
Unit 3: Management Cycle

STUDENT GUIDE

Objectives

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

- Describe the incident management and planning processes utilized by the Operations Section Chief
- Explain the Planning P
- Describe the management cycle, including all of its components, and how it relates to the Operations Section Chief function
- Describe 12-hour and 24-hour operational periods

Methodology

This unit uses lecture, discussion, and handouts.

Students will be tested on this unit's content through the administration of Quiz 1 (to be administered upon completion of Unit 7). Knowledge of unit content will also be evaluated through the administration of the Final Exam (to be administered upon completion of the course).

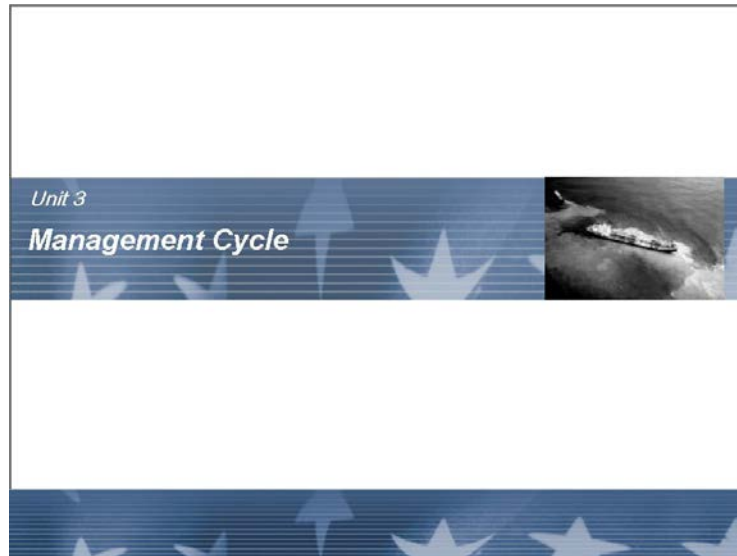
Time Plan

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.

Topic	Time
Lesson	1 hour 15 minutes
Total Time	1 hour 15 minutes

Topic

Unit Title Slide

**Key Points**

Scope Statement

Through this unit, students will be introduced to the Planning P to highlight the Operations Section Chief's roles and responsibilities in the daily management cycle. The students will gain a general understanding of the components of the Planning P and the Operation Section Chief's responsibilities in effectively managing the planning cycle. Students will also learn the individual components of the management cycle and how each of them apply to the management responsibilities of the Operations Section Chief. Finally, students will confirm their knowledge of the 12- and 24-hour operational periods and how they affect incident management.

Later units will provide some options for how the Operations Section Chief effectively accomplishes these tasks, particularly during a Type I or Type II incident.

Topic Unit Objectives

Unit Terminal Objective

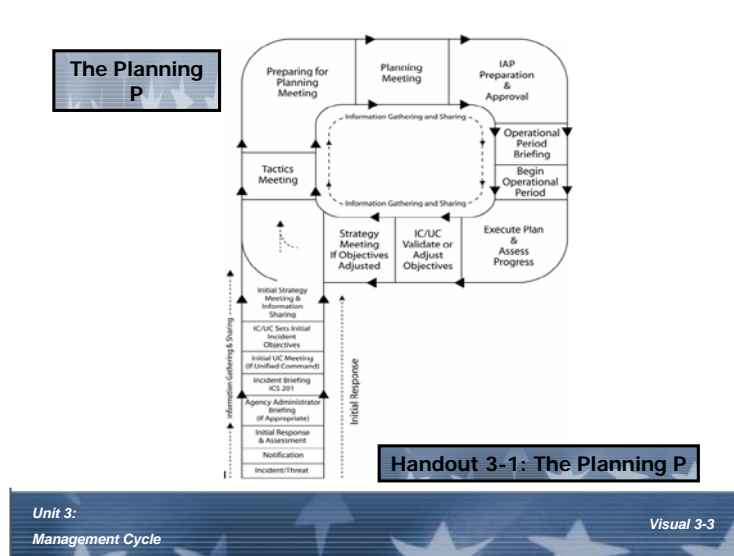
Describe incident management and the planning processes utilized by the Operations Section Chief.

**Key Points**

The Operations Section Chief fulfills two responsibilities: (1) establishing the tactics; and (2) leading the Operations Section. In an incident, the Operations Section Chief's leadership style should be management by objective. This means telling your section *what* to do, not necessarily *how* to do it. Give them goals and empower them to use their discretion to make frontline decisions.

As an Operations Section Chief, you must balance the responsibilities of managing your section and managing the response.

The management cycle is a key process that the Operations Section Chief must develop if he/she is to be a successful planner. We will compare various operational period schedules and how they relate to the planning process. The Planning P will be introduced in this lesson to illustrate the operational planning cycle that an Operations Section Chief will go through.



Key Points

The **Planning P** represents the operational planning cycle you will go through as Operations Section Chief:

1. Plan the next operational period with the Command Staff
2. Ensure that the IAP is developed according to what you needed
3. Hold an Operational Briefing to communicate tactics and safety mitigation steps to your organization
4. Seek out and incorporate new information as responders come off their shift or mid-operational period
5. Make the necessary strategic changes in coordination with the Incident Commander
6. Hold a Tactics Meeting to get the go-ahead from Logistics, Resources, Safety, and Planning on what you will present at the Planning Meeting

Topic The Management Cycle

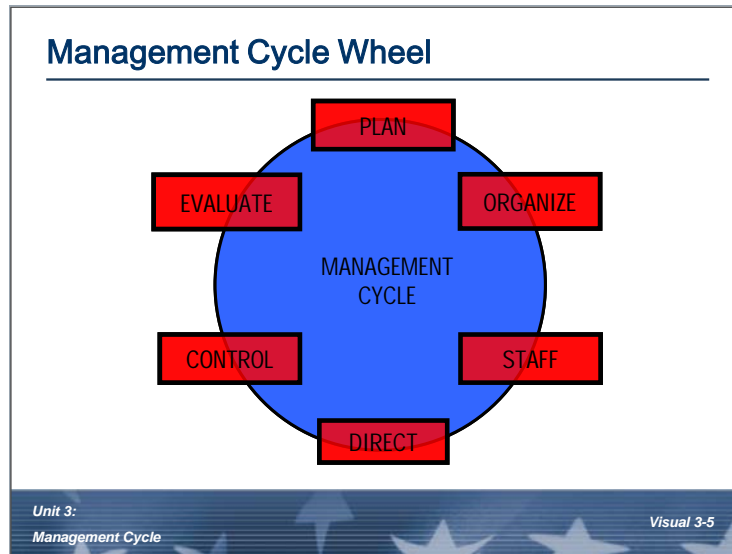
The Management Cycle

- **A thought process used in problem solving**
- **Should happen rapidly as a mental exercise**
- **Used as a step-by-step checklist**
- **Once familiar, the steps become automatic**

*Unit 3:
Management Cycle*

Visual 3-4

Key Points

Topic Management Cycle Wheel**Key Points**

The Management Cycle Wheel is one method of illustrating the Operations Section Chief's management cycle. Emphasize that this is being presented merely as a tool to conceptualize the management cycle; it is not the only method.

The difference between the Management Cycle Wheel and the Planning P is the tactical level at which each model describes the management and planning functions of the Operations Section Chief. The Planning P describes the functions in more concrete terms, detailing the timeline of the functions from the beginning of the event and cycling through the meetings, briefings, and the execution of the plans. The Management Cycle Wheel, on the other hand, is a way to describe the conceptual aspects of the management process.

Topic Elements of Planning

Elements of Planning

- Objectives
- Policies
- Procedures
- Tactics

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Visual 3-6

Key Points

Topic Kinds of Operations Resources

**Key Points**

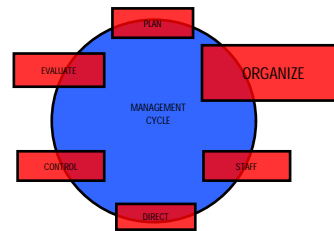
- Ground resources
- Air resources

Ground resources are personnel, vehicles, and equipment found in Strike Team, Task Force, or single-resource configurations.

Unless the incident is small, air resources will be directed by an Air Operations Branch Director.

Organizing

- Organizing is a structured method whereby managers bring together essential resources and incorporate them into a formalized relationship
- The organization established in the ICS is the mechanism for grouping activities together



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Visual 3-8

Key Points

Staffing

Resources are assigned based on organizational needs:

- Personnel
- Apparatus



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Visual 3-9

Key Points

A major part of an Operations Section Chief's responsibilities is applying the resources that you have to get the job done. When considering how to assign personnel resources, think about:

- The number of people necessary to accomplish the job
- The experience and skill level of your personnel
- The training that your people have received

You should only assign people to jobs that they can accomplish. At the beginning of an incident, however, or if you are short on personnel, you may have to direct inexperienced people. This will require directing them to the basic tools that they'll need to get the job done (for example, telling them what to reference in the FOG).

- The ICS Position Qualification System establishes minimum standards of qualification
- There is no guarantee of success, only an indication of training and experience
- Use the most qualified people in lead positions

Both the vehicle and crew are considered apparatuses. As an Operations Section Chief, if you don't need operators, state this explicitly. Otherwise, they will automatically be sent when you request an apparatus.

- Apparatuses are the basic functional units used to identify tasks in emergency operations
- Some examples are engines, hand crews, helicopters, ambulances, USAR, water craft, sampling team, confined space equipment, skimming crews, vacuum trucks, and heavy equipment (excavators)
- Apparatuses should be evaluated by the capabilities of the crew and the apparatuses to accomplish the assigned task, not the experience of the Crew Leader

For the most part, NIMS has adopted and expanded the existing ICS typing system. To be NIMS-compliant, you need to be able to reference resources by typing.

Directing

- Guiding, communicating, and supervising efforts of subordinates
- Motivating
- Leadership style
- Delegation

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Visual 3-10

Key Points

To motivate your people, do things such as giving them jobs that they can accomplish and ending briefings on a positive note.

- Positive motivation implicitly promises some kind of a reward at the end of a task (e.g., certificates of appreciation, pins, patches)
- Negative motivation implicitly promises some sort of a punishment if the task or assignment is not completed (e.g., poor performance rating, unsatisfactory demobilization from the incident)

Leadership styles include autocratic, middle-of-the-road, laissez-faire, and so forth. There is no “right” leadership style for an Operations Section Chief, except that the style must be appropriate to the size and skill set of your team. The following are possible leadership styles:

- Autocratic
- Laissez-faire
- Democratic

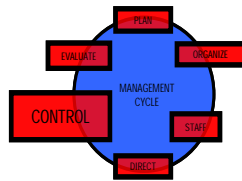
Delegation maximizes the potential of resources and allows management to yield to expertise. Micromanagement squanders your energies and focus. Pick good people and empower them to get the job done.

- Assign the divisions of labor; more specifically, do not tie up the top end of the organization with the intimate details that are required to accomplish an individual task
- Use the knowledge of others; it facilitates timely completion of tasks without unnecessary delay and enhances training and personal development

Delegation provides a more meaningful work environment.

Controlling

- Evaluate and correct performance as necessary
- Steps in establishing control



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Visual 3-11

Key Points

Topic Controlling (cont.)**Controlling (cont.)**

- Strategic control points
- Tactical control points



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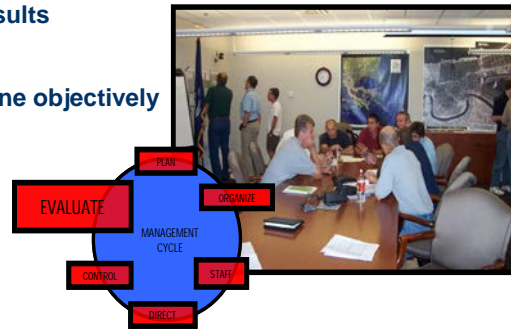
Visual 3-12

Key Points

Your control points vary by incident and don't necessarily involve hazards such as fires or spills. If the Incident Commander sets the goal of human support services, then obtaining food is not exclusively a Logistics function—it is the Operations Section Chief's primary objective. Logistics will continue to support operations by providing support services to responders and serving as Technical Specialists for human support services operations.

Evaluating

- Determining whether existing plan is adequate based on a comparison of planned objectives and actual incident results
- Must be done objectively



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Visual 3-13


Key Points

Evaluating means continually seeking out and listening to information and changing your strategies accordingly. The best source of information is your frontline personnel.

Topic Operational Period

Operational Period

- 12-hour operational period
- 24-hour operational period



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Visual 3-14

Key Points

Operational periods are usually 12 hours, but they vary by hazard (e.g., wildfire operational shifts may be longer, structural fires will be shorter). While operational periods can be 24-hours long, it's usually only for a good reason. For example, operational periods may be 24 hours if the travel time to the incident response site is significant.

Consider the need for additional assistance (resources or personnel) as early as possible in the 12-hour cycle.

There usually isn't a need for 24-hour shifts. Sleeplessness leads to impaired decision making and safety problems.

If responders work 24 hours in a row, you should not expect them to work hard and continuously. Whatever the length of the operational period, ensure that the transition is seamless. In other words, pay special attention to periods of transition—a lot of mistakes are a result of lack of continuity in leadership. One way that you can do this is to wake up early and review the day's IAP for completeness and accuracy before being briefed by the out-going Operations Section Chief.

You can mix 12- and 24-hour operational periods in an incident. If shifts are mixed in this way, take steps to mitigate safety concerns during the transition. The Operations "change of guard" is a high-risk period.

If you work 2 hours, you should get 1 hour of rest. So if you work 16 hours, you should get 8 hours of rest.

Objectives Review

- 1. What is the Planning P?*
- 2. What is the management cycle (and all of its components) and how does it relate to the Operations Section Chief function?*
- 3. What are the 12-hour and 24-hour operational periods?*

Key Points
