

# “Get On Board!” Incorporate the Incident Command System (ICS) into Your Company Plan

Regina Phelps  
EMS Solutions Inc.

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## Agenda

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- Goal
- Three Things You Need to be Successful
- ICS 101
  - What is ICS?
  - Why Should You Use It?
  - The Eight Hallmarks of ICS
- ICS Examples
- Where to Start?
  - Eight Steps to Success

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## My Goal

- To demonstrate that the Incident Command System (ICS) provides an **ideal structure** in a **business setting** for:
  1. Command.
  2. Control.
  3. Coordination.
  4. Collaboration.
  5. Communication.
  6. Consistency.



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## Three Things You Need to be Successful

- If companies have three key things in place before an incident, they will be far ahead of the game:
  1. Clearly defined team roles and responsibilities.
  2. Clearly defined assessment process, team, and triggers.
  3. The ability to develop an incident action plan with clearly written strategic objectives, assignments, and working periods (Operational Periods).

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## What is the Incident Command System (ICS)?

- ICS is an organized, team-based approach to manage critical incidents.
  - Developed in the Fire Service in the 70s in California to deal with fast-moving wildfires.
- ICS is now used widely throughout the United States:
  - National Response Framework.
  - Foundation to NIMS.
  - Homeland Security Presidential Directive #5 (HSPD-5).
    - Its use is *mandatory* for all federal agencies.
    - State and local governments *must* use ICS in order to remain eligible for federal funding.

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## ICS History



The Los Angeles Times / Ken Hively

- ICS was designed to manage rapidly-moving wildfires and to address recurring problems:
  - Too many people reporting to one supervisor.
  - Different emergency response organizational structures between agencies.
  - Lack of reliable incident information.
  - Inadequate and incompatible communications systems.

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## ICS History, cont'd

- Lack of structure for coordinated planning among agencies (departments).
- Unclear lines of authority.
- Terminology differences among agencies (departments).
- Unclear or unspecified incident objectives.



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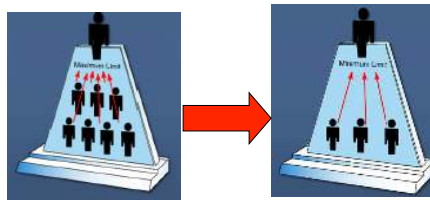
## Eight Hallmarks of ICS

1. Manageable span of control.
2. Common terminology.
3. Modular/scalable organization.
4. Integrated communications.
5. Unified command structure.
6. Consolidated action plans.
7. Pre-designated command centers.
8. Comprehensive resource management.

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## Manageable Span of Control

- Defined as the number of individuals one supervisor can manage effectively.
  - Management theory notes that the number of subordinates one supervisor can manage effectively is usually between 3 and 7; the optimum is 5.



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## Common Terminology

- Essential in any system, especially when diverse groups are involved in the response.
  - Multiple departments and/or locations.
  - Critical when it is not an activity you perform on a regular basis.
- When possible, minimize use of abbreviations, acronyms, or confusing terminology to improve communication.

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## Modular/ Scalable Organization

- Develops from the top-down at any incident.
  - All incidents regardless of size or complexity will always have an Incident Commander (IC).
- The organization can expand/shrink according to the needs of the situation.
  - Only activate what you need.

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## Integrated Communications

- A system that uses:
  - Standard operating procedures.
  - Common communications plan.
  - Common equipment.
  - Common terminology.
- The sophistication will likely depend on the size and complexity of the organization and the incident.



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## Unified Command Structure

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- Allows all departments or groups with responsibility for the incident to manage it by establishing a common set of incident objectives and strategies.
- Unified command does *not* mean losing or giving up agency (departmental) authority, responsibility, or accountability.
  - It simply provides for a coordinated response.

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## Consolidated Incident Action Plans (IAP)

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- Consolidated IAPs identify:
  - Current status of the incident.
  - Strategic objectives.
  - Team assignments.
  - Resource allocations.
- Action plans are written around operational periods (OP):
  - The OP is the time your team has to work on the IAP before the IC and Team Leaders meet again to assess status, discuss progress, and potentially chart a new course.
  - At the beginning of an incident, the timeframe is often short, between 2 and 4 hours, and expands as the incident matures.
  - The Incident Commander and Team Leads determine the length of the OP.

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## Pre-designated Command Centers



- Identify pre-designated command centers that are appropriate for the risk and hazards.
  - Primary.
  - Secondary.
  - Tertiary (if appropriate based on your risk assessment).
- Determine location once you have done a hazard analysis.

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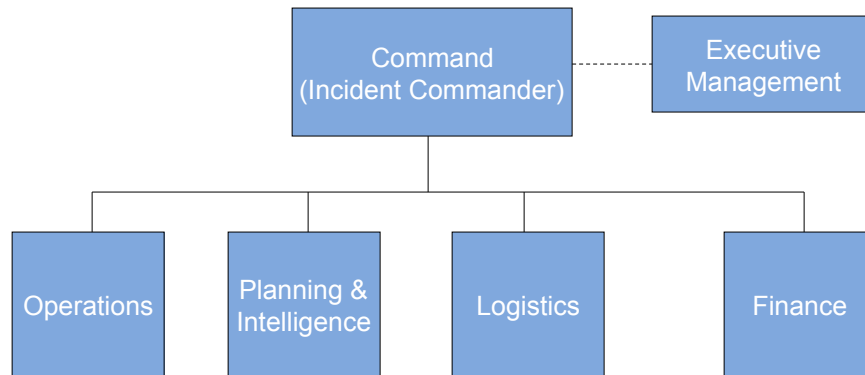
## Comprehensive Resource Management

- Allows an organization to:
  - Maximize resource use.
  - Consolidate control of single resources.
  - Reduce the communications load.
  - Provide accountability.
  - Ensure personnel safety.

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## Five Teams in ICS



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## Command

- Sets priorities and objectives and is responsible for overall command and responsibility of the incident.
- In charge of all functions. Directs, controls, orders resources.
- Resolves conflict in the teams.
- Implements policy decisions.
- Provides interface to Executive Management.
- What makes a good IC? Someone who:
  - Has strong leadership skills.
  - Is decisive, not afraid to make a decision.
  - Has a good overall understanding of the business.
  - Is well-respected by their peers and senior management.
- The Command team is usually comprised of Corporate Communications, Investor Relations, Legal, key advisors, admin support.

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## Operations

- Has the responsibility for all **tactical** operations necessary to carry out the plan (response and recovery).
  - Performs initial damage inspection.
  - Establishes situation control.
  - Develops situation status reports (“Sit Reps”).
  - Are the front-line responders – they resolve the issues.
- Goal: Restore business back to “business as usual.”
- Team usually includes the key “backbone” aspects of the business:
  - Facilities.
  - Security.
  - IT/Telecom.
  - Safety.

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## Planning & Intelligence

- Responsible for the collection, evaluation, and dissemination of information concerning incident development.
- Takes the situation status reports (“Sit Reps”) from Ops and evaluates information.
- Applies “intelligence” to the situation and action plans.
- Makes recommendations for action based on event and plans.
- Team usually comprised of:
  - BCP.
  - Key lines of business.

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## Logistics

- Responsible for providing the necessary support to meet incident human needs.
  - Food.
  - Shelter.
  - Transportation.
  - Medical support.
  - Counseling.
- Primary responsibility is the “care and feeding” of the teams.
  - All of the human aspects of the disaster.
- Team usually comprised of:
  - Human Resources.
  - Meeting Services/Travel.
  - Employee Assistance.

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## Finance

- Responsible for monitoring and documenting all costs. Provides the necessary financial support related to the incident.
- Establishes a paper trail for all expenditures.
- Manages payroll, emergency purchase orders and cash, “P” cards, and other critical cash issues.
- Works with insurance companies regarding reimbursement & worker’s compensation insurance.
- Team usually comprised of:
  - Finance.
  - Risk.
  - Insurance.
  - Payroll.
  - Treasury Operations.
  - Procurement (although sometimes in Logistics).

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## ICS Benefits

- Facilitates flow of information and resources within and between all teams and at all levels of the organization.
  - Especially helpful for companies with multiple locations.
- Provides a structure for coordination between teams.
- Allows for rapid mobilization, deployment, and resource tracking.
- Provides the ability to detect trends and pattern development.
- Minimizes confusion and errors.

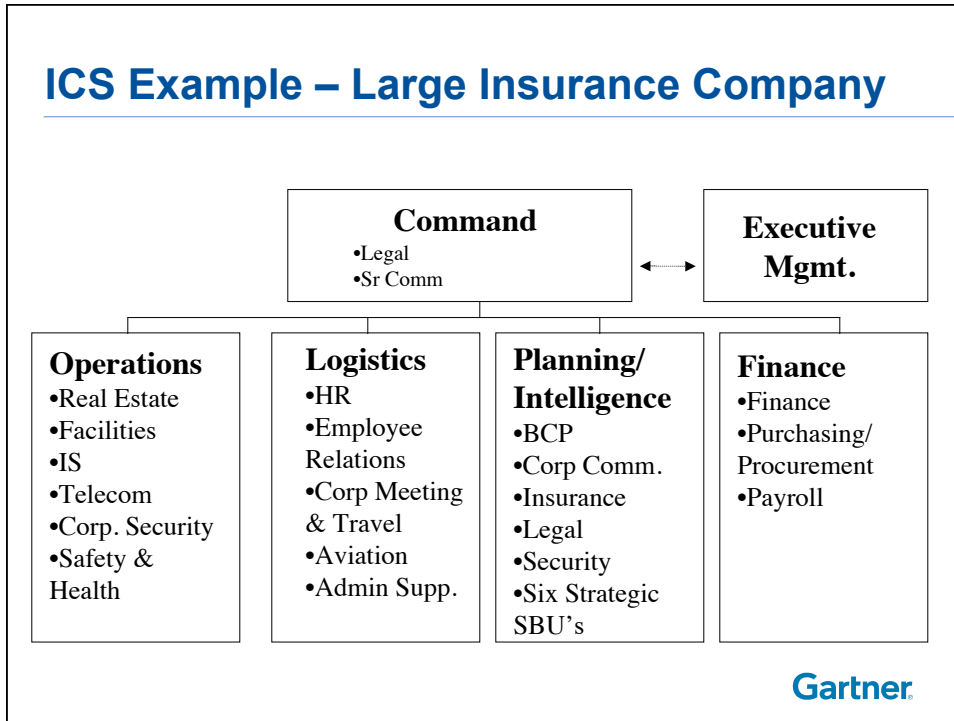
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## Executives – Where are They?

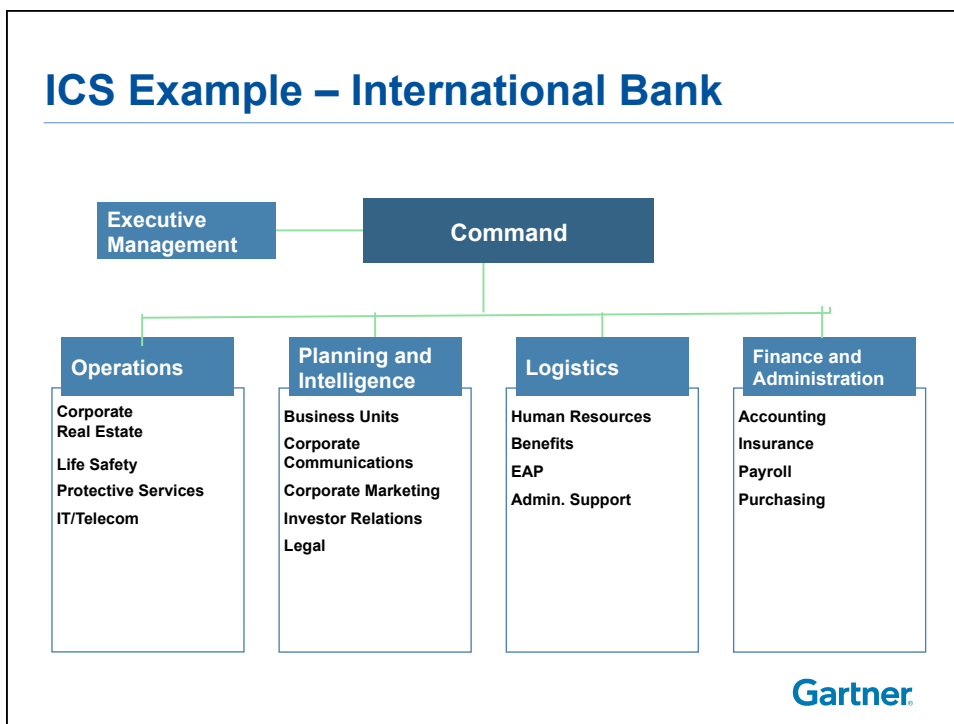
- Ideally, they are not part of the Incident Management Team.
- They have four overall responsibilities:
  1. Providing strategy and policy oversight.
  2. Providing approval of large expenditure requests.
  3. Acting as senior statesperson to all key stakeholders: employees, major customers, investor community, Boards of Directors, etc.
  4. Acting as media spokesperson, if the situation warrants it.

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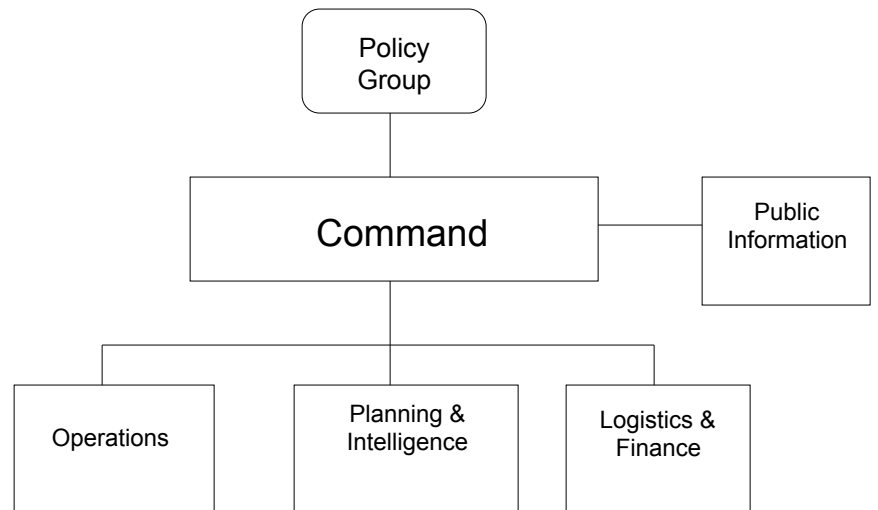
## ICS Example – Large Insurance Company



## ICS Example – International Bank



## ICS Example – Prestigious University



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## Where to Start? Eight Steps to Success

1. Engage an executive sponsor.
2. Take the FEMA Independent Study Courses  
- ICS 100, ICS 200, ICS 700 (online).
3. Develop support for a change.
4. Develop a “straw man” ICS chart with names and shop it around.
5. Develop your Incident Management Plan.
6. Conduct a workshop and orientation exercise.
7. Revise your plans.
8. Conduct a tabletop exercise.

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## Thank you

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**Regina Phelps, CEM, RN, BSN, MPA**

Emergency Management & Safety Solutions

San Francisco, California

415-643-4300

[www.ems-solutionsinc.com](http://www.ems-solutionsinc.com)

[Regina@ems-solutionsinc.com](mailto:Regina@ems-solutionsinc.com)

[@ReginaPhelps](#)

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