


**Emergency Management & Safety Solutions**

## Emergency Management & Safety Solutions

---

The Top Three Things You  
Need to Have a Great  
Incident (Crisis) Management  
Team



**Emergency Management & Safety Solutions**

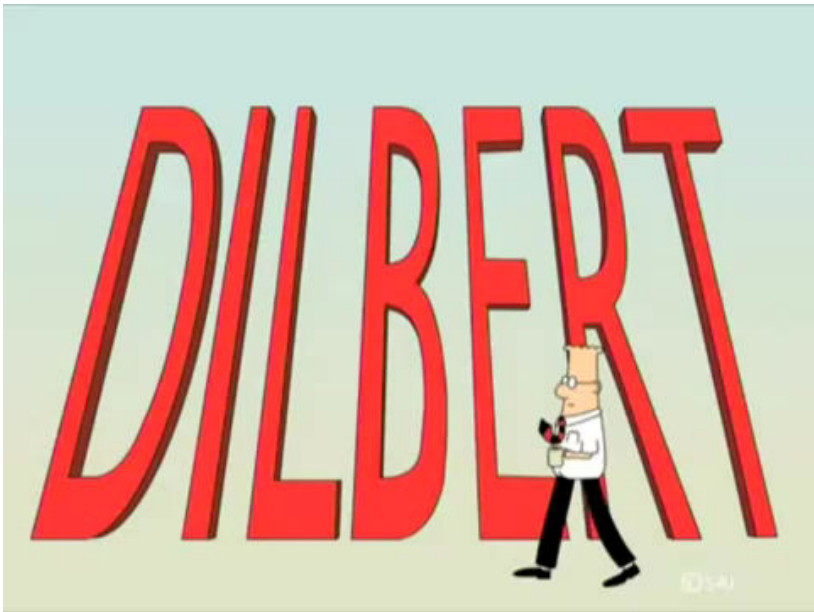
## Agenda

- Disaster Lessons
- The Three Things
  - How you are organized – Organizing your Team
    - Incident Command System
  - Incident Assessment
  - Incident Action Plans
- What you need: Three Things

September 2013[www.ems-solutionsinc.com](http://www.ems-solutionsinc.com)2



There are of course... other options!





# Disaster Lessons to Remember

September 2013

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

5



# Disaster Lessons to Remember

- Declare the disaster and activate as early as possible.
- Staff initially to a high enough level.
- Issue clear and consistent instructions to staff.
- Delegate authority to those who have been tasked.
- Assume and plan for some degradation in team members, plans, and/or systems over time.
  - Closely monitor effectiveness.



September 2013

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

6



## Disaster Lessons to Remember



- Avoid two common syndromes:
  - “Been there, done that!”
  - “We’re a really smart group and we’ll figure it when it happens.”
- Make decisions – keep moving forward.
  - Make changes when necessary, and keep moving.
- Remember to keep aware of what is going on; maintain situational awareness.
- Communicate, communicate, communicate.

September 2013

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

7



## Organizing Teams

September 2013

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

8



## You Have Choices

- Business-as-usual
  - Maintain “usual” number of department managers reporting to a designated leader.
    - Could be an executive or some other likely individual.
  - Use Incident Command System (ICS) methodology.
  - Some combination of the two.
  - We vote for ICS.

September 2013

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

9



## Incident Command System

September 2013

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

10



## Incident Command System

- ICS is a *well organized, team approach* for managing *critical incidents*.
  - Was developed in the Fire Service in the 70's in California to deal with fast-moving wildfires.
- ICS is now used widely throughout the United States:
  - National Response Plan (NRP).
  - Foundation to NIMS.
- ICS is also used widely worldwide.

September 2013

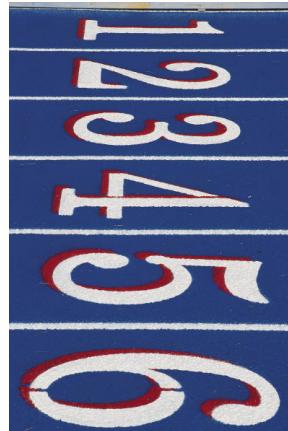
[www.ems-solutionsinc.com](http://www.ems-solutionsinc.com)

11



## Why ICS?

- The six C's:
  1. Command.
  2. Control.
  3. Collaboration.
  4. Coordination.
  5. Communication.
  6. Consistency.



September 2013

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

12



Out of  
Danger  
Comes  
Opportunity

## Hallmarks of ICS

- ICS has the following eight hallmarks:
  1. Manageable span of control.
  2. Common terminology.
  3. Modular/scalable organization.
  4. Integrated communications.
  5. Unified command structure.
  6. Incident action plans.
  7. Pre-designated command centers.
  8. Comprehensive resource management.

September 2013

www.ems-solutionsinc.com

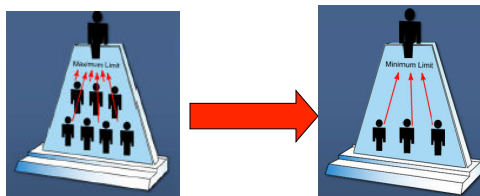
13



Out of  
Danger  
Comes  
Opportunity

## Manageable Span of Control

- *A manageable span of control* is 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 3-7; the optimum is 5.



September 2013

www.ems-solutionsinc.com

14



## Common Terminology

- *Common terminology* is 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.

September 2013

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

15



## Modular / Scalable Organization

- *A modular 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.

September 2013

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

16





## Integrated Communications

- *Integrated communications* is 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.

September 2013

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

17



## Unified Command

- *A unified command* allows all departments or groups with responsibility for the incident to manage an incident.
  - 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.

September 2013

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

18



## Incident Action Plans (IAP)

- *Incident Action Plans (IAP)* include:
  - Current status of the incident.
  - Strategic objectives.
  - Team assignments.
  - Operational Period.
- IAPs are written around the operational period (OP):
  - The OP is the time your team has to work on the IAP before the IC and team leaders meet to assess status and discuss progress.
  - At the beginning of an incident, the timeframe is often short (2-4 hours) and expands as the incident matures.

September 2013

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

19



“A common characteristic of people who accomplish something unusual is their understanding of, and focus on, the objective. If you get the objectives right, a lieutenant can write the strategy.”

General George Marshall

September 2013

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

20



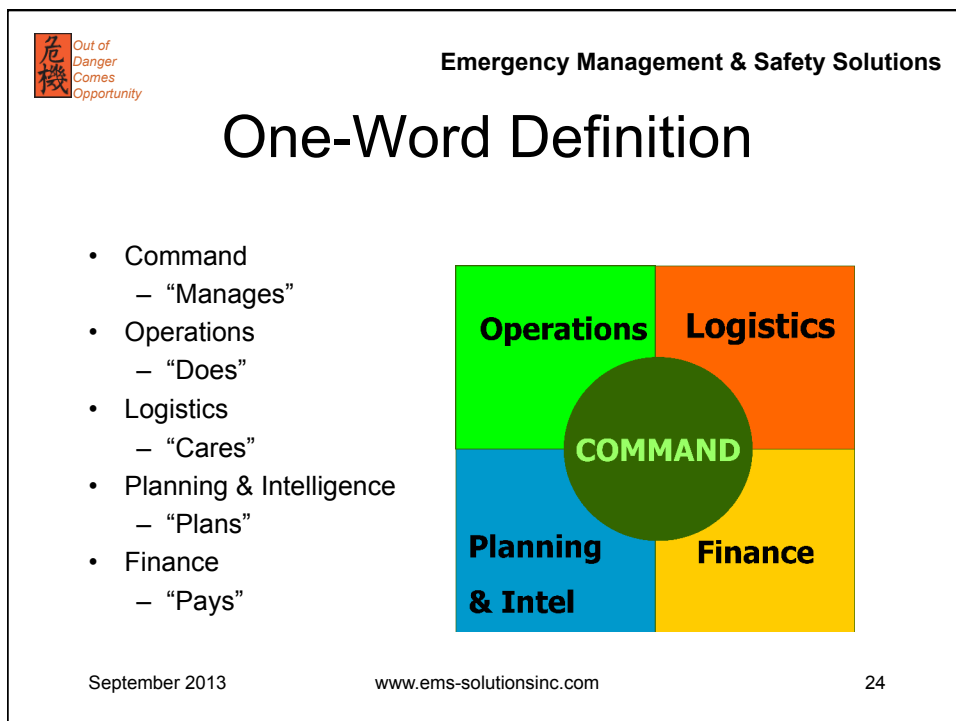
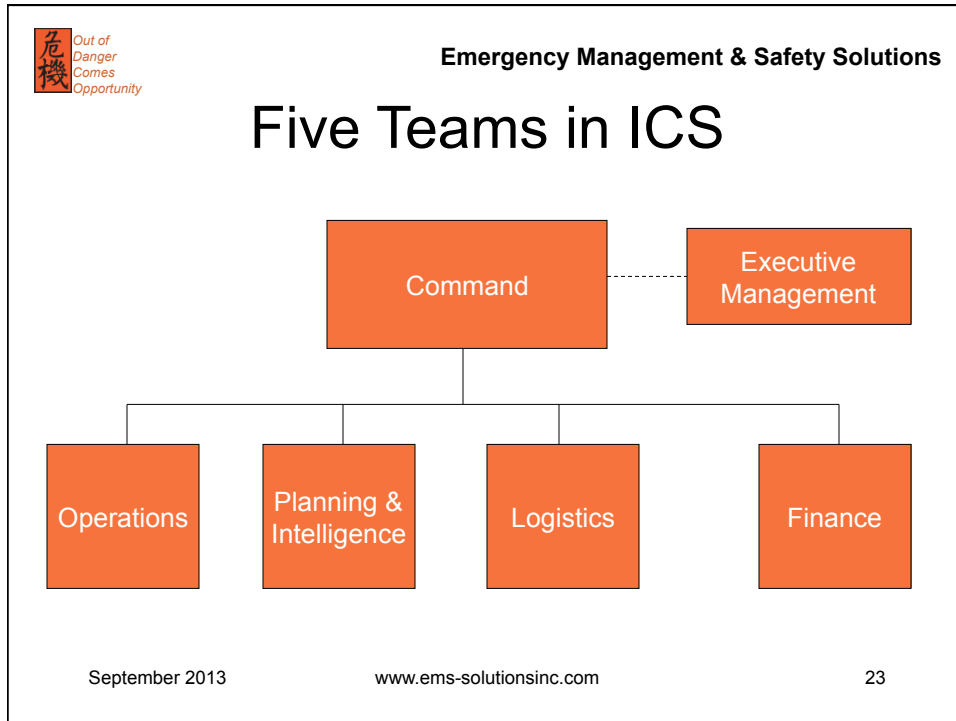
## Pre-designated Command Centers

- Identify pre-designated command centers that are appropriate for the risk and hazards.
- Determine if it will be virtual or physical:
  - If virtual, establish a conference bridge in advance.
  - If physical:
    - Identify a primary location.
    - Also identify a secondary location in the event you can't access or use the primary location.
    - Determine location once you have done hazard analysis.



## Comprehensive Resource Management

- Allows those departments/groups with most acute need to get the resources that they need.
- Maximizes resource use.
- Consolidates control of single resources.
- Reduces the communications load (everyone trying to get something).
- Provides accountability.





## 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.
- Makes and implements policy decisions.
- Provides interface to Executive Management.
- Who makes a good IC:
  - Strong leadership skills.
  - Decisive, not afraid to make a decision.
  - Good overall understanding of the business.
  - Well respected by their peers and senior management.

September 2013

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

25



## Operations

- The responsibility for all **tactical** operations necessary to carry out the plan (response and recovery).
  - Initial damage inspection.
  - Establish situation control.
  - Develop situation status reports (“Sit Reps”).
  - Front-line responders – they resolve the issues.
- Goal: Restore business back to “business as usual.”
- Team includes the key “backbone” aspects of the business.

September 2013

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

26



## Planning & Intelligence

- Responsible for the collection, evaluation, and dissemination of information concerning incident development.
- Takes the situation reports (“Sit Reps”) from Ops and evaluates information.
- Applies “intelligence” to the situation.
- Develops and disseminates the incident action plans (IAPs).

September 2013

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

27



## 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.
- Responsible for “acquiring” or procuring necessary supplies.

September 2013

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

28



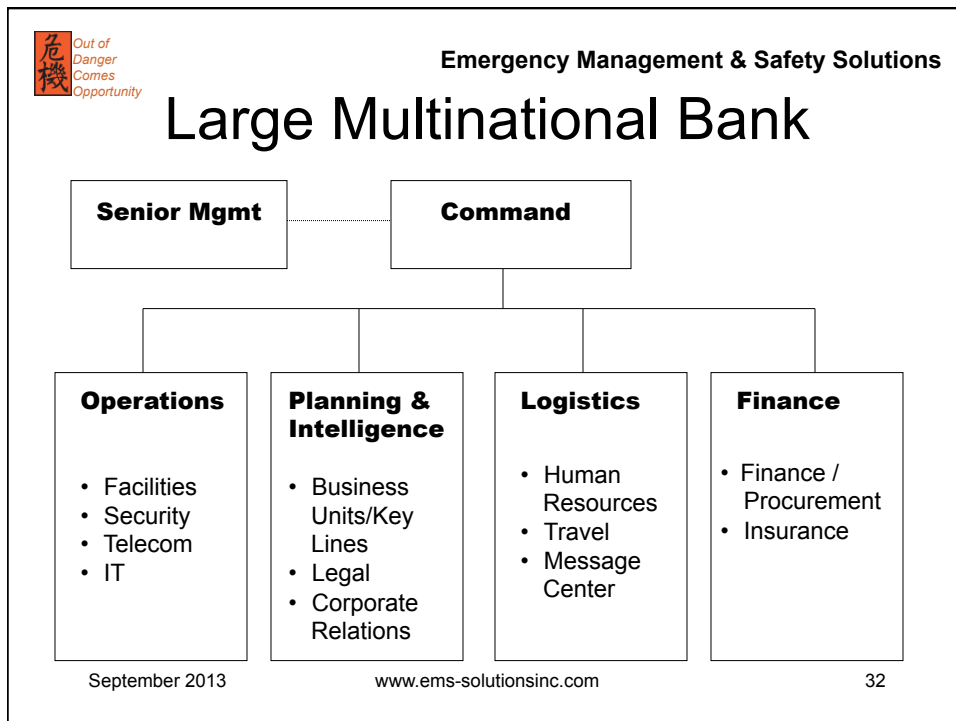
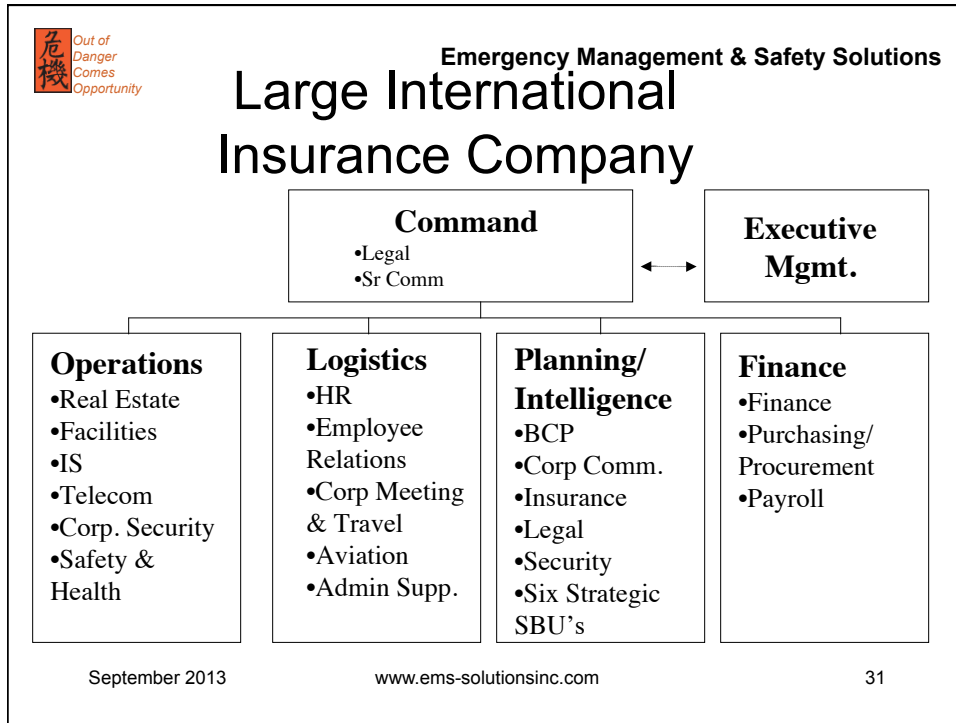
## Finance

- Responsible for monitoring and documenting all costs. Provides the necessary financial support related to the incident.
- Establishes a paper trail for all expenditures.
- Payroll, emergency purchase orders and cash, corporate cards and other critical cash issues.
- Works with insurance companies regarding reimbursement and worker's compensation insurance.

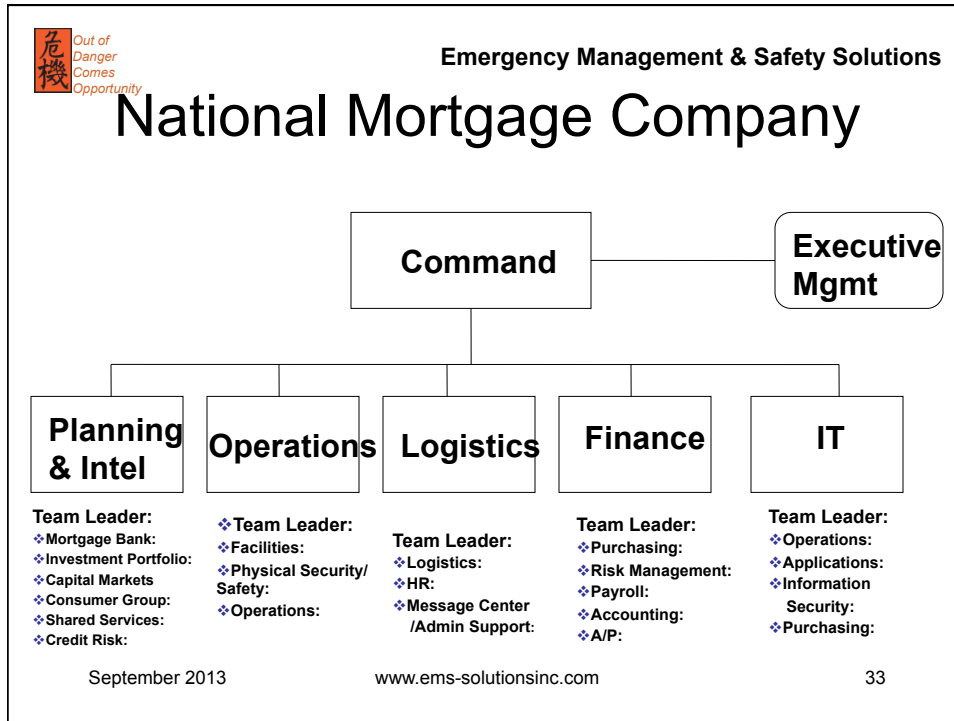


## ICS Benefits

- Eases 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 tracking of resources.
- Provides ability to see trend and pattern development.
- Minimizes confusion and errors.







Out of Danger Comes Opportunity

Emergency Management & Safety Solutions

## Where are the Executives?

- Ideally, they are not part of the ICS Team.
- Traditionally, they have four overall responsibilities:
  1. Provide strategic and policy oversight.
  2. Grant approval of large expenditure requests.
  3. Act as “senior statespersons” to all key stakeholders (employees, major customers, investor community, board of directors, etc.).
  4. Can act as media spokesperson, if the situation warrants it.

September 2013      www.ems-solutionsinc.com      34



# Incident Assessment

September 2013

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

35



# Incident Assessment Team

- The Incident Assessment Team (IAT) has the authority to activate the plan and the Incident Management Team (IMT).
- IAT members:
  - Usually comprised of the IC and the four team leaders.
  - Also likely to include representatives from departments where most of the issues arise (Facilities, Security, IT).

September 2013

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

36



## Team Activation

- When an event occurs:
  - Follow usual reporting mechanism.
  - Any member of the Initial Assessment Team can activate when they become aware of an event.
- IAT will meet to review the event and determine if plan activation is necessary.
  - In person.
  - On conference bridge.

September 2013

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

37



## Assessment

- Determine the incident level:
  - 1, 2, or 3.
- Does the event meet the criteria for activation?
  - If no:
    - Monitor the event.
  - If yes:
    - Activate the Emergency Operations Center.
    - Conduct an action planning meeting.
    - Determine the operational period.

September 2013

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

38



# Incident Levels

- **Level 1:** Minor and limited in scope
  - An emergency that is **limited in scope**.
- **Level 2:** Local or Minimum
  - An emergency that is **moderate to severe** in scope.
- **Level 3:** Regional or Major
  - A **catastrophic disaster** that:
    - Has severely damaged a mission-critical facility requiring relocation of partners and business processes.
    - Causes severe disruption of services at facility.
    - Is a major event impacting partners.



# Activation Matrix

Stakeholder	Life Safety/People	Facility	Technology	Financial	Brand
Company					
City					
Region (e.g. EQ, flood)					
Nation (e.g. 9/11)					
International event (e.g. Tsunami)					



# Incident Action Plans

September 2013

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

41



# Incident Action Plan

- An IAP is the plan of action that the team will be using for a set period of time.
- An IAP contains:
  - Overall incident status / strategy.
  - Specific strategic objectives and any necessary supporting information.
  - Assignment of responsibility for each objective.
  - Next operational period.

September 2013

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

42



Out of  
Danger  
Comes  
Opportunity

## Overall Program Priorities

- Your priorities will most commonly include:
  - Life safety.
  - Incident stabilization.
  - Property and equipment preservation.
  - Return to business as usual.



September 2013

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

43



Out of  
Danger  
Comes  
Opportunity

## Steps to Build an IAP

1. Gain situational awareness: What is the incident situation?
2. Establish strategic incident objectives. Ensure that necessary resources are available to complete the tasks.
3. Assign all objectives (to a team or individual).
4. Determine the operational period.
5. Communicate the plan to all identified stakeholders.

September 2013

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

44



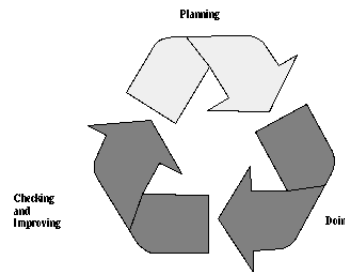
## Situational Awareness

- If it is the first IAP, it is the initial report and assessment.
  - If subsequent IAP, it is the latest updates.



## Establish Objectives

- Establish strategic incident objectives:
  - Set overall objectives and priorities.
  - Ensure that necessary resources are available to complete the tasks.





## Develop SMART Objectives

- **S**pecific – Does the objective state explicitly what is to be done, and define a key result?
- **M**easurable – Can you determine if you are meeting the objective or not?
- **A**chievable – Are you able to attain the objective?
- **R**ealistic – Can you achieve the objective in a reasonable manner and timeframe?
- **T**ime – Have you stated the time period in which the objective will be accomplished?

September 2013

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

47



## Objectives Start with Strong Verbs

- Strong objectives using action verbs.
- Action verbs are observable and communicate the intent of what is to be attempted:
  - Plan
  - Conduct
  - Develop
  - Produce
  - Revise
  - Assess
  - Install
  - Select
  - Investigate
  - Map
  - Build
  - Review
  - Account
  - Provide
  - Order
  - Evaluate
  - Determine
  - Enable

September 2013

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

48





# Sample Objectives

People	Finance	Facilities	Technology	Mission Critical Activities	Communication
<ul style="list-style-type: none"> <li>Account for all staff.</li> <li>Determine need for EAP services.</li> <li>Notify emergency contact.</li> </ul>	<ul style="list-style-type: none"> <li>Issues a disaster accounting code</li> <li>Contact all ins. carriers.</li> <li>Document all physical damage with video or still images.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct an initial damage assessment.</li> <li>Contact contractors.</li> <li>Appoint a liaison to work with ER responders.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct an initial assessment.</li> <li>Reroute main number if unable to reoccupy in 15 minutes.</li> </ul>	<ul style="list-style-type: none"> <li>Assess business unit impact.</li> <li>Activate BCPs as necessary.</li> <li>Determine the immediate work-arounds and what should be instituted.</li> </ul>	<ul style="list-style-type: none"> <li>Communicate company status with key stakeholders (list here)</li> <li>Update website.</li> <li>Update employee hotline.</li> </ul>



# Assign Objectives

- Assign all objectives:
  - To a specific team or individual.
  - A unassigned objective means no one is responsible to get it done.





## Determine Operational Period

- Determine the operational period.
  - Establish how long you will work on the objectives before the planning team needs to stop and assess status and progress.



September 2013

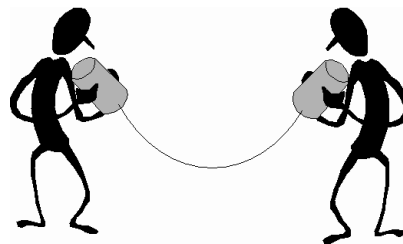
[www.ems-solutionsinc.com](http://www.ems-solutionsinc.com)

51



## Communicate the Plan

- Communicate the plan to all identified stakeholders.
  - Who are your key stakeholders?
  - Does everyone get the same message?
  - What are the tools?



September 2013

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

52



## Facilitating an IAP

- Determine who facilitates a meeting.
- An IAP can be virtual or face-to-face.
- Format:
  - Review status: Done by the person most knowledgeable about the incident.
  - Review the objectives: Determine what needs to be done and make assignments.
  - Determine next Operational Period (OP).
- IAPs should be quick, no more than 15–20 minutes.



## Three Things



## Three Things

- For an Incident Management Team to be great, it requires three things to be in place:
  - The team must know their roles and responsibilities (how you are organized).
  - There must be a clear incident assessment process, team, and escalation strategy.
  - They must know how to develop an action plan.

September 2013

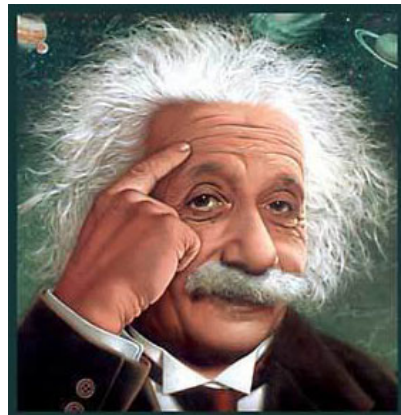
[www.ems-solutionsinc.com](http://www.ems-solutionsinc.com)

55



## Why Do Something Different?

- History tends to repeat itself.
  - We need to learn from the mistakes of the past.
- Remember the words often attributed to Albert Einstein:
  - *“Insanity is doing the same thing over and over again and expecting different results.”*



September 2013

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

56



# Thank you

---

**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)