
Job Aid: Deputies, Assistants, Tech Specialists, and Agency Reps

ICS Review Materials: Deputies, Assistants, Technical Specialists, and Agency Representatives

Deputies

The Incident Commander may have one or more Deputies. An individual assuming a Deputy role must be equally capable of assuming the primary role. Therefore, a Deputy Incident Commander must be able to assume the Incident Commander's role.

Following are three reasons to designate Deputies:

- To perform specific tasks as requested by the Incident Commander.
- To perform the Incident Command function in a relief capacity (e.g., to take over the next operational period).
- To represent an assisting agency that may share jurisdiction or have jurisdiction in the future.

The Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Administration Section Chief, and Branch Directors may also have one or more Deputies.

Assistants

The Public Information Officer, Safety Officer, and Liaison Officer may have Assistants, as necessary. The Assistants may represent assisting agencies or jurisdictions, or simply assist in managing the workload associated with the position.

- Assistant Public Information Officers may be assigned to the field or Joint Information Center or assigned to handle internal information.
- Assistant Safety Officers may have specific responsibilities, such as aviation, hazardous materials, etc.
- Assistant Liaison Officers may coordinate with specific agency representatives or groups of representatives.

The Assistant title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions.

Job Aid: Deputies, Assistants, Tech Specialists, and Agency Reps (Continued)

Technical Specialists

Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section, or be assigned wherever their services are required.

While each incident dictates the need for Technical Specialists, some examples of the more commonly used specialists are:

- Meteorologists.
- Environmental Impact Specialists.
- Flood Control Specialists.
- Water Use Specialists.
- Fuels and Flammable Materials Specialists.
- Hazardous Substance Specialists.
- Fire Behavior Specialists.
- Structural Engineers.
- Training Specialists.

Agency Representatives

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency. The Agency Representative must be given authority to make decisions on matters affecting that agency's participation at the incident.

Agency Representatives report to the Liaison Officer, or to the Incident Commander in the absence of a Liaison Officer.

Major responsibilities of the Agency Representative are to:

- Ensure that all of their agency resources have completed check-in at the incident.
- Obtain briefing from the Liaison Officer or Incident Commander.
- Inform their agency personnel on the incident that the Agency Representative position has been filled.
- Attend planning meetings as required.
- Provide input to the planning process on the use of agency resources, unless resource Technical Specialists are assigned from the agency.
- Cooperate fully with the Incident Commander and the Command and General Staffs on the agency's involvement at the incident.
- Oversee the well-being and safety of agency personnel assigned to the incident.
- Advise the Liaison Officer of any special agency needs, requirements, or agency restrictions.
- Report to agency dispatch or headquarters on a prearranged schedule.
- Ensure that all agency personnel and equipment are properly accounted for and released prior to departure.
- Ensure that all required agency forms, reports, and documents are complete prior to departure.
- Have a debriefing session with the Liaison Officer or Incident Commander prior to departure.

Unit 2: ICS Fundamentals Review

Job Aid: Deputies, Assistants, Tech Specialists, and Agency Reps (Continued)

Deputies	
Where can Deputies be assigned?	
What are the requirements for Deputies?	

Assistants	
Where can Assistants be assigned?	
What is an example of a duty assumed by an Assistant? Note: The Assistant title indicates a level of technical capability, qualification, and responsibility subordinate to the primary positions.	

Technical Specialists	
Where can Technical Specialists be assigned?	
What types of Technical Specialists have you worked with on past incidents?	

Agency Representatives	
Where can Agency Representatives be assigned?	
What does an Agency Representative do?	

Visuals

Incident Complexity and Resource Needs

Incident Complexity Resource Needs ICS Structure

Complexity ↑

Visual 2.39
ICS Fundamentals Review

FEMA

Applied Exercise

Follow instructions . . .

- Presented by instructors.
- Outlined on handouts.

Visual 2.40
ICS Fundamentals Review

FEMA

Your Notes

Summary (1 of 2)

Are you now able to:

- Describe how ICS fits into the Command and Management component of NIMS?
- Describe ICS reporting and working relationships for Technical Specialists and Agency Representatives?
- Describe reporting relationships and information flow within the organization?
- Match responsibility statements to each ICS organizational element?
- List the ICS positions that may include Deputies and describe Deputy roles and responsibilities?

Visual 2.41
ICS Fundamentals Review

FEMA

Summary (2 of 2)

Are you now able to:

- Describe differences between Deputies and Assistants?
- Describe how incidents can best be managed by appropriate and early designation of primary staff members and by delegating authority to the lowest practical level?
- List the minimum staffing requirements within each organizational element for at least two incidents of different sizes?
- Describe the importance of establishing proper span of control for aviation resources and facilities?

Visual 2.42
ICS Fundamentals Review

FEMA

Your Notes

UNIT 3: UNIFIED COMMAND

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Visuals

Unit 3:
Unified Command



FEMA

Visual 3.1
Unified Command

Unit Objectives

- Define and identify the primary features of Unified Command.
- Describe how Unified Command functions on a multijurisdiction or multiagency incident.
- List the advantages of Unified Command.
- Given a simulated situation, demonstrate roles and reporting relationships under a Unified Command that involves agencies within the same jurisdiction and under multijurisdiction conditions.

FEMA

Visual 3.2
Unified Command

Your Notes

Background on Unified Command

How can you organize for incidents that cross jurisdictional boundaries or exceed individual agency responsibility?

FEMA

Visual 3.3
Unified Command

Two Solutions

Options include:

- Dividing the incident geographically or functionally so that each jurisdiction or agency can establish its own ICS organization.
- Creating a single ICS incident structure and process that has an effective and responsible multijurisdictional or multiagency approach.

FEMA

Visual 3.4
Unified Command

Your Notes

Visuals

Definition of Unified Command

As a team effort, Unified Command allows all agencies with jurisdictional authority or functional responsibility for the incident to jointly provide management direction to an incident through a common set of incident objectives and strategies and a single Incident Action Plan (IAP).

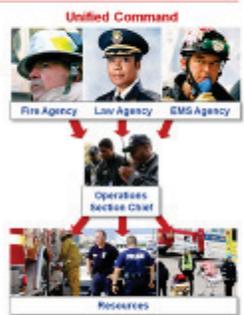
Each participating agency maintains its individual authority, responsibility, and accountability.



FEMA Visual 3.5 Unified Command

Unified Command

- Enables all agencies with responsibility to manage an incident together by establishing a common set of incident objectives and strategies.
- Allows Incident Commanders to make joint decisions by establishing a single command structure.
- Maintains unity of command. Each employee reports to only one supervisor.



FEMA Visual 3.6 Unified Command

Your Notes

Unified Command: Multiple Jurisdictions

Incidents That Impact More Than One Political Jurisdiction

Example: A wildland fire starts in one jurisdiction and burns into another jurisdiction. Responding agencies from each jurisdiction have the same mission (fire suppression), and it is the political and/or geographical boundaries that mandate multiagency cooperation and involvement.



FEMA Visual 3.7 Unified Command

Multijurisdictional Incident

Sample Organization Chart



FEMA Visual 3.8 Unified Command

Your Notes

Visuals

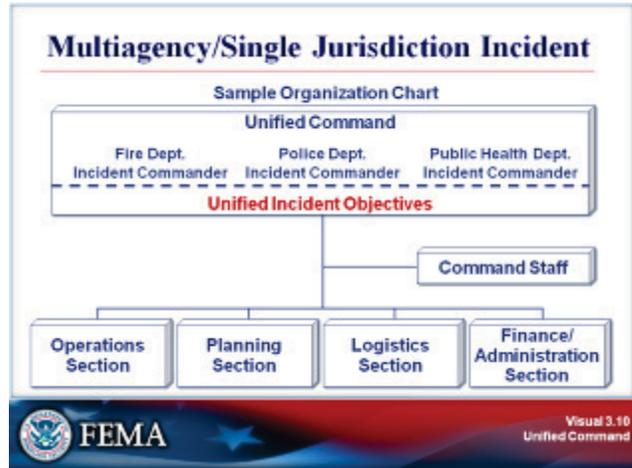
Unified Command: Multiple Agencies/Single Jurisdiction

Incidents Involving Multiple Agencies/Departments Within the Same Political Jurisdiction

Example: During a hazardous materials incident, the fire department has responsibility for fire suppression and rescue, the police department has responsibility for evacuation and area security, and public health agencies and others have responsibility for site cleanup.



FEMA Visual 3.9
Unified Command



Your Notes

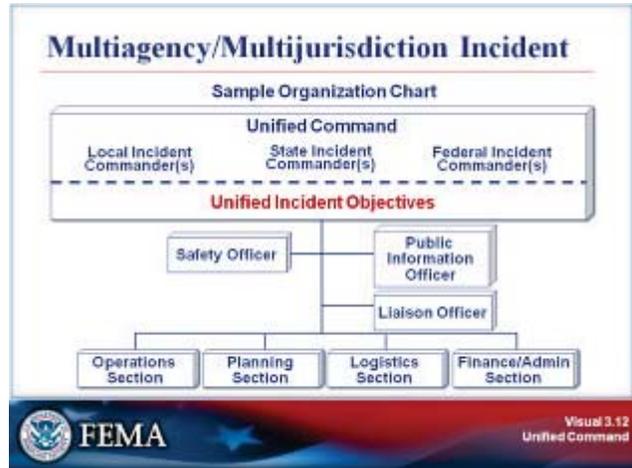
Unified Command: Multiagency/Multijurisdiction

Incidents That Impact on (or Involve) Several Political and Functional Agencies

Example: Severe weather, earthquakes, wildland fires, some special events, and terrorist threats involve large numbers of local, State, and Federal agencies. These incidents cross political boundaries and involve multiple functional authorities.



FEMA Visual 3.11
Unified Command



Your Notes

Visuals

Unified Command Elements (1 of 2)

- **Policies, Objectives, Strategies:** Are established jointly by each jurisdiction/agency authority in advance of tactical operations.
- **Organization:** Consists of the various jurisdictional or agency on-scene senior representatives (agency Incident Commanders) operating within a Unified Command structure.
- **Resources:** Are supplied by the jurisdictions and agencies that have functional or jurisdictional, legal, and financial responsibility.



Visual 3.13
Unified Command

Unified Command Elements (2 of 2)

- **Operations:** Are directed by one person, the Operations Section Chief, who controls tactical resources. There is still unity of command.

Resources (personnel and equipment) stay under the administrative and policy control of their agencies. Operationally, they respond to tactical assignments under the coordination and direction of the Operations Section Chief.



Visual 3.14
Unified Command

Your Notes

Unified Command Features: Overview



- A single integrated incident organization
- Collocated (shared) facilities
- One set of incident objectives, single planning process, and Incident Action Plan
- Integrated General Staff
- Coordinated process for resource ordering



Visual 3.15
Unified Command

Single Integrated Incident Organization

In a Unified Command:

- Jurisdictions and/or agencies blend into an integrated, unified team.
- The mix of participants depends on location of the incident and kind of incident.
- The members must function together as a team.



Visual 3.16
Unified Command

Your Notes

Visuals

Building Teamwork

How can you build the teamwork necessary for Unified Command?



Collocated (Shared) Facilities

A single Incident Command Post allows the Unified Command to maintain a coordinated effort.



Your Notes

Single Planning Process and IAP

- Joint planning must be initiated as soon as two or more agencies form a Unified Command.
- This planning process results in a single Incident Action Plan (IAP) that addresses multijurisdiction or multiagency priorities and specifies tactical operations and resource assignments.

The planning process will be covered in Unit 5.

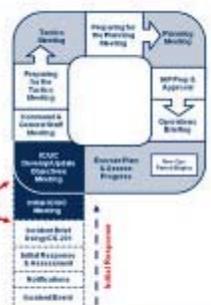
Incident Action Plan



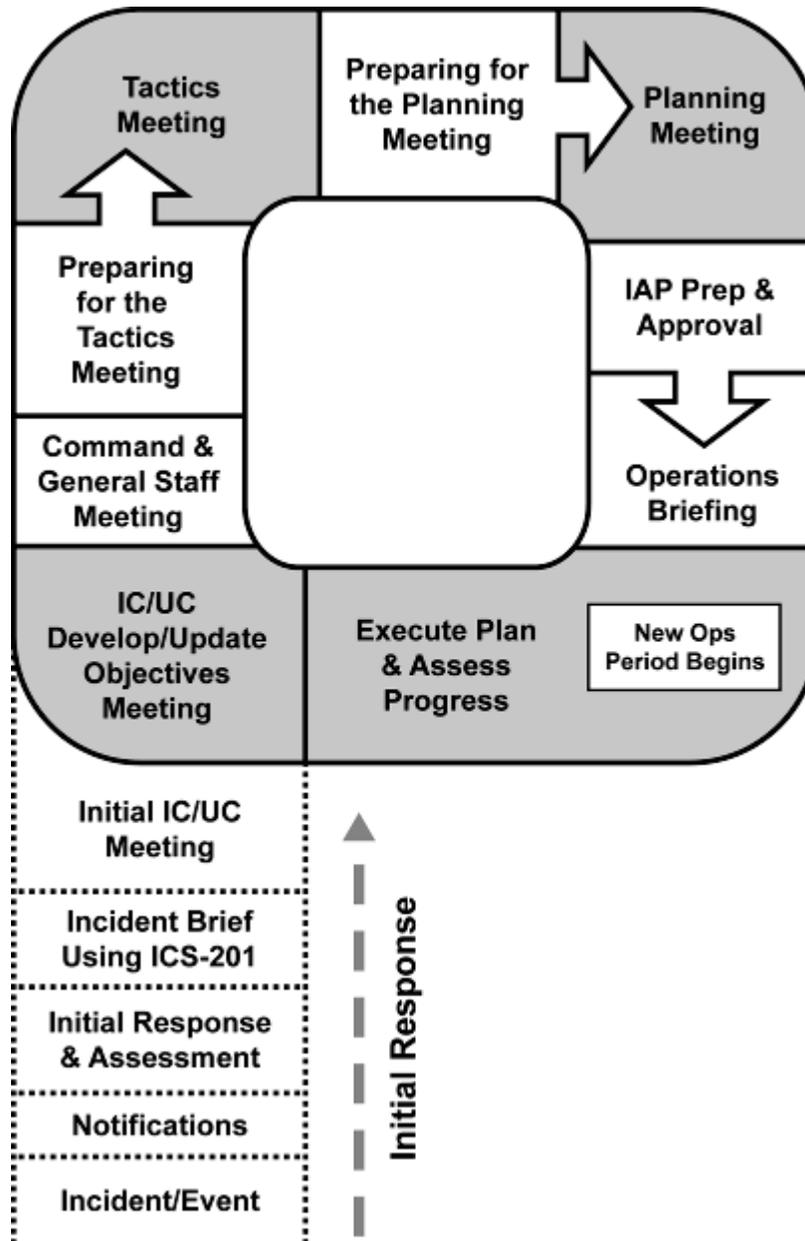
Planning “P” and Unified Command

The Unified Command meets:

- Initially to assess the situation, set priorities, discuss authorities, determine strategies, and establish the organization.
- At the onset of each operational period to develop or update objectives.



Your Notes



- The leg of the “P” describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing using ICS-201, and Initial Incident Command (IC)/Unified Command (UC) Meeting.
- At the top of the leg of the “P” is the beginning of the first operational planning period cycle. In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operational period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again.

Visuals

Initial Unified Command Meeting

The Initial Unified Command Meeting:

- Includes all members of the Unified Command.
- Takes place before the first operational period planning meeting.
- Provides the responsible agency officials with an opportunity to discuss and concur on important issues prior to joint incident planning.



View the sample agenda on the next page.

Your Notes

Sample: Initial Unified Command Meeting Agenda

- Statement of specific jurisdictional/agency goals, based on the following overarching priorities:
 - #1: Life Safety
 - #2: Incident Stabilization
 - #3: Property Preservation
- Presentation of jurisdictional limitations, concerns, and restrictions
- Development of a collective set of incident objectives
- Establishment of and agreement on acceptable priorities
- Adoption of an overall strategy or strategies to accomplish objectives
- Agreement on the basic organization structure
- Designation of the best qualified and acceptable Operations Section Chief
- Agreement on General Staff personnel designations
- Agreement on planning, logistical, and finance agreements and procedures
- Agreement on the resource ordering process to be followed
- Agreement on cost-sharing procedures
- Agreement on informational matters
- Designation of one agency official to act as the Unified Command spokesperson

Visuals

Shared General Staff Sections

Integrating multijurisdictional and/or multiagency personnel into various other functional areas may be beneficial. For example:

- In Operations and Planning, Deputy Section Chiefs can be designated from an adjacent jurisdiction.
- In Logistics, a Deputy Logistics Section Chief from another agency or jurisdiction can help to coordinate incident support.

Are there more examples?



Visual 3.22
Unified Command

Integrated General Staff

- Incident Commanders within the Unified Command must concur on the selection of the General Staff Section Chiefs.
- The Operations Section Chief must have full authority to implement the tactics within the IAP.



Visual 3.23
Unified Command

Your Notes

Selection of the Ops Section Chief

What should be considered when selecting the Ops Section Chief in a Unified Command?



Visual 3.24
Unified Command

Coordinated Resource Ordering

The Incident Commanders within the Unified Command work together to establish resource ordering procedures that allow for:

- Deployment of scarce resources to meet high-priority objectives.
- Potential cost savings through agreements on cost sharing for essential services.



Visual 3.25
Unified Command

Your Notes

Visuals

Incident Commander Responsibilities

Each designated agency Incident Commander functioning in a Unified Command must:

- Act within his/her jurisdictional or agency limitations.
- Inform the other Commanders of any legal, political, jurisdictional, or safety restrictions.
- Be authorized to perform certain activities and actions on behalf of the jurisdiction or agency he/she represents.
- Manage the incident to the best of his/her abilities.



Visual 3.26
Unified Command

Spokesperson Designation



One of the Incident Commanders may be designated as the spokesperson to:

- Serve as a designated channel of communications from Command and General Staff members.
- Provide a point of contact as necessary for the Command and General Staffs.

The spokesperson does NOT make independent command decisions!



Visual 3.27
Unified Command

Your Notes

Unified Command and Preparedness

- Include Unified Command delegations in local emergency operations plans and interagency/ mutual-aid agreements.
- Conduct training exercises using Unified Command with adjacent jurisdictions and functional agencies.



Visual 3.28
Unified Command

Advantages of Unified Command

Now that you've learned more about Unified Command . . .



Visual 3.29
Unified Command

Your Notes

Visuals

Summary: Advantages of Using Unified Command

- A single set of objectives is developed for the entire incident.
- A collective approach is used to develop strategies to achieve incident objectives.
- Information flow and coordination are improved between all jurisdictions and agencies involved in the incident.
- All agencies with responsibility for the incident have an understanding of joint priorities and restrictions.
- No agency's legal authorities will be compromised or neglected.
- The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.



Visual 3.30
Unified Command

Applied Exercise



Follow instructions . . .

- Presented by instructors.
- Outlined on handouts.



Visual 3.31
Unified Command

Your Notes

Summary

Are you now able to:

- Define and identify the primary features of Unified Command?
- Describe how Unified Command functions on a multijurisdiction or multiagency incident?
- List the advantages of Unified Command?
- Given a simulated situation, demonstrate roles and reporting relationships under a Unified Command that involves agencies within the same jurisdiction and under multijurisdiction conditions?



Visual 3.32
Unified Command

Your Notes

Your Notes

**UNIT 4: INCIDENT/EVENT ASSESSMENT & AGENCY GUIDANCE IN
ESTABLISHING INCIDENT OBJECTIVES**

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Visuals

Unit 4:
Incident/Event
Assessment &
Agency Guidance
in Establishing
Incident Objectives



Visual 4.1
Incident/Event Assessment & Agency Guidance
in Establishing Incident Objectives

FEMA

Unit Objectives

- Describe methods and tools used to assess incident/event complexity.
- Describe types of agency(s) policies and guidelines that influence management of incident or event activities.
- Describe the process for developing incident objectives, strategies, and tactics.
- Describe the steps in transferring and assuming incident command.
- As part of an exercise, develop incident objectives for a simulated incident.

Visual 4.2
Incident/Event Assessment & Agency Guidance
in Establishing Incident Objectives

FEMA

Your Notes

Activity: Incidents vs. Events

Instructions:

1. Review the definitions below.
 - **Incident:** An unexpected occurrence that requires immediate response actions through an ICS organization.
 - **Event:** A scheduled nonemergency activity (sporting events, concerts, parades).
2. Working as a team, identify the differences and similarities between planning for incidents versus events. Record your answers on chart paper.
3. Choose a spokesperson and be ready to present your answers to the large group in 10 minutes.

Visual 4.3
Incident/Event Assessment & Agency Guidance
in Establishing Incident Objectives

FEMA

Planning for Incidents

The incident planners must take into account the following factors:

- Time criticality
- Unstable, changing situation
- Potential rapid expansion of incident and response
- Incomplete communications and information
- Lack of experience managing expanding incidents

Visual 4.4
Incident/Event Assessment & Agency Guidance
in Establishing Incident Objectives

FEMA

Your Notes

Visuals

Planning for Events

The planners of an event should know:

- Type of event
- Location, size, expected duration, history, and potential in order to project incident objectives
- Number of agencies involved
- Single or multijurisdiction
- Command Staff needs
- Kind, type, and number of resources required
- Projected aviation operations
- Staging Areas required
- Other facilities required
- Kind and type of logistical support needs
- Financial considerations
- Known limitations or restrictions
- Available communications

FEMA Visual 4.5 Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives

Planning "P" and Unified Command

This unit covers:

- Initial response and assessment.
- Incident briefing.
- Setting initial objectives and strategies (during Initial UC Meeting).

FEMA Visual 4.6 Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives

Your Notes

Initial Actions

What actions must the first responding units take to organize an incident?

FEMA Visual 4.7 Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives

Overall Priorities

Initial decisions and objectives are established based on the following priorities:

- #1: Life Safety
- #2: Incident Stabilization
- #3: Property Conservation

FEMA Visual 4.8 Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives

Your Notes

Visuals

Initial Response Actions

Assessment and Safety

- Size up the situation.
- Determine if life is at risk.
- Ensure personnel safety.
- Identify environmental issues to address.

Planning and Resource Management

- Assume command and establish Incident Command Post.
- Establish immediate incident objectives, strategies, and tactics.
- Determine resource needs.
- Establish initial organization that maintains span of control.

FEMA Visual 4.9 Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives

Initial Response: Conduct a Sizeup

The first responder to arrive must assume command and size up the situation by determining:

- Nature and magnitude of the incident
- Hazards and safety concerns
 - Hazards facing response personnel and the public
 - Evacuation and warnings
 - Injuries and casualties
 - Need to secure and isolate the area
- Initial priorities and immediate resource requirements
- Location of Incident Command Post and Staging Area(s)
- Entrance and exit routes for responders

FEMA Visual 4.10 Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives

Your Notes

Initial Management Decisions

A thorough sizeup provides information needed to make initial management decisions.

Establish Objectives
Develop Strategy
Select Tactics

FEMA Visual 4.11 Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives

Situational Awareness

Situational awareness is the perception of:

- What the incident is doing, and
- What you are doing in relation to the incident and your objectives.

Situational awareness involves the ability to predict:

- Changes in the incident, and
- Your future actions.

FEMA Visual 4.12 Incident/Event Assessment & Agency Guidance in Establishing Incident Objectives

Your Notes

Visuals

Situational Awareness Skills (1 of 2)

- Identify problems/potential problems.
- Recognize the need for action (atypical situations).
- Do NOT ignore information discrepancies; rather, analyze discrepancies before proceeding.
- Seek and provide information before acting.



Visual 4.13
Incident/Event Assessment & Agency Guidance
in Establishing Incident Objectives

Situational Awareness Skills (2 of 2)

- Continue collecting information about the incident and assignments made.
- Assess your own task performance.
- Identify deviations from the expected.
- **Communicate your situational awareness to all team members!**



Visual 4.14
Incident/Event Assessment & Agency Guidance
in Establishing Incident Objectives

Your Notes

Loss of Situational Awareness

Tunnel vision is an indicator of losing situational awareness.

How might you know if you are experiencing tunnel vision?

What causes tunnel vision?
How can it be avoided?

Visual 4.15
Incident/Event Assessment & Agency Guidance
in Establishing Incident Objectives

Complexity Analysis Factors (1 of 2)

- Impacts to life, property, and the economy
- Community and responder safety
- Expected duration
- Number of resources involved
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events or incidents



Visual 4.16
Incident/Event Assessment & Agency Guidance
in Establishing Incident Objectives

Your Notes

Visuals

Complexity Analysis Factors (2 of 2)

- Potential crime scene (including terrorism)
- Political sensitivity, external influences, and media relations
- Area involved, jurisdictional boundaries
- Availability of resources



Visual 4.17
Incident/Event Assessment & Agency Guidance
in Establishing Incident Objectives

Authorities, Policies, and External Stakeholders

In addition to the information collected during the sizeup, the Incident Commander must take into account:



- Authorities
- Policies & Guidelines
- External Stakeholders

Visual 4.18
Incident/Event Assessment & Agency Guidance
in Establishing Incident Objectives

Your Notes

Agency Policies and Guidelines



Visual 4.19
Incident/Event Assessment & Agency Guidance
in Establishing Incident Objectives

Policies and Guidelines: Examples

- Pre-incident plans
- Standard operating procedures
- Emergency operations plans
- Continuity of operations plans
- Community preparedness plans
- Mutual aid and assistance agreements
- Wildland Fire Situation Analysis (WFSA)
- Wildland Fire Implementation Plan (WFIP)
- Corrective action plans
- Mitigation plans
- Recovery plans
- Tribal, State, regional, and national mobilization guides
- Field operations guides
- Delegations of authority

Visual 4.20
Incident/Event Assessment & Agency Guidance
in Establishing Incident Objectives

Your Notes

Visuals

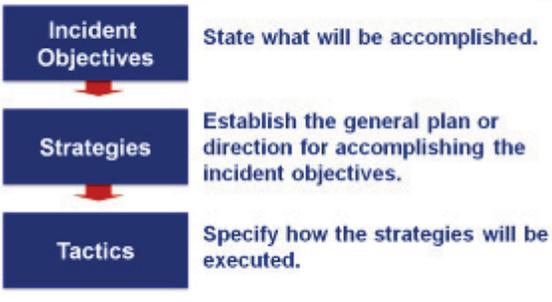
Responsibility for Developing Objectives



- On small incidents, the Incident Commander is solely responsible for developing incident objectives.
- On larger incidents, Command and General Staff contribute to the development of incident objectives.

Visual 4.21
Incident/Event Assessment & Agency Guidance
in Establishing Incident Objectives

Objectives, Strategies, and Tactics



- Incident Objectives** State what will be accomplished.
- Strategies** Establish the general plan or direction for accomplishing the incident objectives.
- Tactics** Specify how the strategies will be executed.

Visual 4.22
Incident/Event Assessment & Agency Guidance
in Establishing Incident Objectives

Your Notes

Writing “SMART” Objectives

- **S**pecific – Is the wording precise and unambiguous?
- **M**easurable – How will achievements be measured?
- **A**ction Oriented – Is an action verb used to describe expected accomplishments?
- **R**ealistic – Is the outcome achievable with given available resources?
- **T**ime Sensitive – What is the timeframe (if applicable)?

Visual 4.23
Incident/Event Assessment & Agency Guidance
in Establishing Incident Objectives

Sample Objectives

- Residents in Division A will be evacuated to the Walnford High School reception center by 1700 hours.
- Complete Preliminary Damage Assessments of all damaged residential structures in Anytown by 0800 hours on 3/21.
- Restore water to the business district by 0900 hours on 3/21.
- Contain fire within existing structures (during the current operational period).

Visual 4.24
Incident/Event Assessment & Agency Guidance
in Establishing Incident Objectives

Your Notes

Visuals

Transfer of Command

You have been serving as the initial Incident Commander.

A more qualified staff member has just arrived at the scene and will assume command of the incident.



Visual 4.25
Incident/Event Assessment & Agency Guidance
in Establishing Incident Objectives

Steps in Assuming Command

- Assess the situation with the current Incident Commander.
- Receive a briefing from the current Incident Commander.
- Determine an appropriate time for the transfer of command and document the transfer (ICS Form 201).
- Notify others of the change in incident command.
- Assign the current Incident Commander to another position in the incident organization.

Refer to the next page in your Student Manual for more information about transfer of command briefings.

Visual 4.26
Incident/Event Assessment & Agency Guidance
in Establishing Incident Objectives

Your Notes

View the job aid on the next page.

Job Aid: Steps in Assuming Command**Transfer of Command Briefings**

A transfer of command briefing must be held by the current Incident Commander, and take place face to face if possible. The briefing must cover the following:

- Incident history (what has happened)
- Priorities and objectives
- Current plan
- Resource assignments
- Incident organization
- Resources ordered/needed
- Facilities established
- Status of communications
- Any constraints or limitations as directed by policies and guidelines
- Incident potential
- Status of Delegation of Authority, inherent or specific

The incoming Incident Commander must ensure that he or she understands the responsible agencies' policies and Agency Administrator's direction as discussed earlier in this unit. This may be inherent based on the person's employment or rank, or may be provided by the Agency Administrator.

Changing Incident Objectives

The incoming Incident Commander, because of depth of experience or a change in incident-related conditions, may desire to modify incident objectives upon transition of command. Changes could be required for the following reasons:

- Change in Agency Administrator goals
- Change in available resources – kinds or types
- Failure or unexpected success of tactical efforts
- Improved intelligence
- Cost factors
- Political considerations
- Environmental considerations

Critical changes should be made immediately, rather than allowing the existing plan to proceed. Delayed changes may result in additional control problems, greater loss, and increased expense and risk. However, changes can cause disruptions. When possible, less time-sensitive changes should be implemented at the start of the next operational period.

(Continued on the next page.)

Job Aid: Steps in Assuming Command (Continued)

Making a change does not imply that previous decisions and actions were wrong. Many things can influence the need for change. The Incident Commander must be assertive but also aware of potential risk and safety considerations involved in changes. Four guidelines to changes are:

1. Implement appropriate safety procedures for all changes. Before implementing changes, the Incident Commander must consider the impact on the safety of responders. If a change in the IAP places responders at greater risk, safety procedures must be changed as well.
2. Make changes only if you must. Do not make unnecessary changes to incident objectives or the IAP.
3. Make changes sooner rather than later. Evaluate the impact of any changes on overall operations. Do not wait beyond the beginning of the next operational period to make changes. If changes are critical, make them immediately.
4. Ensure that the changes are communicated clearly throughout the organization. Poor communication of changed objectives will reduce the efficiency of the response. It could also increase costs and put responders at greater risk.