
Unit 11: Personnel Interaction

STUDENT GUIDE

Objectives

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

- Describe the Operations Section Chief's role in developing and maintaining relations with people internal and external to the ICS Team
- Identify key players that the Operations Section Chief supports, delegates to, and communicates with
- Describe significant events that may require special communications (e.g., with the Incident Commander)
- List external players that are possible partners or resources for the Operations Section Chief
- List guidelines for dealing with the media

Methodology

This unit uses lecture, an exercise, and discussion.

Content from this unit will be tested through the Final Exam, as well as through the facilitation of Exercise 12. The purpose of this exercise is to provide participants with an opportunity to determine whether or not certain scenarios require the Safety Officer to create a Special Report. This exercise will last approximately 30 minutes. Students will consider the provided information and individually determine whether or not each scenario would require a Special Report. Then, in small groups, students will compare and discuss answers and reach a consensus, which will then be presented to the rest of the class.

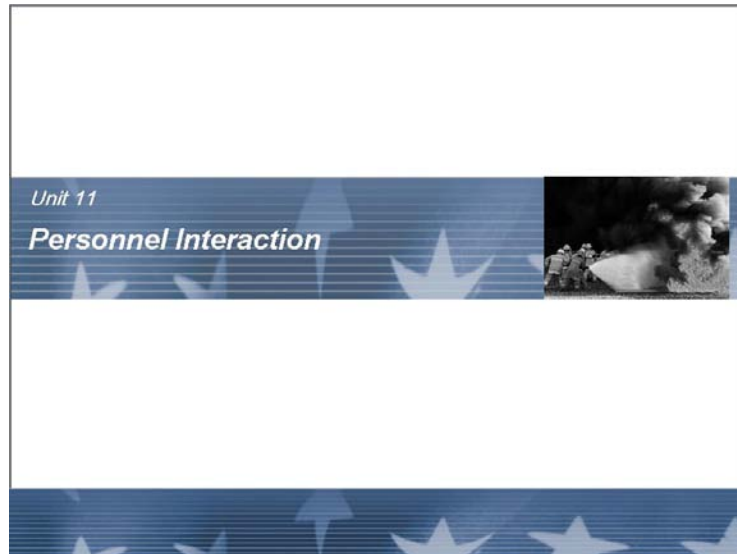
Time Plan

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
Exercise 6	2 hours
Expectations Review	30 minutes
Final Exam	1 hour
Final Exam Review	30 minutes
Total Time	5 hours

Topic

Unit Title Slide

**Key Points**

S c o p e S t a t e m e n t

Through this unit, students will learn the importance of proper and effective internal and external communication. Students will gain an understanding of the Operations Section Chief's interaction and cooperation with other functions and positions (especially the Incident Commander) on an incident and entities outside of the Incident Management Team (e.g., local residents, local law enforcement). In addition, students will learn the basics of media management and the importance of coordination with the Agency Administrator's Representative.

Unit Terminal Objective

Describe the Operations Section Chief's role in developing and maintaining relations with people internal and external to the ICS Team.

**Key Points**

Unit Terminal Objective

Describe the Operations Section Chief's role in developing and maintaining relations with people internal and external to the ICS Team.

Unit Enabling Objectives

- Identify key players that the Operations Section Chief supports, delegates to, and communicates with
- Describe significant events that may require special communications (e.g., with the Incident Commander)
- List external players that are possible partners or resources for the Operations Section Chief
- List guidelines for dealing with the media

Developing and maintaining relations with people internal and external to the incident organization is a critical component to a successful operation. The Operations Section Chief is largely a focal point for activities on large and complex incidents: As an Operations Section Chief, you need to master the skills necessary to successfully address and resolve many types of personnel coordination activities.

Topic Internal Cooperation

Internal Cooperation

- Interaction with Incident Commander
- Significant events:
 - High media interest
 - Serious injury or damage
 - High-profile political issues
 - Any event that changes Incident Objectives



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Visual 11-3

Key Points

The relationship/interaction between the Incident Commander and the Operations Section Chief requires that you manage up. The Incident Commander doesn't want any surprises. Examples of what should be reported to him/her include (1) a tactic that isn't working; (2) any successes; and (3) any plans to deviate from the IAP.

Tell the Incident Commander when you anticipate that something will generate media interest. You'll know that you're attracting media attention if media trucks show up or media helicopters are circling overhead. Report any serious injury or damage to the Incident Commander, whether it's to your own personnel or to the public; the Incident Commander needs to know as soon as possible. If you change objectives or anticipate changing them as a result of changes in the event that affect the objectives, let the Incident Commander know.

Your Agency Representative can give you a sense of what is a politically important or controversial. The Agency Representative may share their agencies' agenda/priorities if you bring the Agency Representative into your organization.

Topic Internal Cooperation (cont.)

Internal Cooperation (cont.)

Interaction and coordination with other functions:

- Set priorities and delegations for Branches/Divisions
- Establish air operation priorities
- Finance/Administration Sections



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Visual 11-4

Key Points

Establish air operation priorities, including water drops, supply drops, equipment transport, and personnel transport. Make sure that you clearly establish priorities with your Air Operations Branch Director.

Finance will tell you how much money you are spending against the allocated budget and whether money is being spent on items that aren't authorized by the budget. Funding basically falls into three categories: (1) reimbursing the IMT; (2) reimbursing direct support activities; and (3) individual assistance. When you are approaching your spending ceiling, let the Finance/Administration Section Chief know; then you can request increases or negotiate funding priorities. Help Finance by clearly communicating spending authorities and limits.

As the Operational Manager of an incident, you have a fiduciary responsibility to those funding the response. If you buy something on a FEMA-reimbursed mission, they will want it back. ICS Forms 203, 204, 213, and 214, as well as the daily IAP, are the supporting documentation for your spending decisions.

If you go on a FEMA-funded assignment, FEMA isn't obligated to reimburse your expenses. If FEMA thinks that you have mishandled the event, it can refuse to reimburse you. This is especially likely if your documentation is incomplete. For this reason, document how you spend all of FEMA's money. A Planning Worksheet is a critical document driving FEMA funding. Coordinate it with your Finance/Administration Section Chief in advance.

Topic Internal Cooperation (cont.)**Internal Cooperation (cont.)****Interaction and coordination with other functions:**

- **Logistics**
- **Public Information Officer**
- **VIP visit**
- **Be aware of enabling authority**



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Visual 11-5

Key Points

As an Operations Section Chief, work closely with Logistics. It's critical that you keep the Logistics Section Chief in the loop ahead of time. Don't tell him/her that you've ordered 200 more bodies and they will arrive before dinner. More complex events and response activities require you to work more closely with the Logistics Section Chief. This is especially true if the event involves air support or remote support.

When PIOs develop media releases, they will publicly describe what you and your team are doing. Make sure that the PIO's description reflects incident objectives. For example, you can approach the PIO with a special interest story (e.g., a park cleanup) that reassures the public that tax dollars are being well spent.

Enabling authorities are laws that allow you to do what you do. If you are working at home, they'll be familiar. If not, seek out and learn the relevant laws and regulations.

Topic External Cooperation

External Cooperation

- Local resident knowledge
- Local law enforcement
- Locate values at risk



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Visual 11-6

Key Points

Local residents are the best source for information on the lay of the land: geographically, culturally, and more. Don't exclude the locals or present yourself as experts who don't need help.

Local law enforcement officers can identify dangerous areas, resources, sources of supplies, and other valuable local knowledge. In some areas, residents won't like the government and government agents are at risk. Law enforcement can identify these areas for you.

Topic External Cooperation (cont.)

External Cooperation (cont.)

- Sensitivity to local residents
- Media management
- Agency Administrator's Representative



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Visual 11-7

Key Points

If members of the media show up unescorted, they are your responsibility. Find a PIO or Deputy PIO to answer their questions and/or escort them around the incident area. If at all possible, don't throw members of the media out because they will think that you have something to hide. The general rule in ICS is that no one can address the media without permission from the Incident Commander.

It is important to coordinate with the Agency Administrator's Representative. He/she is another source of information on the details of pre-emergency plans and policies.

Resource specialists, fishery biologists, soil scientists, public health, public works, EMS, HAZMAT, seismologists, and hydrologists can be helpful in determining the effects of your operations in sensitive areas. The rehabilitation teams will want to interact with you to discuss rehabilitation needs.

Remember that your team works for the jurisdictional agency. How you interact with agency personnel affects how the Agency Administrator evaluates your team.



Key Points

Follow directions from the instructor on how to complete this exercise.

Topic

Objectives Review

Objectives Review

1. *Who are key players the Operations Section Chief supports, delegates to, and communicates with?*
2. *What are significant events that may require special communications (e.g., with the Incident Commander)?*
3. *Who are the external players that are possible partners or resources for the Operations Section Chief?*
4. *What are guidelines for dealing with the media?*

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Visual 11-9

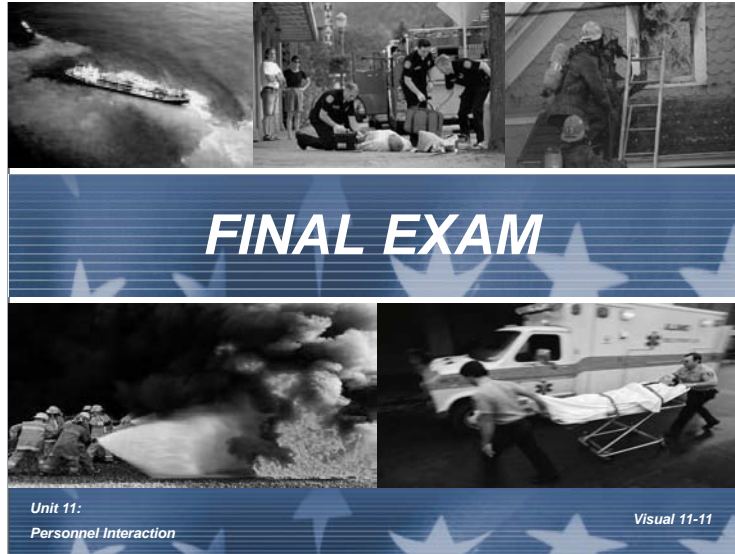
Key Points

Topic

Review of Course Expectations



Key Points



Key Points

Follow directions from the instructor on how to complete the final exam.