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# Unit 7: Interactions

STUDENT GUIDE

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**Objectives**

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By the end of this unit, students will be able to:

- Identify key strategies for interacting with members of the Planning Section, members of the Incident Management Team (IMT), and personnel outside of the Incident Management Team
- Describe the Planning Section Chief (PSC)'s responsibilities in supervising and managing the Planning Section
- Identify opportunities for interaction and information exchange
- Identify non-Incident Command System (ICS) personnel or groups the Planning Section Chief may need to interact with on an incident

**Methodology**

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This unit uses lecture, an exercise, and discussion.

Content from Unit 7 will be tested during the final exam. Instructors will evaluate students' initial understanding of the Resources Unit through the facilitation of Exercise 6.

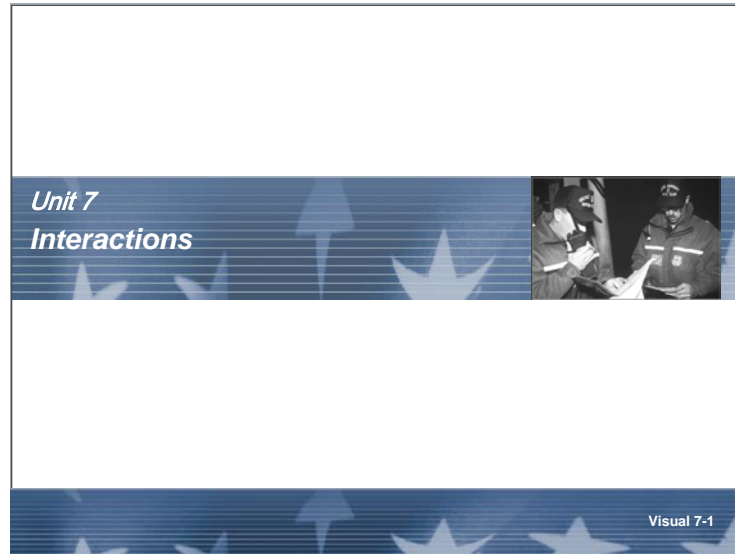
The purpose of this exercise is to provide participants with an opportunity to practice managing issues encountered by the Planning Section.

**Time Plan**

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A suggested Time Plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

<b>Topic</b>	<b>Time</b>
Lesson	1 hour
Exercise 6	1 hour
<b>Total Time</b>	<b>2 hours</b>

**Key Points**

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**Scope Statement**

Through this unit, students will learn the importance of proper and effective internal and external communication. Students will gain an understanding of the Planning Section Chief's interaction and cooperation with other functions and positions on an incident and with entities outside of the Incident Management Team.

**Unit Terminal Objective**

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**Identify key strategies for interaction with members of the Planning Section, members of the IMT, and personnel outside of the IMT**

**Key Points**

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**Unit Terminal Objective**

Identify the key strategies for interacting with members of the Planning Section, members of the Incident Management Team, and personnel outside of the Incident Management Team.

**Unit Enabling Objectives**

- Describe the Planning Section Chief's responsibilities in supervising and managing the Planning Section
- Identify opportunities for interactions and information exchange
- Identify non-Incident Command System personnel or groups the Planning Section Chief may need to interact with on an incident

### Unit Overview

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- Section Personnel Interaction
- IMT Personnel Interaction
- Non-IMT Interaction



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Visual 7-3

### Key Points

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**Topic**

Section Personnel Interaction

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**Key Points**

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### Section Personnel

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- Due to the inherent responsibilities:
  - Managing the Planning Section requires strong supervisory and interpersonal skills
  - Coach, taskmaster, cheerleader, and diplomat all rolled into one



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Visual 7-5

### Key Points

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You have to be the spokesperson for the Planning Section personnel. The majority of your problems at this level will be due to personnel issues and relationships.

Due to the inherent responsibilities:

- Managing the Planning Section requires strong supervisory and interpersonal skills
- Coach, taskmaster, cheerleader, and diplomat are all rolled into one



### Interpersonal Skills

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- What are some characteristics of an effective supervisor?



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Visual 7-6

### Key Points

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The supervisory and interpersonal roles and skills required of the Planning Section Chief include:

- Communicator
- Problem solver
- Coach
- Bridge builder
- Mediator
- Motivator
- Detail-oriented
- Perceptive
- Facilitator
- Advisor
- Information seeker
- Accessible
- Active listener

### Establish Section Priorities

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- What is needed?
- Who is responsible?
- When it is to be completed?
- How will it be displayed?
- How will it be delivered?
- What resources are available?



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Visual 7-7

### Key Points

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#### Establish Section Priorities

- What is needed?
- Who is responsible?
- When does it need to be completed?
- How will it be displayed?
- How will it be delivered?
- What resources are available?

**Topic** Brief Subordinates

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**Brief Subordinates**

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- Brief and keep subordinates informed and updated
- It is important that your staff clearly understand what is going on
- Give directions for each unit to meet the incident objectives

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Visual 7-8

**Key Points**

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During an incident it is important that the resources that work for you clearly understand what is going on.

If the whole team arrives at the same time, you can hold one large briefing. If they trickle in, you still need to make sure they are well-informed.

Situations that require a briefing include:

- Operational period change
- Replacement personnel
- Team transition
- Incident situation changes

**Topic**      Establish Expectations

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**Key Points**

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**Establish Expectations**

- Identify priorities
- Explicitly state expectations
- Establish timeframes and schedules
- Promote teamwork
- Encourage two-way dialogue
- Provide positive reinforcement

**Topic** Identify Performance Deficiencies

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### Identify Performance Deficiencies

- Remember...they don't work for you; but, they are working for you
  - Recognize and communicate immediately
  - Recognize if it is a training issue
  - Be supportive
  - Provide counseling or corrective action as appropriate

Unit 7: Interactions Visual 7-10

**Key Points**

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You cannot afford to spend your time trying to manage the Section while trying to work with someone who is not qualified to perform the job. In most cases, people who you work with in the Planning Section will not have a direct reporting relationship to you in your day-to-day jobs, meaning that your ability to “develop” personnel or leverage changes in performance is more limited. Remember, they don't work for you, but they are working for you.

**Identify Performance Deficiencies**

- Recognize and communicate immediately
- Recognize if it is a training issue
- Be supportive
- Provide counseling or corrective action as appropriate

**Topic** Provide Training Opportunities

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### **Provide Training Opportunities**

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**Provide opportunities for training:**

- **On-the-job training**
- **Evaluate opportunities for a meaningful assignment**
- **Recommend formal training at a later date**

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Visual 7-11

### **Key Points**

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- On-the-job training
- Opportunities for meaningful assignments
- Formal training at a later date

**Topic** Submit Timesheets

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**Submit Timesheets**

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- Ensure all personnel and equipment time records are completed correctly for each operational period
- Provide authorizing signature
- Turn into the appropriate time recorder

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Visual 7-12

**Key Points**

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Another responsibility of the Planning Section Chief is to ensure that everyone in the Section has completed their timesheets.

## Topic Complete Performance Ratings

### Complete Performance Ratings

- Monitor individual job performance
- Some agencies' personnel may ask for a Performance Rating (ICS Form 225)

INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)			
THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/OPERATION			
1. Name	2. Incident Name	3. Incident Number	
4. Home Agency/Assignment	5. Incident Agency/Assignment		
6. Position Held at Incident	7. Details of Assignment (Position)	8. Incident Command/Unit (ICS 201, 202, 203, 204)	9. Incident Definition
10. Evaluation			
11. Overall Rating	12. Comments	13. Strengths	14. Areas for Improvement
15. Overall Rating	16. Comments	17. Strengths	18. Areas for Improvement
19. Overall Rating	20. Comments	21. Strengths	22. Areas for Improvement
23. Overall Rating	24. Comments	25. Strengths	26. Areas for Improvement
27. Overall Rating	28. Comments	29. Strengths	30. Areas for Improvement
31. Overall Rating	32. Comments	33. Strengths	34. Areas for Improvement
35. Overall Rating	36. Comments	37. Strengths	38. Areas for Improvement
39. Overall Rating	40. Comments	41. Strengths	42. Areas for Improvement
43. Overall Rating	44. Comments	45. Strengths	46. Areas for Improvement
47. Overall Rating	48. Comments	49. Strengths	50. Areas for Improvement
51. Overall Rating	52. Comments	53. Strengths	54. Areas for Improvement
55. Overall Rating	56. Comments	57. Strengths	58. Areas for Improvement
59. Overall Rating	60. Comments	61. Strengths	62. Areas for Improvement
63. Overall Rating	64. Comments	65. Strengths	66. Areas for Improvement
67. Overall Rating	68. Comments	69. Strengths	70. Areas for Improvement
71. Overall Rating	72. Comments	73. Strengths	74. Areas for Improvement
75. Overall Rating	76. Comments	77. Strengths	78. Areas for Improvement
79. Overall Rating	80. Comments	81. Strengths	82. Areas for Improvement
83. Overall Rating	84. Comments	85. Strengths	86. Areas for Improvement
87. Overall Rating	88. Comments	89. Strengths	90. Areas for Improvement
91. Overall Rating	92. Comments	93. Strengths	94. Areas for Improvement
95. Overall Rating	96. Comments	97. Strengths	98. Areas for Improvement
99. Overall Rating	100. Comments	101. Strengths	102. Areas for Improvement

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Visual 7-13

### Key Points

Some people ask for an ICS Form 225 – Incident Personnel Performance Rating to submit to their home agency to extend their recertification period. The forms are self-explanatory.

### Completing Performance Ratings

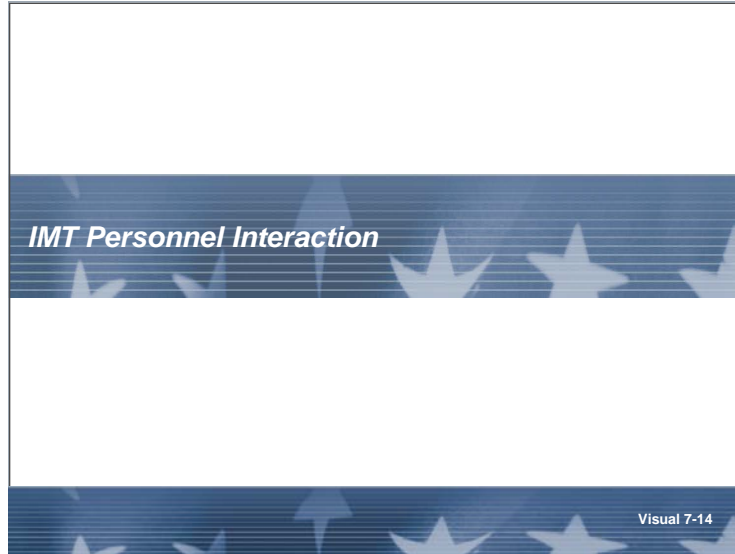
- Monitor individual job performance
- Evaluate and take corrective action, as necessary
- Some agencies' personnel will ask for an ICS Form 225 – Performance Rating
- Prepare position-specific performance evaluations
- Discuss evaluation with appropriate subordinate



**Topic**

Incident Management Team Personnel Interaction

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**Key Points**

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**Topic** Keep Incident Commander Informed

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**Keep IC Informed**

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- Keep IC informed of the Planning Section's operations
- Discuss accomplishments and problems with the IC
- Daily Planning Meeting or Command and General Staff Staff Meeting
- One-on-one as the need arises

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Visual 7-15

**Key Points**

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Accomplishments and problems should be discussed with the Incident Commander. These conversations can take place either at the Planning Meeting or Command and General Staff Meeting, or one-on-one as the need arises.

### Exchange Information

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- Interaction and information exchange opportunities:
  - Formal meetings and briefings
  - One-on-one meetings
  - Casual conversations



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Visual 7-16

### Key Points

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Interaction and information exchange opportunities include:

- Formal meetings and briefings
- One-on-one meetings
- Casual conversations
  - Command and General Staff Meetings
  - Planning Meetings
  - Team Meetings
  - Transitional Briefings
  - Operational Briefings
  - Operational Debriefings
  - Section Meetings
  - Valuable information may be obtained in casual conversations
- Coordinate the flow of information

- Troubleshoot problems with other members of Incident Management Team

Team Meetings are a pulse check.

Transitional Briefings are an opportunity to talk with the outgoing Incident Management Team.

Operational Debriefing occurs when the Field Responders debrief with the Resource Unit right after they return. This is a useful protocol to establish. A lot of valuable information is shared this way. Grab the Field Responders before they get distracted with something else.

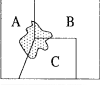
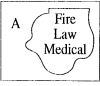
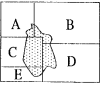
Casual conversations can also be a very productive source of information.

**Topic** Unified Command

**Unified Command**

- Increased role in coordination of Unified Commands

**Unified Command Applications**

	Incidents that affect more than one political jurisdiction
	Incidents involving multiple agencies within a jurisdiction
	Incidents that impact on multiple geographic and functional agencies

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Visual 7-17

**Key Points**

Interaction and information exchange under Unified Command (UC) include:

- Incidents that affect more than one political jurisdiction
- Incidents that involve multiple agencies within a jurisdiction
- Incidents that impact multiple geographic and functional areas

**Topic**

Non-Incident Management Team Personnel Interaction

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**Key Points**

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**Topic** Non-Incident Management Team Personnel

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**Non-IMT Personnel**

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- People or groups outside of IMT that you may be working with, include:

- EOC
- Landowners
- Cooperating agencies
- Local governments
- What are some additional examples?



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Visual 7-19

**Key Points**

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There are people or groups involved with incidents that are not part of the Incident Management Team, including: the Emergency Operation Center (EOC), landowners, cooperating agencies, and local governments.

### Area Command

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- Expect increase in demand for intelligence information
- Expect increase in interaction
  - Conference calls
  - Reporting requirements



### Key Points

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Expect increase in demand for intelligence information and an increase in interaction, including conference calls and reporting requirements.



**Topic** Special Considerations

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**Special Considerations**

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- They are great sources of information that can support the IMT
- Possible issues include:
  - Not understanding Incident Command System structure or reporting requirements
  - Information requests
  - Requests to modify objectives, strategies, or tactics

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Visual 7-21

**Key Points**

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These groups are important for the gathering of information to support the Incident Management Team as well as the agency goals and objectives.

Possible issues that could arise are:

- Not understanding Incident Command System structure or reporting requirements
- An overwhelming number of information requests
- Requests to modify objectives, strategies, or tactics outside of the Planning Cycle or Incident Command System organization

**Topic**

Exercise 6: Interactions

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**Key Points**

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**Objectives Review**

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1. *What are some of the PSC's responsibilities in supervising and managing the Planning Section?*
2. *What are the opportunities for interaction and information exchange?*
3. *What non-ICS personnel or groups might the Planning Section Chief need to interact with on an incident?*

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Visual 7-23

**Key Points**

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**Unit Terminal Objective**

Identify the key strategies for interacting with members of the Planning Section, members of the Incident Management Team, and personnel outside of the Incident Management Team.

**Unit Enabling Objectives**

- Describe the Planning Section Chief's responsibilities in supervising and managing the Planning Section
- Identify opportunities for interactions and information exchange
- Identify non-Incident Command System personnel or groups the Planning Section Chief may need to interact with on an incident