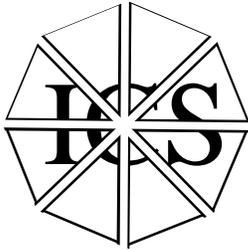


UNIT SEVEN

INCIDENT COMMAND SYSTEM



The Incident Command System (ICS) was designed by local, State, and Federal fire protection agencies to improve the ability of the fire protection agencies to manage emergencies. It is a generic, all-risk system that enables any company or organization to function in a multi-organization environment. Although the ICS was developed in California, the same management concepts can be used to respond to events of any kind, anywhere. Using ICS, any incident can be managed more efficiently -- from the smallest oil spill to complex national disasters such as earthquakes, floods, and large industrial accidents; or local situations in which several jurisdictions are involved, such as industrial fires and hazardous material accidents.

Today many jurisdictions' emergency-service organizations manage emergencies using the ICS. Radiological emergency response team members must understand and be able to operate within an ICS to provide appropriate advice and assistance to an Incident Commander (IC) at a radiological accident scene.

GATE FRAME QUESTION



How does radiological emergency response fit into the Incident Command System?



ANSWER

Your answer should include the adjacent information.

ICS establishes a command structure that is expanded or contracted as an incident dictates. The command structure identifies the Incident Commander, and command and general staffs that work within five functional areas:

- Command.
- Operations.
- Logistics.
- Planning/Intelligence.
- Finance/Administration.

A radiological emergency response team can support several of these functional areas.

- Monitoring and assessing radiological information and providing advice and guidance to decision makers are tasks that contribute to the planning/intelligence function.
- Supporting tactical operations by providing radiological monitoring, and suggesting contamination control and exposure control measures, contributes to the operations function.
- Identifying needs for and locating radiological survey equipment and contamination control materials assists the logistics section.

If your answer included all of most of the above points, you should be ready for the Summary Questions at the end of this unit. Turn to page 2-27.

If your answer did not include these points, it would be advisable for you to complete the programmed instruction for this unit. Turn to page 7-3.



INTRODUCTION TO THE INCIDENT COMMAND SYSTEM (ICS)

ICS minimizes communications and coordination problems and facilitates the protection of life and property by pre-establishing a command structure for any incident. The command structure identifies the:

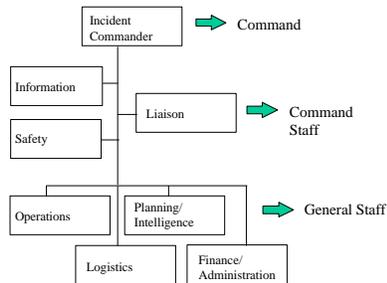
- Commander.
- Command staff.
- General staff.

In a simple incident, the Incident Commander may be able to manage all command functions, including working with the media. When an incident becomes large-scale or critical, or if the Incident Commander cannot effectively manage the command functions, a Command Staff is implemented. A “critical incident” is any natural or man-made event, civil disturbance, or any other occurrence of unusual or severe nature which causes or threatens to cause the loss of life or injury to citizens and/or severe damage to property. Critical incidents require extraordinary measures to protect lives, meet human needs, and achieve recovery. For a critical incident to be handled effectively, “economy of resources” must be considered. Economy of resources requires:

- Establishing goals.
- Setting priorities.
- Assigning resources.



In a large-scale or critical incident, the expanded ICS structure includes:



- Command, including Information, Liaison, and Safety.
- Operations.
- Logistics.
- Planning/Intelligence.
- Finance/Administration.

In the ICS Command function, the *Information Officer* works with the media and provides them with accurate and consistent information. The Incident Commander appoints an Information Officer when he or she cannot manage the incident and the media. The *Liaison Officer* acts as a diplomat and a point of contact for assisting and coordinating agencies, providing lines of authority, responsibility, and communication. The *Safety Officer* ensures that safety procedures and safe practices are observed, and identifies unsafe or hazardous conditions that may exist or develop. The Safety Officer also formulates measures to protect the safety of personnel, and takes immediate action to stop or prevent unsafe acts when time or conditions require such action.

The *Operations* function manages tactical operations. The *Planning/Intelligence* section collects, evaluates, disseminates, and uses information about the incident and the status of resources to plan a course of action. The *Logistics* function provides the facilities, services, and materials to carry out the plan, while the *Finance/Administration* function manages all costs and financial considerations of the incident. Each major function may be expanded to allow a large-scale or complex incident to remain manageable and allow information to continue to flow in an organized fashion. ICS is recognized as the foundation for an effective all-risk emergency planning and response capability.



QUESTION

Circle the correct answer

If someone asked you to describe ICS would you say it was:

- a. a communications system
- b. a management system

Turn the page to check your answer.



ANSWERS

- a. Incorrect answer. However, communications are greatly enhanced by the ICS because the system forces agencies to work closely together in the planning as well as the operations phases.

Review page 7-3.

- b. Correct answer. ICS is a management tool that enables any company or organization to function in a multi-organization environment.

QUESTION

Circle the correct answer

The ICS is tailored to the incident by being expanded and contracted.

- a. True
- b. False

Turn the page to check your answer.



ANSWER

- a. Correct. If the incident is too large or complex to be handled by one Incident Commander, the ICS structure may be expanded.

Proceed to page 7-8

- b. Incorrect.

Review the information on ICS structure on page 7-3.



LAWS RELATING TO ICS

There is a legal basis for adopting ICS because there are Federal laws that require its use for specific types of incidents.



- SARA, the Super Fund Amendments and Reauthorization Act of 1986, established Federal regulations for handling hazardous materials. SARA directed the Occupational Safety and Health Administration (OSHA) to establish rules for operations at hazardous materials incidents.
- OSHA rule 1910.120, effective March 6, 1990, requires that all organizations that handle hazardous materials use ICS. The regulation states: *The Incident Command System shall be established by those employers for the incidents that will be under their control and shall be interfaced with the other organizations or agencies who may respond to such an incident.*
- The Environmental Protection Agency requires non-OSHA States to use ICS at hazardous materials incidents.

Many incidents require a response from a number of different agencies. For example, a multi-car traffic accident would require medical services, law enforcement, and even public works -- if damage is done to utilities. To coordinate and use all of these resources most efficiently, a system for organizing the resources must be functioning. Such a system lends consistency to the way team members and agencies function in an emergency, and fosters efficiency by eliminating the need to “reinvent the wheel” for each new emergency. To be truly effective, the system also uses an integrated approach to ensure its applicability to all incidents.



Answer the following question to check your understanding of this section.

QUESTION

OSHA 1920.120 requires organizations handling radioactive materials to use ICS.

Circle the correct answer

- a. True
- b. False

Turn the page to check your answer.



ANSWERS

- a. Correct. OSHA requires organizations handling hazardous materials to use ICS, and radioactive materials are classified as hazardous materials.

Move on to page 7-12

- b. Incorrect. OSHA regulation states that ICS is required by all organizations that handle hazardous materials incidents..

Review page 7-8.

QUESTION

EPA requires the use of ICS at all hazardous materials incidents.

Circle the correct answer

- a. True
- b. False

Turn the page to check your answer.



ANSWERS

- a. Incorrect. EPA only regulates certain states (see answer below).

Review page 7-8

- b. Correct. EPA only requires non-OSHA states to use ICS at hazardous materials incidents. However OSHA requires ICS for hazardous materials incidents in OSHA states therefore all states effectively have this requirement.

Proceed to page 7-12

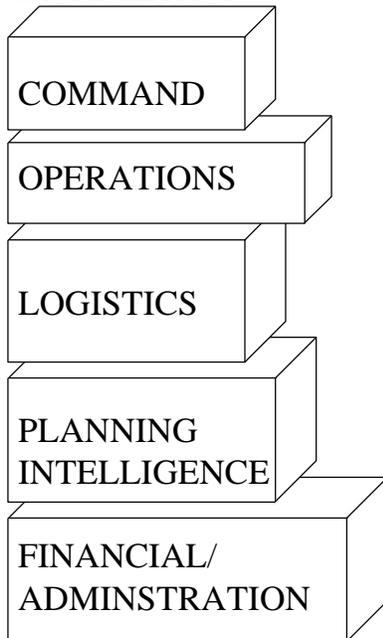


ICS CONCEPTS, PRINCIPLES, AND STRUCTURE

COMMON TERMINOLOGY

The need for common terminology in any emergency management system is essential, especially when used by diverse agencies. In ICS, major organizational functions and units are pre-designated and the system's terminology is standard and consistent.

MODULAR ORGANIZATION



To prevent confusion when multiple incidents occur within the same jurisdiction or on the same radio frequency, each incident is named. For example, if an incident occurs at 16th and Rivermont, it could be called the "Rivermont Command." An incident that occurs at 16th and Bellingham could be called the "Bellingham Street Command." Common names are established and used for all personnel and equipment as well as for all facilities in and around the incident area.

ICS organizational structure develops from the "first in" unit at any incident. The five functional areas are implemented as the need develops at an incident site.

The command function is always established. Specific ICS organizational structure for any incident is based on the incident's management needs. A modular organization can expand or contract, depending on the magnitude of the incident or operational necessity.

INTEGRATED COMMUNICATIONS

Lack of an integrated communications system is one of the biggest problems at major disaster sites. Integrated communications involves managing communications at incidents through the use of a common communications plan. Standard operating guides (SOGs) should be established using common terminology and clear text.



Effective two-way communication is essential to effective incident management. Not only is it important that messages are received, but it is also important that messages are acknowledged properly.

QUESTION

Circle the correct answer

What function is always established under the ICS regardless of the incident magnitude?

- a. Operations.
- b. Command.

Turn the page to check your answer.



ANSWERS

- a. Incorrect. Operations are carried out but sometimes they can be accomplished by the IC.

Try another question

- b. Correct. Command is always established regardless of the size of the incident.

Proceed to page 7-16

QUESTION

Circle the correct answer

What is the biggest problem noted at disaster sites?

- a. Lack of unified command.
- b. Lack of integrated communications.

Turn the page to check your answer



ANSWERS

- a. No. Although this could prove to be a big problem, it is not the biggest complaint noted at disaster sites.

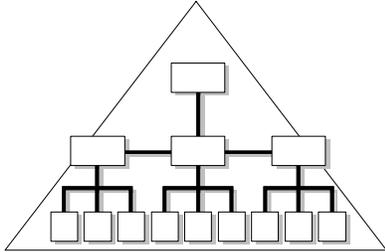
Review page 7-12 before you continue.

- b. Yes. Unless you can communicate the needs and the resources available to meet those needs, your operation is severely hampered.

Proceed to page 7-16.



UNITY OF COMMAND



ICS is built, in part, on the concept of unity of command. Unified command is shared responsibility for overall incident management as a result of a multi-jurisdictional or multi-agency incident. In the event of conflicting priorities or goals-or where resources are scarce-there must be a clear line of authority for decision making.

The command function within ICS may be conducted in two general ways:

- Single command may be applied when there is no overlap of jurisdictional boundaries or when a single Incident Command (IC) is designated by the agency with overall responsibility for managing the incident.
- Unified command may be applied when the incident occurs within one jurisdiction but management responsibility is shared by more than one agency. Unified command also is used when an incident is multi-jurisdictional in nature -- or when more than one individual, designated by his or her jurisdiction or agency, shares overall management responsibility.

The concept of unified command means that all involved agencies contribute to the command process by:

- Determining overall goals and objectives.
- Jointly planning for tactical activities.
- Conducting integrated tactical operations.
- Maximizing the use of all assigned resources.

Selection of participants to work effectively within a unified command structure depends on the location and type of incident.



A unified command structure could consist of one key official from each jurisdiction or representatives of several functional departments within a single political jurisdiction. Implementing action plans under a unified command is the responsibility of the Operations Section Chief. He or she usually represents the agency with the greatest jurisdictional involvement. Under the unified command concept, all agencies involved contribute to the command process.

CONSOLIDATED ACTION PLAN

Every incident needs some sort of consolidated action plan. Action plans can be either written or verbal-but all should cover:

- Strategic goals.
- Tactical objectives.
- Support activities needed during the entire operational period.

THE COMMAND POST



The Command Post (CP) is the location from which all incident operations are directed. There is only *one* CP. The CP is the location from which direction, control, coordination, and resource management are exerted over the incident. Ideally, the CP houses the:

- Incident Commander.
- Planning/Intelligence function.
- Communications Center.
- All agency representatives.

In some incidents, however, housing all of these persons at the CP may not be practical. In this case, *separate areas* must be clearly designated. Sometimes the Emergency Operations Center (EOC) is established. The purpose of the EOC is to provide a central location from which government at any level can provide interagency coordination and executive decision making for managing



disaster response and recovery. The important thing to remember is that ICS manages the incident. The EOC should be in place to provide the support of established policy, coordination of multi-government resources, and financial commitment that only elected officials can provide.

QUESTION

Circle the correct answer

Unified command is applied when more than one agency shares management responsibility.

- a. True
- b. False

Turn the page to check your answer.



ANSWERS

- a. Correct. Unified command is necessary in multi-jurisdictional or multi-agency incidents.
- b. Incorrect. Unified command is established because of multiple agency involvement. In the event of conflicting priorities or goals, or scarce resources, there must be a clear line of authority for decision making.

Review page 7-16.

QUESTION

Circle the correct answer

The EOC provides

- a. Interagency cooperation
- b. An alternative to ICS management.

Turn the page to check your answer.



ANSWERS

- a. Correct.

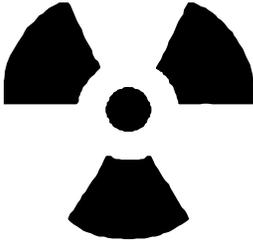
Move on to page 7-21

- b. Incorrect. The EOC can enhance the ability of operations at the scene by coordinating additional resources and providing the decision making necessary for recovery. However the ICS manages the incident with or without the activation of the EOC.

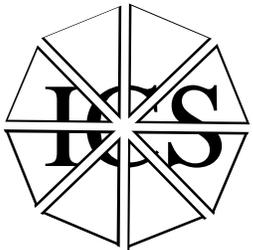
Review pages 7-17 and 7-18.



RADIOLOGICAL EMERGENCY RESPONSE OPERATIONS WITHIN THE INCIDENT COMMAND SYSTEM



Where does the RRT fit into the Incident Command System? Recall that the *planning/intelligence* function includes the collection, evaluation, dissemination and use of information about the development of the incident and the status of resources. This is one place where radiological emergency response skills and capabilities are used in the ICS. Monitoring and assessing radiological information and providing advice and guidance to the Incident Commander are tasks that come under the *planning/intelligence* function.



When radiological emergency response teams support tactical operations by providing radiological monitoring in support of emergency operations and establishing contamination control and exposure control measures, they are part of the *operations* function.

When radiological emergency response team members assist in identifying the need for and then locating radiological survey equipment and contamination control materials, they are assisting the *logistics* section. Radiological emergency response teams must be prepared to assist the IC in establishing and carrying out first and second level response priorities.

In larger events, there may be a representative of the State or local radiation authority located at the EOC, receiving radiological data from the incident and providing hazard assessment and response guidance to decision makers.



QUESTION

Circle the correct answer

By providing radiological monitoring in support of emergency operations and establishing contamination control and exposure control measures, radiological emergency response team members support what ICS function?

- a. Planning/intelligence
- b. Operations

Turn the page to check your answer.



ANSWERS

- a. No, these are tactical tasks that are considered part of the operations function.

Review page 7-21.

- b. Correct.

QUESTION

Circle the correct answer

When radiological survey teams provide monitoring reports used in assessing the radiological hazard, they are supporting what ICS function?

- a. Planning/intelligence.
- b. Logistics.

Check your answer on the next page.



ANSWERS

- a. Correct. Instrument readings from radiological survey team members provide hard data that can be used by the IC to make planning and tactical decisions.

Proceed to page 7-25.

- b. Incorrect.

Review page 7-21 before proceeding.



SUMMARY QUESTIONS

QUESTION

Circle the correct answer

1. The radiological emergency response team leader at a radiological accident scene takes direction only from the State Radiation Authority.
 - a. True
 - b. False

Check your answer on the next page.



ANSWERS

- a. Incorrect. The radiological emergency response team may report to and receive advice from the State Radiation Authority, but the Incident Commander is in charge at the accident scene.

Go back and review this unit.

- b. Correct answer.

Move on to the next Summary Question.

QUESTION

Circle the correct answer

- 2. Which incident is more likely to initiate the activation of the Emergency Operations Center?
 - a. Fire and explosion causing the declaration of a Site area emergency at a nuclear power plant.
 - b. Three-vehicle accident involving a delivery truck carrying a box of radiopharmaceuticals.

Turn the page to check your answer.



ANSWERS

- a. Correct answer. The EOC is activated to provide a central location from which government at any level can provide interagency coordination and executive decision making. A nuclear power plant accident has the potential to require the support of established policy, coordination of multi-government resources, and financial commitment that only elected officials can provide.

Move on to Unit Eight.

- b. Incorrect answer. In most cases, radiopharmaceuticals are unlikely to create a major radiation hazard, and automobile accidents are usually managed by an Incident Commander at the scene.

Review this unit before proceeding to Unit Eight.

