facilitated by the Student IC or Student PSC.

## APPENDIX A – Incident Within an Incident Plan

The following plan will be put into effect once the Student IC or Student SOF has confirmed that there has been an IWI.

**Communications:** Radio communications with the on-scene Incident Commander will be established on the channel designated in the IAP. An emergency will be declared, and all radio traffic on the frequency will be limited to emergency traffic only.

**C&G Recall:** All members of the C&G will assemble near a radio.

**Documentation:** All individuals involved in the IWI will document activities on an ICS 214.

**PII:** Names of individuals involved should not be used over the radio.

**Resolving the IWI:** The Student IMT, together with the on-scene IC, will take steps necessary to resolve the IWI. The following checklist will assist the members of the C&G with their positional roles:

### POSITION CHECKLIST

#### INCIDENT COMMANDER

- Ensures this Plan is implemented.
- Notifies Agency Administrator and Geographic Coordination Center.
- Provides briefing to C&G and at ICP for Incident Personnel as appropriate.
- Determines need for ordering a separate organization to handle Incident within Incident.

#### SAFETY OFFICER

- Evaluates safety issues at the accident site and works with DIVS in charge to mitigate them.
- Initiates the investigation of the emergency and requests the appropriate investigation resources/teams.
- Secures witnesses names and initial statements, and all evidence relating to the accident.
- Obtains sketches and photos of emergency scene.
- Verifies Agency reporting requirements have been followed.

#### LIAISON

- Ensures coordination with investigating entities
- Assists other positions as needed
- Coordinates with cooperators and key stakeholders
- Assists the Patient Advocate (if activated) as needed

#### INFORMATION OFFICER

- Collects pertinent emergency information.
- Coordinates information release with Incident Commander and Agency Public Affairs Officer.
- Assigns Information Officers to field media inquiries at accident scene, medi-evac site, and hospital.
- Coordinates with Liaison and Safety Officers regarding roadblocks, evacuations, and emergency medical information needs.

- Releases no personal information until approved by Incident Commander.
- Deters media from entering the scene until all Operations and Investigation activities are cleared.
- Coordinates with the IC how information will be released.

#### OPERATIONS SECTION CHIEF

- The OSC will be the single communications point, unless otherwise directed.
- Implements the IWI, providing coordination between the on-scene Operational Supervisor and other IMT sections and units.
- Coordinates with the Logistics Section for on-scene support and location of receiving hospitals for patients.
- Conducts size-up of the situation.
- Identifies nature of the incident (auto/aircraft accident, burn over, etc.) and number of crews, vehicles, or aircraft involved.
- Identifies number of people involved and their medical condition (Triage).
- Identifies location and (Lat/Long coordinates) of site.
- Identifies medical treatment and transportation needs.
- Identifies special needs, i.e. law enforcement, heavy rescue, and hazardous material response.
- Coordinates and oversees line EMT& Paramedic response to the accident site (utilize closest EMT's from crews and engine companies).
- Coordinates with Air Tactical Group Supervisor for Air-Medical transportation needs.
- Implements the helicopter base emergency protocols as needed.
- Coordinates with Logistics Section for ground ambulance transport, medical supplies, and other medical needs.
- Ensures air/ground ambulances coordinate patient transportation locations with the Medical Group Supervisor.

#### DIVISION SUPERVISOR

- Responds to scene and takes control of the incident within the incident until relieved by a higher authority.
- Notifies Communications, gives location, type of event, number of injured people, severity, and the resources required for care and evacuation.
- When available, directs line EMT's to respond and assist with care and planning of the evacuation.

#### PLANNING SECTION CHIEF

- Completes the wildland entrapment/fatality initial report (NFES 0869) as needed.
- Is prepared to brief other C&G on the incident.
- Develops a plan to coordinate a Family Liaison with supporting agencies, (Home Unit, Red Cross, Chaplin).
- Ensures documentation is preserved.

#### LOGISTICS SECTION CHIEF

- Orders resources for the emergency, if needed.
- Monitors support functions and assesses additional needs.

- Provides ground transportation as needed.
- Coordinates removal of damaged vehicles.
- Establishes emergency radio communications.
- Assists Medical Unit Leader with communications with the hospital and ambulance service.
- Coordinates security with Team Liaison and Operations Section Chief as necessary.
- Locates and secure personal effects of injured personnel.
- Notifies local Forest Law Enforcement for scene security.

#### MEDICAL UNIT LEADER

- Coordinates proper medical response with Operations.
- Coordinates with the Communications Unit to ensure proper Medical Unit procedures are followed.
- Oversees the implementation of the Incident within Incident patient evacuation.
- Provides on-scene EMT's or Paramedics when practicable.
- Ensures patient needs are met (discharge clothing, RX etc.) and transportation at discharge is provided.

#### FINANCE SECTION CHIEF

- Coordinates with Agency Administrative Officer and Incident Business Advisor
- Coordinates Compensation & Claims response, ensuring necessary paperwork is complete.

**APPENDIX B – Strategic Analysis Worksheet**

	<b>Considerations</b> Number & Type of Resources, Risk Exposure (Severity & Probability), Logistics, Financial, Socio-Political	<b>Plan of Action</b> What are you going to do? How are you going to do it? How long will it take?	<b>Management Action Points And Pros &amp; Cons</b> When do you need to initiate action? What needs to happen before this option is viable?	<b>Probability of Success</b>
Option 1				
Option 2				
Option 3				
Option 4				