



Incident Command System Fundamentals for Business





EPICC Forum 2009
Workshop 1-B April 24, 2009



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Welcome


- Introductions...
- Workshop Outline:
 - ICS Overview
 - ICS in Day-to-Day Business
 - ICS as Business Site Response Tool
 - ICS as a Corporate Response Tool



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What is the Incident Command System?

- model for command, control & coordination
- based on proven mgmt principles
- adapted for various levels/sectors
- used by first response agencies across North America



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Application

- Emergency Site Response
- Coordinated Site Support
- Planned/Non-Emergency Events
- Multi-Agency/Jurisdictional Events



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Challenges of Response Management

- Poor Communication...
- Unclear Command
- Possible lack of Control...

“The problem with communication ... is the illusion that it has been accomplished.”

George Bernard Shaw

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Why use a common Response Management System?

- Overcome Challenges...
- Consistency across all levels/sectors
- Transferable/exchangeable skills
- Facilitates integrated response
- Best/Industry Practice
- Due Diligence/Legislation

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Specific Requirements

- BCERMS
- CSA Standard (Z1600)
- Bill C-45
- OH&S Requirements...
- Industry Standards...



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ICS Principles

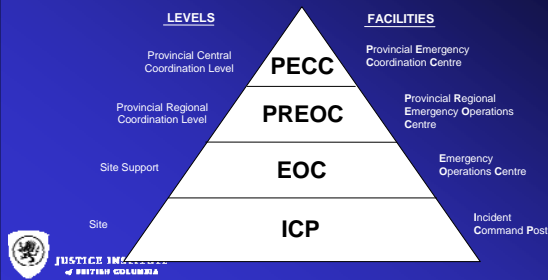
- 12 Key Principles
- Fundamental to ICS-based models
- May be adapted to site-support response



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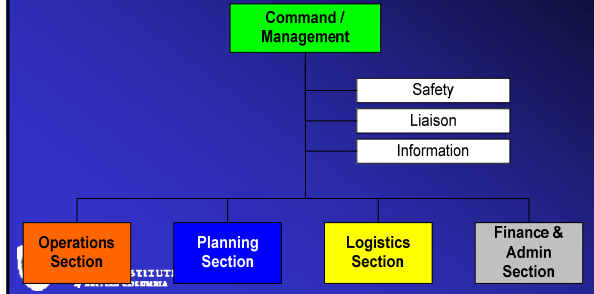
Provincial (BCERMS) Response Levels

ICS principles are used at all levels



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1. Five Primary Functions



2. Establishing & Transferring Command

- Most senior/capable person takes charge
- Transfer may occur:
 - When more qualified person arrives
 - When jurisdiction changes
 - Shift changes




Situation Size-up

- What is the nature of the incident?
- How large an area is affected?
- What hazards are present, can they be isolated?
- What assistance/resources are required?
- What location would be good for staging?
- What access/egress routes would be good for arriving personnel?

Transfer Briefings

Include:

- Current status of incident
- Safety considerations & concerns
- Incident objectives & strategies
- Site organization
- Deployment/assignment of units/personnel
- Current organization chart
- Need for additional resources
- Potential for incident expansion




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3. Single or Unified Command Structure

- An Incident Commander is always responsible for an incident

Unified Command:

- Allows agencies “with responsibility” to work as command team under common incident objectives & strategies
- Done without abdicating agency authority, responsibility or accountability



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4. Management by Objectives



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5. Consolidated Incident Action Plans

- Primary tool for “Management by Objective”
- Provides common direction to incident personnel
- Based around an Operational Period



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6. Comprehensive Resource Management

- Clear & consistent identification of resources
- Process for managing receipt & allocation at relevant functions/levels
- Comprehensive tracking of resources



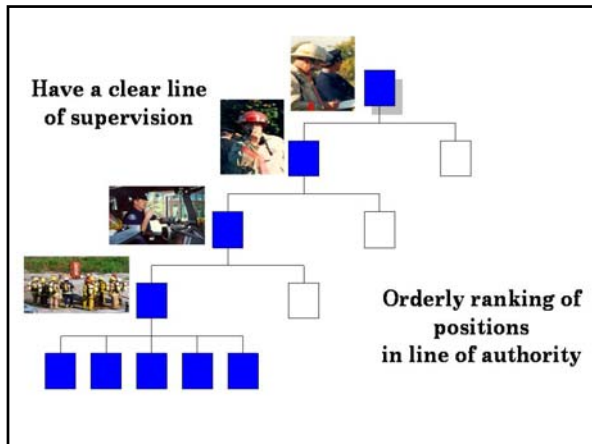
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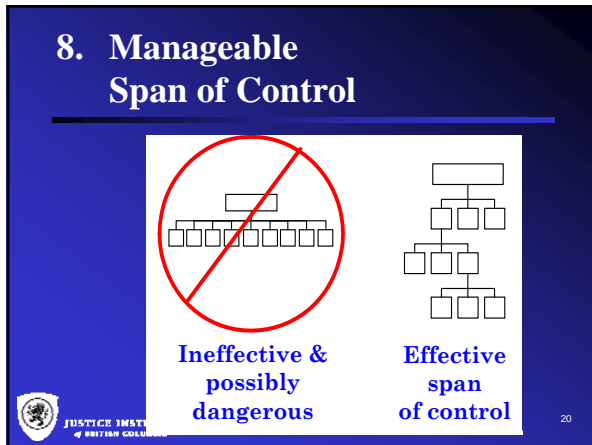
7. Unity & Chain of Command

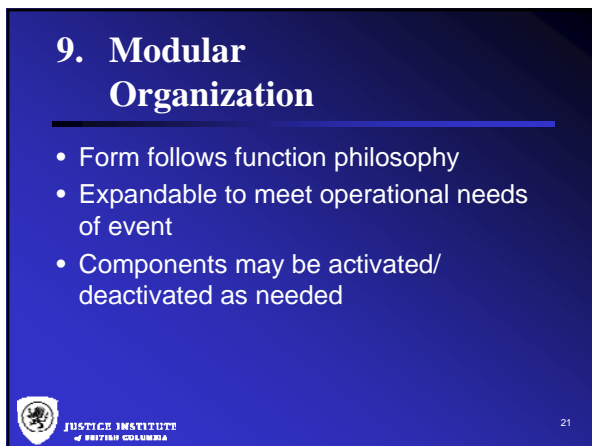
- Each person reports to only one supervisor (Unity)
- There is an orderly line of authority with the organization (Chain)

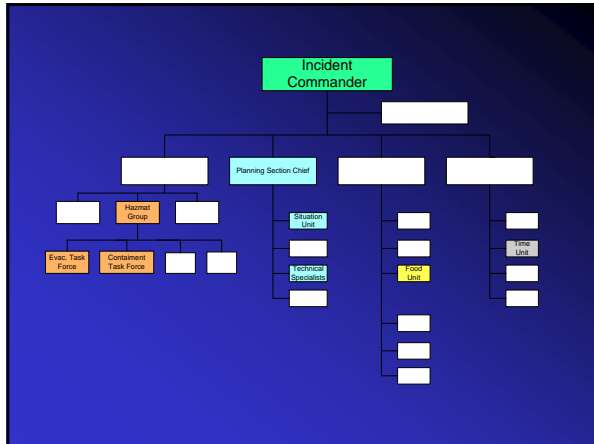


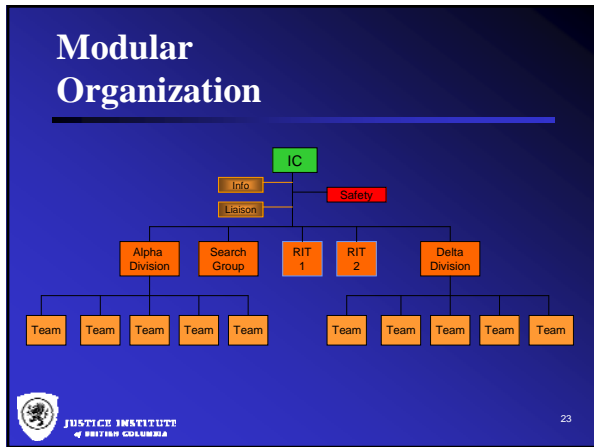
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10. Personnel Accountability

- Consistent procedures implemented to ensure accountability:
 - Individual Accountability
 - Unity/Chain of Command
 - Resource Tracking
 - Assignment Lists
 - Functional Logs

11. Common Terminology

- Common titles for response personnel
- Consistent resource identification
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- Standardizes communication during multi-agency incidents
- Clarifies resource acquisition & management



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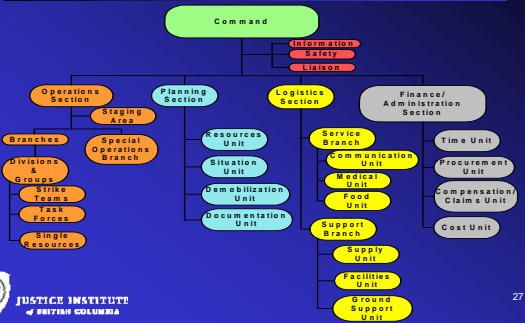
12. Integrated Communications

- Internal & External Communications
- Integrated Crisis Communication Strategies
- Stakeholder and Operational Communication Plans
- Standard Operating Procedures



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ICS Organization



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Case Study Part 1

As a group, discuss the following questions:

1. What are the typical business units/teams or functions for this type of organization?
2. Building this organization based on the ICS structure, placing several business units/teams or functions under each of the five management functions in ICS.
3. Did you include HR and IT? If not, where should they fit?



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Applying ICS to Site Level Business Response

Workplace Emergency Response Teams



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Applying ICS to Site Level Business Response

- What types of response personnel currently exist within your workplace?
- Do these personnel use a coordinated plan for all hazards response?
- Why should the employer help strengthen a coordinated site-response capacity?



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Workplace Emergency Response Teams

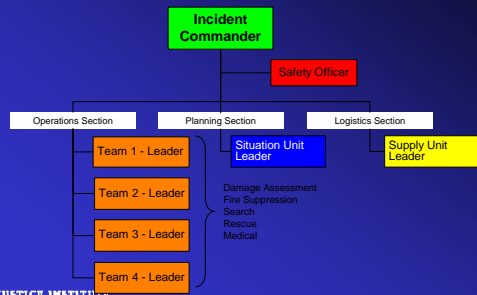
Coordinated response in support of:

- Fires Suppression
- Evacuations
- Building Searches
- Rescue Operations
- Damage Assessment/Mitigation
- Medical Emergencies



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Team Structure & Responsibilities



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Simplified Response Process

1. Establish Initial Command
2. Size-up the Situation
3. Identify Priorities/Develop Plan
4. Implement Action Plan
5. Evaluate Progress and Revise

"Do the greatest good for the greatest number in the least amount of time."



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Earthquake Scenario – Personal Actions

A major earthquake is occurring, you are in your workplace.

- What personal precautions should you take?
- What would you do next?
- Should you evacuate, if so what are the procedures/precautions?



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Earthquake Scenario - Team Response

You part of the workplace response team, the following pictures are representative of damage within/around your workplace.

- What would be the Team’s initial priorities?
- What additional precautions should they take to mitigate further risks/hazards?



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Earthquake Scenario –

Assume the next picture now represent the condition of your workplace.

- Would the initial priorities of the Team change?
- If so, how?



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Case Study Part 2

Based on the case study provided:

1. Who should take charge on behalf of the business and why?
2. What are the current business response priorities?
3. What might the ICS response organizational chart look like?



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ICS as a Corporate Site Support Tool

Emergency Operation Centre



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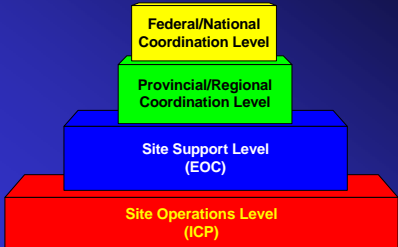
An EOC is...

“Where uncomfortable officials meet in unaccustomed surroundings to play unfamiliar roles, making unpopular decisions based on inadequate information and insufficient time.”

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Overview | 44

Response Levels



Federal/National Coordination Level

Provincial/Regional Coordination Level

Site Support Level (EOC)

Site Operations Level (ICP)

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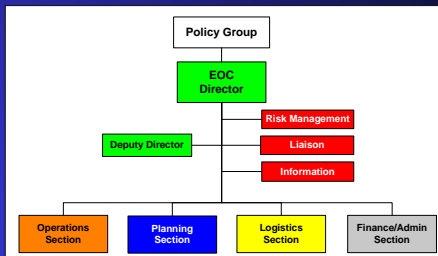
EOC Responsibilities

- Policy & strategic direction
- Coordination of site agencies & operations
- Establishment of EOC & organizational priorities
- Information collection, analysis & display
- Resource acquisition & management
- Communications & information dissemination



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EOC Organizational Structure



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EOC Activation Levels

Level	Event/Situation	EOC Staffing
1	Small Event	Minimal Staffing
2	Moderate Event	Management Team
3	Large Event	Full Staffing



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EOC Activation Procedures


- Identify authority to activate
- Establish process for notification
- Keep contact lists current
- Identify alternates

What type of initial information should be provided to those called-out?

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EOC Facility

- Designed around relevant hazards & risks
- Capable of 24/7 operation
- Equipped with necessary:
 - Communications equipment
 - Life support supplies
- Allows for displaying & processing of information
- Adequate space...



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Business Continuity Management

- Internal & External Response
- Competing Operations...
- Coordinated Response Strategy



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Transition to Recovery

- Simultaneous with Response...
- Organizational/Economic Recovery
- Personal/Community Recovery

Short Term & Long Term Strategies




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Case Study Part 3

Based on the case study provided:

1. Is there a need for an EOC? If so, how would this look on the ICS org chart?
2. What might be the priorities for EOC?
3. Which functions in the EOC are responsible for each of these priorities?



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Applying ICS in the Business/Industry Sector...

- Only one component of effective Emergency Management
- Can be used during pre-event stages
- Consider function not person
- Integrate with Business Continuity Response



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Closing

- Questions & Comments...

Thanks!

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