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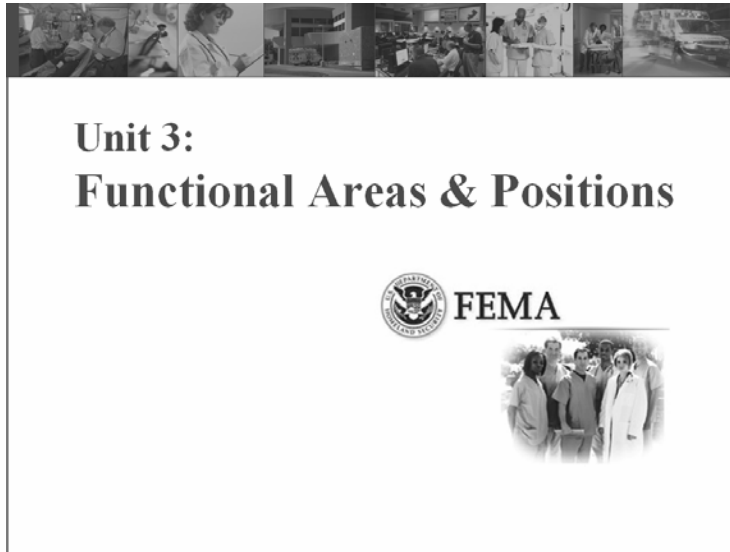
## Unit 3: Functional Areas and Positions

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**Visual Description:** Title Slide

### Key Points

This unit introduces the Incident Command System (ICS) organizational components, command staff, expanding incidents, and general staff.



### Unit Objectives

By the end of this unit, you should be able to:

- Describe the functional areas and positions within an ICS organizational structure.
- Describe how ICS is used to manage expanding incidents.

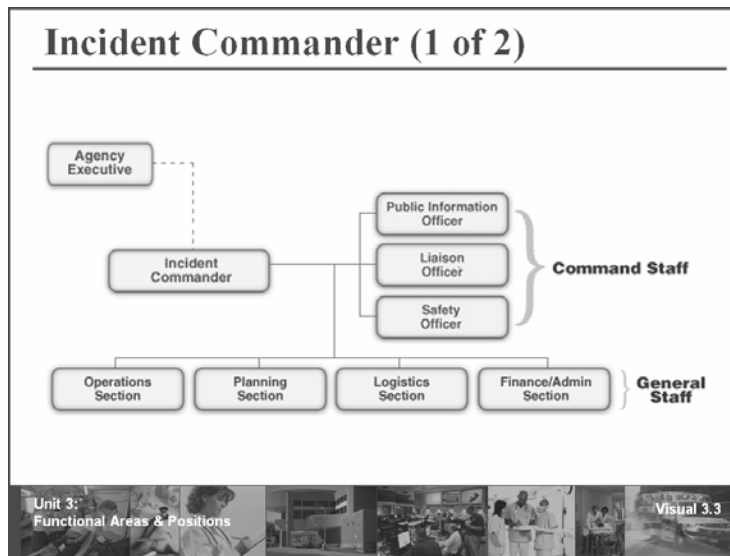


**Visual Description:** Unit Objectives

### Key Points

By the end of this unit, you should be able to:

- Describe the functional areas and positions within an Incident Command System (ICS) organizational structure.
- Describe how Incident Command System (ICS) is used to manage expanding incidents.



**Visual Description:** Incident Commander (1 of 2)

### Key Points

The Incident Commander performs all major Incident Command System (ICS) Command and General Staff responsibilities unless these functions are activated.



### Incident Commander (2 of 2)

Upon arriving at an incident, the most qualified person will either assume command.

The Incident Commander reports incident progress to the Agency Executive, who continues to run the day-to-day administrative affairs of the organization.

The Incident Commander:

- Has overall incident management responsibility delegated by the Agency Executive.
- Develops the objectives that guide incident response and recovery efforts.
- Approves the Incident Action Plan and all requests pertaining to the ordering and releasing of incident resources.



**Visual Description:** Incident Commander (2 of 2)

### Key Points

Upon arriving at an incident, the highest ranking and/or the most qualified person will either assume command, maintain command as is, or reassign command to a third party. This does not mean that the highest ranking person (e.g. the Director or CEO) needs to assume the role of Incident Commander. In ICS, the Director or CEO can assume the role of Agency Executive, Incident Commander, or neither. ICS roles are assumed by those individuals most qualified for the position. The Incident Commander reports incident progress to the Agency Executive, who continues to run the day-to-day administrative affairs of the organization.

The Incident Commander:

- Has overall incident management responsibility delegated by the Agency Executive.
- Develops the objectives that guide incident response and recovery efforts.
- Approves the Incident Action Plan and all requests pertaining to the ordering and releasing of incident resources.
- Will perform the major Incident Command System (ICS) organizational functions of operations, logistics, planning, and finance/administration until determining that the authority for one or more of these functions should be delegated.
- Will also perform the Command Staff functions of Safety, Liaison, and Public Information until determining that one or more of these functions should be delegated.



## Command Staff

The Command Staff is only activated in response to the needs of the incident. Command Staff includes the following positions:

- Public Information Officer.
- Liaison Officer.
- Safety Officer.



**Visual Description:** Command Staff

### Key Points

The Command Staff is only activated in response to the needs of the incident. Command Staff includes the following positions:

**Public Information Officer (PIO)** The PIO is responsible for interfacing with the public and media and/or with other organizations with incident-related information requirements. The PIO develops accurate and complete information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external consumption. The PIO may also perform a key public information-monitoring role. Only one incident PIO should be designated. Assistants may be assigned from other agencies. The Incident Commander (IC) must approve the release of all incident-related information.

**Safety Officer (SO)** The SO monitors incident operations and advises the IC on all matters relating to operational safety, including the health and safety of emergency responder personnel. The ultimate responsibility for the safe conduct of incident management operations rests with the IC or Unified Command and Incident Command System (ICS) supervisors. The SO is, in turn, responsible to the IC for the set of systems and procedures necessary to ensure ongoing assessment of hazardous environments, coordination of multiagency safety efforts, and implementation of measures to promote emergency responder safety.

**Liaison Officer (LNO)** The LNO is the point of contact for representatives of other non-governmental organizations, governmental agencies, and/or private entities. In either a Single or Unified Command structure, representatives from assisting or cooperating agencies and organizations coordinate through the LNO. Organizational representatives assigned to an incident must have the authority to speak for their parent organizations on all matters, following appropriate consultations with their organization's leadership. Assistants and personnel from other agencies or organizations (public or private) involved in incident management activities may be assigned to the LNO to facilitate coordination.



## Deputies

Deputies may be assigned at the Incident Command, Section, or Branch levels.

The Deputy must be fully qualified and equally capable to assume the position.

The two primary functions of a Deputy include:

- Performing specific tasks as requested by the Incident Commander, Section Chief, or Branch Director.
- Performing ICS functions in a relief capacity (e.g., to take over the next operational period). In this case, the Deputy would assume the primary role.



**Visual Description:** Deputies

## Key Points

Note the following key points:

- Deputies may be assigned at the Incident Command, Section, or Branch levels.
- The only Incident Command System (ICS) requirement regarding the use of a deputy is that the deputy must be fully qualified to assume the position.

The two primary functions of a Deputy include:

- Performing specific tasks as requested by the Incident Commander, Section Chief, or Branch Director.
- Performing ICS functions in a relief capacity (e.g., to take over the next operational period). In this case, the deputy would assume the primary role.





## Case Study

Read the scenario below and then select the recommended course of action.

Severe weather continues for the third day. Over nine inches of rain has fallen and a tornado has caused several deaths and many injuries in one part of the city. The Agency Executive has just called and wants you to act as the Incident Commander and establish an “appropriately-sized” Incident Command System (ICS) organization. She is particularly concerned about the well-being of patients, visitors, and staff; and knowing what the hospital can do to support community needs and be ready to speak to the media about these preparations.

Select your strategy:

1. Since the hospital is unaffected, no additional Command Staff is needed.
2. Assign a Safety Officer to monitor operations; this is the only other position needed.
3. Given the magnitude of this incident, assign all Command Staff immediately to support the Incident Commander.



**Visual Description:** Case Study: Command Staff

## Key Points

**Instructions:** Read the scenario below and then select a recommended course of action.

Severe weather continues for the third day. Over nine inches of rain has fallen and a tornado has caused several deaths and many injuries in one part of the city. The Agency Executive has just called and wants you to act as the Incident Commander and establish an “appropriately-sized” Incident Command System (ICS) organization. She is particularly concerned about the well-being of patients, visitors, and staff; and knowing what the hospital can do to support community needs and be ready to speak to the media about these preparations.



Select your strategy:

- Since the hospital is unaffected, no additional Command Staff is needed.
- Assign a Safety Officer to monitor operations; this is the only other position needed.
- Given the magnitude of this incident, assign all Command Staff immediately to support the Incident Commander.



### Cooperating and Assisting Agencies

For large incidents, other organizations or agencies can assist with the incident response efforts in different capacities.

- Assisting Agencies
- Cooperating Agencies



**Visual Description:** Cooperating and Assisting Agencies

### Key Points

For large incidents, other organizations or agencies can assist with the incident response efforts in different capacities.

- **Assisting Agencies** are agencies or organizations that provide personnel, services, or other resources to the organization with direct responsibility for the incident management.
- **Cooperating Agencies** are organizations that supply assistance other than direct operational or support functions and resources to the incident management effort.



**List examples of assisting and cooperating agencies with which you typically work.**



## Agency Representative

An Agency Representative is an individual who speaks on behalf of an assisting or cooperating agency.

Representatives work through the Liaison Officer of the other agency's ICS structure.



**Visual Description:** Agency Representative

### Key Points

An Agency Representative is an individual who speaks on behalf of an assisting or cooperating agency or organization to other entities involved with the same incident.

Agency Representatives work through the Liaison Officer of the other agency's Incident Command System (ICS) structure.

For example, a healthcare organization's Agency Representative would make contact with the Liaison Officer of the local government's Emergency Operations Center (EOC) to communicate information and requests to the local government, as well as make decisions on matters affecting the healthcare organization's participation in the incident.



## Assistants

In a large or complex incident, Command Staff members may need one or more Assistants to help manage their workloads.



As the title indicates, Assistants should have a level of technical capability, qualifications, and responsibility subordinate to the primary positions.

Assistants may also be assigned to Unit Leaders.



**Visual Description:** Assistants

### Key Points

In a large or complex incident, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency.

As the title indicates, assistants should have a level of technical capability, qualifications, and responsibility subordinate to the primary positions.

Assistants may also be assigned to Unit Leaders.



## Knowledge Review

**Instructions:** Read the question below and then determine the correct answer.

The Incident Commander reports to this position, whose role is to manage the day-to-day administrative affairs of the organization.



**Visual Description:** Knowledge Review

## Key Points

**Instructions:** Read the question below and then determine the correct answer.

The Incident Commander reports to this position, whose role is to manage the day-to-day administrative affairs of the organization.



### Expanding Incidents – Operations Section

#### The Operations Section:

- Directs and coordinates all incident tactical operations.
- Is typically one of the first organizations to be assigned to the incident.
- Expands from the bottom up.
- Has the most incident resources.
- Controls staging areas for personnel, equipment, and vehicles.



Unit 3:  
Functional Areas & Positions

Visual 3.12

**Visual Description:** Expanding Incidents—Operations Section

### Key Points

An incident may start small and then expand. As the incident grows in scope and the number of resources needed increases, there may be a need to activate Teams, Divisions, Groups, Branches, or Sections to maintain an appropriate span of control.

The ability to delegate the supervision of resources not only frees up the Incident Commander to perform critical decision making and evaluation duties, but also clearly defines the lines of communication to everyone involved in the incident.

#### The Operations Section:

- Directs and coordinates all incident tactical operations.
- Is typically one of the first organizations to be assigned to the incident.
- Expands from the bottom up.
- Has the most incident resources.
- Controls staging areas for personnel, equipment, and vehicles.



## Operations Section Chief

### The Operations Section Chief:

- Is responsible to the Incident Commander for the direct management of all incident-related operational activities.
- Establishes tactical objectives for each operational period.
- Has direct involvement in the preparation of the Incident Action Plan.



**Visual Description:** Operations Section Chief

## Key Points

The Operations Section Chief:

- Is responsible to the Incident Commander for the direct management of all incident-related operational activities.
- Establishes tactical objectives for each operational period.
- Has direct involvement in the preparation of the Incident Action Plan.

The Operations Section Chief may have one or more Deputies assigned.



### Operations Section: Staging Areas

Staging areas can be designated for:

- Personnel (in health care organizations, called a Labor Pool).
- Equipment.
- Vehicles.



**Visual Description:** Operations Section: Staging Areas

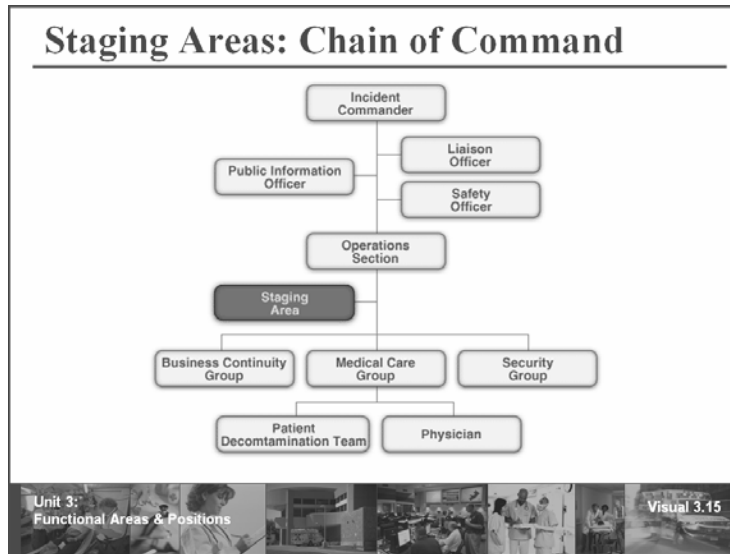
### Key Points

Staging Areas are set up at the incident where resources can wait for a tactical assignment. Staging areas can be designated for:

- Personnel (in health care organizations, called a Labor Pool).
- Equipment.
- Vehicles.

Incident resources can have one of three types of status conditions: Assigned, Available, or Out-of-Service. Resources in a Staging Area are available and ready for assignment. Resources in an Out-of-Service status (e.g. resting, eating) are NOT located at the Staging Area.

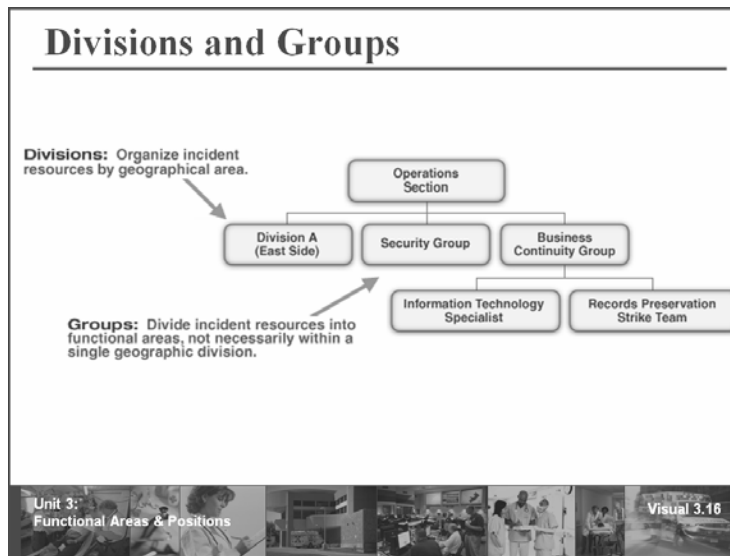




**Visual Description:** Staging Areas: Chain of Command

### Key Points

After a Staging Area has been designated and named, a Staging Area Manager will be assigned. The Staging Area Manager will report to the Operations Section Chief or to the Incident Commander if the Operations Section Chief has not been designated.



**Visual Description:** Divisions and Groups

## Key Points

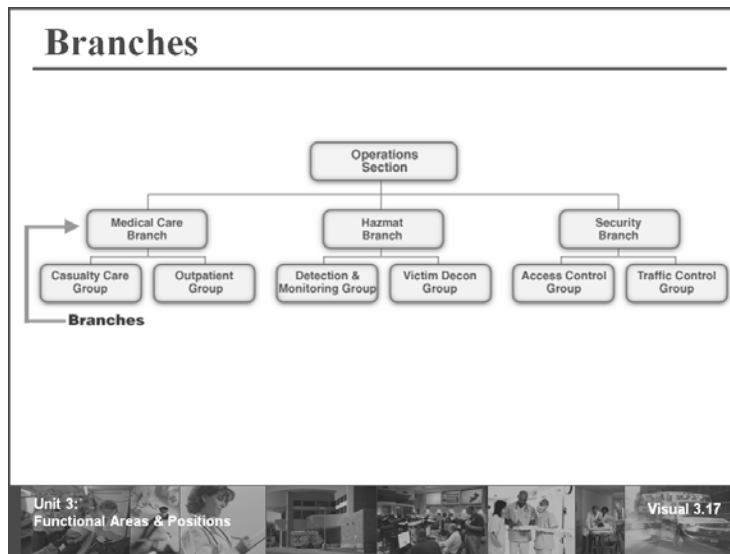
**Divisions** are established to divide an incident into physical or geographical areas of operation.

**Groups** are established to divide the incident into functional areas of operation.

Groups may be assigned across geographical areas when a functional activity crosses divisional lines.

For example, a Damage Assessment Task Force, reporting to the Infrastructure Group Leader, could work across divisions established to manage two distinct areas of the hospital that had been damaged - the west side of the building (West Division) and the north side (North Division).

In any organization in which combined Divisions and Groups are used, it is important that the supervisors establish and maintain close communications and coordination. Each will have equal authority; neither supervisor will be subordinate to the other.



**Visual Description:** Branches

### Key Points

Branches can be used to combine functional Groups and geographic Divisions, or when the number of resources, Groups, or Divisions exceeds the recommended span of control (one supervisor to three to seven subordinates) for the Operations Section Chief. Branches are identified by Roman numerals or functional name, and are managed by a Branch Director.



### Case Study (1 of 3)

**Instructions: Review the scenario below and determine the best course of action.**

The community of Gulf Coast City has been alerted by the National Weather Service that tropical storm winds and precipitation will begin impacting the area as soon as tomorrow night as Hurricane Anna nears. The actual path of the hurricane is projected to make landfall 100 miles east of Gulf Coast City. You have been designated as the Operations Section Chief, and you, the Incident Commander, and the Agency Executive are currently in a Management Meeting to determine the best course of action.

(See student manual for more.)

The Incident Commander asked you how you would set up the Operations Section to meet the needs of this event. What do you suggest?



**Visual Description:** Case Study (1 of 3)

### Key Points

**Instructions:** Review the scenario below and determine the best course of action.

The community of Gulf Coast City has been alerted by the National Weather Service that tropical storm winds and precipitation will begin impacting the area as soon as tomorrow night as Hurricane Anna nears. The actual path of the hurricane is projected to make landfall 100 miles east of Gulf Coast City. You have been designated as the Operations Section Chief, and you, the Incident Commander, and the Agency Executive are currently in a Management Meeting to determine the best course of action. You are asked to identify some areas of concern. You identify:

1. Possible loss of utility services in the area, affecting patients at home who are dependent upon electric power.
2. Danger to patients and employees who travel to the hospital as the storm hits.
3. Disruption of the delivery of medical supplies and equipment to the hospital.

The Incident Commander's objectives for the next operational period include:

1. Cancelling elective surgeries and requiring only essential employees to report to work.
2. Engaging in outreach to patients and caregivers to communicate the availability of a shelter at the hospital and transportation, if needed.
3. Identifying priority medical supplies and contact vendors to ensure needed deliveries occur.

(continued on the following page)

The Incident Commander asked you how you would set up the Operations Section to meet the needs of this event.



What do you suggest?



### Case Study (2 of 3)

**Instructions:** Review the scenario and select the best course of action.

Outreach efforts indicate that a manageable number of patients and family members of essential employees are interested in sheltering at the hospital, although more space will need to be identified. You have contracted with a local bus company and they want to know where the buses should report.

**Select the best course of action:**

1. Establish the Logistics Section to manage a Staging Area with vehicles ready for deployment.
2. Request that the Safety Officer manage the Staging Area to ensure responder safety.
3. Assign a Staging Area Manager who will report to the Operations Section Chief.



**Visual Description:** Case Study (2 of 3)

### Key Points

**Instructions:** Review the scenario below and select the best course of action.

Outreach efforts indicate that a manageable number of patients and family members of essential employees are interested in sheltering at the hospital, although more space will need to be identified. You have contracted with a local bus company and they want to know where the buses should report.



What's the best course of action?



### Case Study (3 of 3)

**Instructions:** Review the scenario and select the best course of action.

With the addition of the Staging Area, as the Operations Section Chief, you have the following organizational elements directly reporting to you: Patient Shelter Division, Employee Family Shelter Division, Business Continuity Group, Medical Care Group, Volunteer Identification Group, Traffic Control Group, and Access Control Group.

**The Operations Section Chief should:**

1. **Combine the Volunteer Identification, Traffic Control, and Access Control Group(s) under one Security Branch.**
2. **Assign an Assistant to assist in the management of tactical resources.**
3. **Re-organize all of the Divisions and Groups into one large "Tropical Storm Branch."**



**Visual Description:** Case Study (3 of 3)

### Key Points

**Instructions:** Review the scenario below and select the best course of action.

With the addition of the Staging Area, as the Operations Section Chief, you have the following organizational elements directly reporting to you: Patient Shelter Division, Employee Family Shelter Division, Business Continuity Group, Medical Care Group, Volunteer Identification Group, Traffic Control Group, and Access Control Group.



What should the Operations Section Chief do to maintain an effective span of control?



## Planning Section

The Planning Section has responsibility for:

- Maintaining resource status.
- Maintaining situation status.
- Preparing the IAP.
- Developing alternative strategies.
- Providing documentation services.
- Preparing the Demobilization Plan.
- Providing a primary location for Technical Specialists.



**Visual Description:** Planning Section

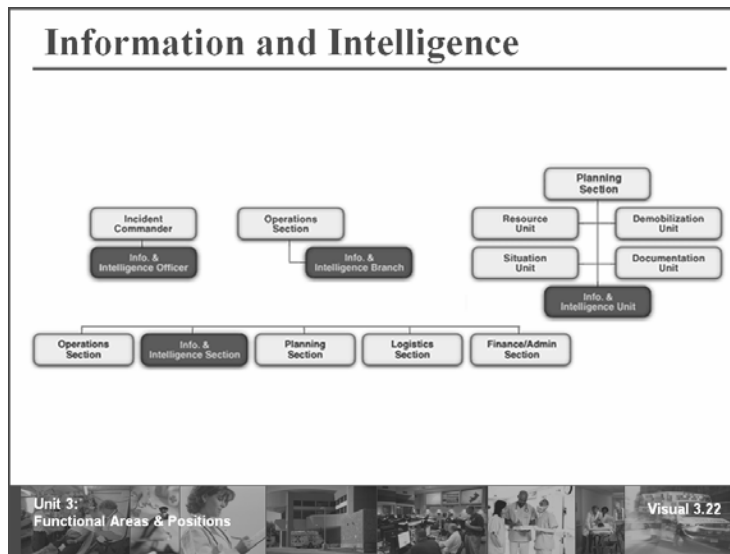
### Key Points

The Planning Section has responsibility for:

- Maintaining resource status.
- Maintaining and displaying situation status.
- Preparing the Incident Action Plan (IAP).
- Developing alternative strategies.
- Providing documentation services.
- Preparing the Demobilization Plan.
- Providing a primary location for Technical Specialists assigned to an incident.

One of the **most** important functions of the Planning Section is to look beyond the current and next operational period and anticipate potential problems or events.





**Visual Description:** Information and Intelligence

### Key Points

The Planning Section is typically responsible for gathering and disseminating information and intelligence critical to the incident.

Based on the incident needs, the Information and Intelligence function may be activated as a fifth General Staff section, as an element within the Operations or Planning Sections, or as part of the Command Staff.



### Planning Section Key Personnel

The Planning Section will have a Planning Section Chief. The Planning Section Chief may have a Deputy.

Technical Specialists are advisors with special skills required at the incident.



**Visual Description:** Planning Section Key Personnel

### Key Points

The Planning Section will have a Planning Section Chief. The Planning Section Chief may have a Deputy.

Technical Specialists are advisors with special skills required at the incident. Traditional Incident Command System (ICS) principles have Technical Specialists initially reporting to the Planning Section, and working within that Section, or reassigned to another part of the organization. Technical Specialists can be in any discipline required (e.g., epidemiology, infection control, chemical-biological-nuclear agents).



### Planning Section Units

The major responsibilities of Planning Units are:

- Resources Unit
- Situation Unit
- Documentation Unit
- Demobilization Unit



**Visual Description:** Planning Section Units

### Key Points

The major responsibilities of Planning Units are:

- **Resources Unit:** Responsible for all check-in activity and for maintaining the status on all personnel and equipment resources assigned to the incident.
- **Situation Unit:** Collects and processes information on the current situation, prepares situation displays and situation summaries, develops maps and projections.
- **Documentation Unit:** Prepares the Incident Action Plan, maintains all incident-related documentation, and provides duplication services.
- **Demobilization Unit:** Assists in ensuring that an orderly, safe, and cost-effective movement of personnel is made when they are no longer required at the incident.



### Logistics Section

Early recognition of the need for a Logistics Section can increase effectiveness and efficiency of incident operations.

The Logistics Section includes:

- Communications.
- Medical support to incident personnel.
- Food for incident personnel.
- Supplies, facilities, and ground support.



**Visual Description:** Logistics Section

### Key Points

Early recognition of the need for a Logistics Section can increase effectiveness and efficiency of incident operations. The Logistics Section is responsible for all support requirements, including:

- **Communications.**
- **Medical support** to incident personnel.
- **Food** for incident personnel.
- **Supplies**, facilities, and ground support.

It is important to remember that Logistics Unit functions are geared to supporting personnel and resources directly assigned to the incident. One area of confusion is the Facilities Unit. The purpose of this Unit is to provide facilities in support of the incident, such as space for the Incident Command Post or a location for a vehicle Staging Area, portable toilets, tentage for outdoor areas, and so on. The Facilities Unit is not responsible for day-to-day facility maintenance.



### Logistics Section: Service Branch

The Service Branch may be made up of the following units:

- The Communications Unit
- The Medical Unit
- The Food Unit



**Visual Description:** Logistics Section: Service Branch

### Key Points

The Service Branch may be made up of the following units:

- **The Communications Unit** is responsible for developing plans for the effective use of incident communications equipment and facilities, installing and testing of communications equipment, distribution of communications equipment to incident personnel, and the maintenance and repair of communications equipment.
- **The Medical Unit** in an Incident Command System (ICS) applied to healthcare organizations would be responsible for providing medical screening, evaluation and follow-up of employees who are assigned to an incident.
- **The Food Unit** is responsible for supplying the food needs for the entire incident, including all remote locations (e.g., Staging Areas), as well as providing food for personnel unable to leave tactical field assignments.



### Logistics Section: Support Branch

The Support Branch within the Logistics Section may include the following units:

- The Supply Unit
- The Facilities Unit
- The Ground Support Unit



**Visual Description:** Logistics Section: Support Branch

### Key Points

The Support Branch within the Logistics Section may include the following units:

- **The Supply Unit** is responsible for ordering personnel, equipment, and supplies; receiving and storing all supplies for the incident; maintaining an inventory of supplies; and servicing nonexpendable supplies and equipment.
- **The Facilities Unit** is responsible for the layout and activation of incident facilities (e.g., Staging Areas and the Incident Command Post (ICP)). The Facilities Unit Leader provides sleeping and sanitation facilities for incident personnel, if needed.
- **The Ground Support Unit** is responsible for supporting out-of-service resources; transporting personnel, supplies, food, and equipment; fueling, service, maintenance, and repair of vehicles and other ground support equipment.



### Finance/Administration Section

The Finance/Administration Section:

- Is established when incident management activities require finance and other administrative support services.
- Handles claims related to property damage, injuries, or fatalities at the incident.

Not all incidents will require a separate Finance/Administration Section.



**Visual Description:** Finance/Administration Section

### Key Points

The Finance/Administration Section:

- Is established when incident management activities require finance and other administrative support services.
- Handles claims related to property damage, injuries, or fatalities at the incident.

Not all incidents will require a separate Finance/Administration Section. If only one specific function is needed (e.g., cost analysis), a Technical Specialist assigned to the Planning Section could provide these services.



### Finance/Administration Units

Finance/Administration Units include the following:

- The Time Unit
- The Procurement Unit
- The Compensation/Claims Unit
- The Cost Unit



**Visual Description:** Finance/Administration Units

### Key Points

Finance/Administration Units include the following:

- **The Time Unit** is responsible for equipment and personnel time recording.
- **The Procurement Unit** is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.
- **The Compensation/Claims Unit** is responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.
- **The Cost Unit** is responsible for tracking costs, analyzing cost data, making cost estimates, and recommending cost-saving measures.





### Case Study (1 of 3)

**Instructions:** Review the scenario below and select the best course of action.

Hurricane Anna has changed her course, and is now projected to make landfall as a Category Four hurricane approximately 50 miles east of Gulf Coast City. At the Management Meeting this morning, it is clear that the storm will be much more intense than first thought. The decision is to shelter-in-place, not evacuate the facility. Attention is now directed at pre-impact mitigation activities. An Infrastructure Branch was created with three Groups: Buildings/Grounds, Power/Light, and Water/Sewer.

After expanding the Operations Section, what addition to the organization would you make?

1. Establish a Planning Section and begin producing written Incident Action Plans.
2. Use a Technical Specialist in the Logistics Section to perform cost accounting functions.
3. Appoint three Deputy Incident Commanders, one in charge of each Branch.

Unit 3:  
Functional Areas & Positions



Visual 3.30

**Visual Description:** Case Study (1 of 3)

### Key Points

**Instructions:** Review the scenario below and select the best course of action.

Hurricane Anna has changed her course, and is now projected to make landfall as a Category Four hurricane approximately 50 miles east of Gulf Coast City. At the Management Meeting this morning, it is clear that the storm will be much more intense than first thought. The decision is to shelter-in-place, not evacuate the facility. Attention is now directed at pre-impact mitigation activities. An Infrastructure Branch was created with three Groups: Buildings/Grounds, Power/Light, and Water/Sewer.



After expanding the Operations Section, what addition to the organization would you make?



### Case Study (2 of 3)

Instructions: Answer the question below.

Additional resources are reporting to the incident.  
Who is responsible for tracking the status of the resources?



**Visual Description:** Case Study (2 of 3)

### Key Points

**Instructions:** Answer the question below.



Additional resources are reporting to the incident. Who is responsible for tracking the status of the resources?



### Case Study (3 of 3)

**Instructions:** Answer the question below.

A decision is made to add a Logistics Section. Select the responsibility that would be assigned to the Logistics Section.

- Ensuring that responders can communicate with one another.
- Providing medical care of injured victims.
- Establishing financial records of the cost of the incident.



**Visual Description:** Case Study (3 of 3)

### Key Points

**Instructions:** Answer the question below.

A decision is made to add a Logistics Section.



Select the responsibility that would be assigned to the Logistics Section.

1. Ensuring that responders can communicate with one another.
2. Providing medical care of injured victims.
3. Establishing financial records of the cost of the incident.



### Summary

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You have completed the Functional Areas and Positions unit. You should now be able to:

- Describe the functions of organizational positions within the Incident Command System (ICS).
- Describe how ICS is used to manage expanding incidents.



**Visual Description:** Summary

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### Key Points

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You have completed the Functional Areas and Positions unit. You should now be able to:

- Describe the functions of organizational positions within the Incident Command System (ICS).
- Describe how Incident Command System (ICS) is used to manage expanding incidents.

The next unit presents information about leadership and management.