



# INCIDENT MANAGEMENT TEAM MEMBER EXPECTATIONS

Sandy McKinnon  
Sandy.mckinnon@icscanada.ca

## EXPECTATIONS OF IMT MEMBERS

### I. Incident Commander

#### A. Incident Commander's expectations of all Command and General Staff members

1. Attend all meetings and briefings on time and fully prepared.
2. Resolve all disputes and misunderstandings of the proposed plan PRIOR to the Planning Meeting. In other words, all IMT members should be able to support the plan as proposed by Operations at the planning meeting.
3. Essential Elements of Information (EEI): Thorough, constant, and effective sharing of information.
4. No matter how bad things may be, maintain the planning process and present a positive and professional demeanor that leaves others with the knowledge that we are in control and will overcome the adversity.
5. Take every opportunity to promote the ICS process and teach others how to use it.
6. Be an exemplary model of behavior and performance, and take decisive and immediate action when others in your functional area are not performing to expected standards.
7. Always remember that the IMT exists to support the tactical operations. Keep them foremost in your thoughts and actions.
8. Take care of yourself; get adequate rest and nourishment.
9. Don't let setbacks or failure get you down. You didn't cause the incident; you are here to work with everyone else to bring order out of chaos, sometimes that takes awhile.
10. Take care of each other. Watch for signs of stress or unusual fatigue in your team members. Help each other out when needed.

#### B. Incident Commander's expectations of Safety Officer

1. Be fully engaged in the planning process, and provide an appropriate and timely feedback.
2. Identify, manage, instruct and mitigate all hazards on the incident.
3. Keeps Incident Commander informed on trends/causes of accidents and illnesses.
4. Promote an attitude of 100% compliance with safety rules throughout the entire organization.
5. Provide a relevant and effective safety message in each IAP.

#### C. Incident Commander's expectations of Information Officer

1. Keep incident personnel up-to-date on major current affairs, both on and off the incident.
2. Coordinate with Liaison Officer in relations with Stakeholders.
3. Identify and keep Incident Commander informed of emerging issues concerning the incident in the political and public arenas.
4. Coordinate and represent the Incident Commander in off-site IO activities such as the JIC or other agency information outlets.
5. Promote a positive impression of all information and interviews about the incident among any incident personnel who may encounter the public or media.

6. Ensure that the Incident Commander is appropriately prepared (not only mentally, but in appearance) when going in front of the camera.

D. Incident Commander's expectations of Liaison Officer

1. Address cooperating agency/stakeholder concerns and issues in a positive manner.
2. Track down, identify, and coordinate with all involved agencies and non-governmental organizations.
3. Provide a positive impression of incident to other agencies and stakeholders.
4. Exercise effective leadership and coordination of the Agency Representatives.
5. Coordinate with the IO in relations with stakeholders.
6. Keep other IMT members constantly aware of issues of cooperating and assisting agencies.

E. Incident Commander's expectations of Logistics Section Chief

1. Manage the ordering process to ensure all incident needs are met.
2. Whenever possible, anticipate and maintain supplies ahead of the need.
3. Coordinate with supporting EOC to ensure effective and cordial relations.
4. Work closely with Operations Section to ensure complete logistical support and coordination with tactical operations.
5. Ensure the Incident Commander has the best facilities, equipment, and resources to manage the incident.
6. Do it all in a timely manner.

F. Incident Commander's expectations of Finance Section Chief

1. Advise and counsel all Command and General Staff about fiscal, contract, and other administrative matters.
2. Be prepared to provide cost analysis if requested by Incident Commander or responsible agency.
3. Attend all briefing and strategy sessions; provide input.
4. Coordinate with all staff members and cooperating agency representatives.
5. Possess good knowledge and ability to operate Finance Section effectively.
6. Coordinate with all responsible agencies to ensure their administrative requirements are met.

G. Incident Commander's expectations of Operations Section Chief

1. Recommend strategies to reach objectives.
2. Keep Incident Commander and other Command and General Staff informed on planned tactics to ensure timely input and support by entire IMT.
3. Resource ordering within boundaries of fiscal, environmental, and other constraints.
4. Report unusual events, activities, as well as provide daily updates on the situation.
5. Insist that all known safety procedures be followed in all tactical planning and execution.
6. Maintain effective communication with all cooperating agencies and ensure that their input is solicited, respected, and given due consideration.

#### H. Incident Commander's expectations of Planning Section Chief

1. Exercise effective leadership and organization of all incident meetings and briefing.
2. Ensure that the entire organization follows the established planning process, on time and accurately.
3. Maintain a thorough overview of all incident activities to ensure that complete information is provided for the planning process.

### II. Safety Officer

#### A. Safety Officer's expectations of Incident Commander

1. Emphasize safety in all communications and actions.
2. Support recommendations for changes in tactics for safety reasons.

#### B. Safety Officer's expectations of Information Officer

1. Be sensitive to any accidents or other safety problems on the incident.
2. Coordinate what is released to public, both media and locals.

#### C. Safety Officer's expectations of Liaison Officer

1. Provide specific information regarding problems with assisting and coordinating agencies.
2. Identify potential safety problems regarding above.

#### D. Safety Officer's expectations of Logistics Section Chief

1. Supply personnel and equipment needs.
2. Coordinate with Medical Unit.

#### E. Safety Officer's expectations of Finance Section Chief

1. Process accident reports in a timely manner.
2. Maintain constant exchange of information concerning safety matters such as excessive work hours or contract violations.
3. Coordinate accident and injury information from the Compensation/Claims Unit.

#### F. Safety Officer's expectations of Operations Section Chief

1. Maintain a close working relationship in development of tactics.
2. Understand of possible hazards.
3. Be flexible enough to change tactics that cannot be mitigated.
4. Provide information on unusual hazards occurring in field.
5. No surprises.

#### G. Safety Officer's expectations of Planning Section Chief

1. Be included in strategy and tactics meetings.
2. Provide briefings on situation, critical/sensitive areas, resource types and status.
3. Be included in briefings.
4. Provide updates and feedback on safety responses.
5. Provide information on personnel and resources availability.

### **III. Information Officer**

- A. Information Officer's expectations of Incident Commander
  - 1. Approve press releases in a timely manner.
  - 2. Cooperate with media requests.
  - 3. Cooperate with Information meetings.
  - 4. Provide direction on his or her media expectations.
  
- B. Information Officer's expectations of Safety Officer
  - 1. Summarize safety issues.
  - 2. Provide a daily report of any accidents and injuries.
  
- C. Information Officer's expectations of Liaison Officer
  - 1. Identify key agencies, their roles, and any issues.
  - 2. Provide communications materials to cooperating and assisting agencies as well as outside interested organizations, as appropriate.
  - 3. Help with communication strategy.
  
- D. Information Officer's expectations of Logistics Section Chief
  - 1. Review Communication Plan.
  - 2. Provide transportation.
  - 3. Provide facilities and communication equipment for information office, both at ICP and other locales.
  
- E. Information Officer's expectations of Finance Section Chief
  - 1. Provide current incident costs.
  - 2. Provide pressworthy items.
  
- F. Information Officer's expectations of Operations Section Chief
  - 1. Provide information on resources, special activities, status of incident.
  - 2. Be open to allowing media access.
  - 3. Provide pressworthy items.
  
- G. Information Officer's expectations of Planning Section Chief
  - 1. Summarize development of incident.
  - 2. Provide information on resource status.
  - 3. Help with communication strategy.
  - 4. Provide pressworthy items.

### **IV. Liaison Officer**

- A. Liaison Officer's expectations of Incident Commander
  - 1. Advise and counsel on issues presented by assisting and cooperating agencies.
  - 2. Provide overall mission and direction.
  - 3. Show willingness to engage with stakeholders when necessary.

B. Liaison Officer's expectations of Safety Officer

1. Provide advice on hazards and issues particularly affecting cooperating and assisting agencies and organizations.
2. Provide input on "safety readiness" of above.

C. Liaison Officer's expectations of Information Officer

1. Mention cooperating and assisting agencies and organization in press releases.
2. Distribute information material so it can be given to above.
3. Provide coordination and notification of public meetings and press conferences.

D. Liaison Officer's expectations of Logistics Section Chief

1. Provide transportation, facilities, and communication equipment.
2. Provide status of ordered resources.
3. Provide medical status of any personnel injured or ill from cooperating and assisting agencies.

E. Liaison Officer's expectations of Finance Section Chief

1. Report excessive hours.
2. Report injuries and/or accidents to non-agency personnel.
3. Provide information on agency specific pay-offs.

F. Liaison Officer's expectations of Operations Section Chief

1. Ensure safety and welfare of all personnel.
2. Share information and rationale on use of other agency personnel.
3. Establish availability of special resources that may be available from cooperators for Operations utilization.

G. Liaison Officer's expectations of Planning Section Chief

1. Ensure that the IAP accurately reflects all cooperating and assisting agencies and organizations.
2. Coordinate with status of above resources (e.g., planned demobilization).

**V. Planning Section Chief**

A. Planning Section Chief's expectations of Incident Commander

1. Provide incident objectives.
2. Provide Planning Meeting schedules and operational periods.
3. Provide deadlines for the IAP.
4. Review and approve the IAP.

B. Planning Section Chief's expectations of Safety Officer

1. Participate in Strategy and Tactics Meetings and preparation of ICS Form 215A.
2. Continually update team on safety issues.
3. Participate in the IAP (Safety Message and ICS Form 204s).
4. Participate in Operational Briefings.

C. Planning Section Chief's expectations of Information Officer

1. Provide times of press briefings.
2. Coordinate with information on ICS Form 209.
3. Review information in press releases for accuracy.

D. Planning Section Chief's expectations of Liaison Officer

1. Review status of cooperating and assisting agency resources for accuracy.
2. Provide information regarding any issues of above.

E. Planning Section Chief's expectations of Logistics Section Chief

1. Confirm status of all resource orders.
2. Provide feedback on resource availability.
3. Timely submit Communication, Medical, Facility, and Transportation Plans.
4. Provide adequate facilities and equipment for all Planning Units and preparation of the IAP.

F. Planning Section Chief's expectation of Finance Section Chief

1. Provide fiscal input to the IAP.
2. Provide daily cost estimates.
3. Provide financial and cost-benefit analysis information.

G. Planning Section Chief's expectation of Operations Section Chief

1. Provide strategy and tactics.
2. Provide timely notification of resource needs.
3. Provide necessary info for maps, etc.
4. Provide information needed to complete ICS Form 204s.
5. Provide debriefing from field at end of shift.
6. Be on time and prepared for meetings.

## **VI. Logistics Section Chief**

A. Logistics Section Chief's expectations of Incident Commander

1. Provide priorities for ordering personnel, supplies, and equipment.
2. Provide support for Logistics Section activities.
3. Keep in loop for planned direction of incident.

B. Logistics Section Chief's expectations of Safety Officer

1. Coordinate and cooperate with Medical Unit.
2. Provide notification of hazards in facilities, transportation, etc.
3. Provide input to Medical Plan and medivac procedures.
4. Coordinate and cooperate with Security in accident investigation.

C. Logistics Section Chief's expectations of Information Officer

1. Order communication and facility needs in a timely manner.

D. Logistics Section Chief's expectations of Liaison Officer

1. Communicate assisting/cooperating agency personnel special needs.
2. Provide information as to ability of above to assist in Logistics.

E. Logistics Section Chief's expectations of Finance Section Chief

1. Provide written orders for resources or supplies.
2. Provide close coordination between Supply Unit, Procurement Unit, Ground Support Unit, and Time Unit.
3. Provide information of time and/or procurement problems.
4. Provide cost saving information.

F. Logistics Section Chief's expectations of Operations Section Chief

1. Provide timely requests for all needs.
2. Provide timely notification of demobilization, pre-advisement of resources that may come available for use by the Logistics Section (e.g., heavy equipment).
3. Provide coordination and information sharing upfront.
4. Show an understanding for impossible time requests.

G. Logistics Section Chief's expectations of Planning Section Chief

1. Timely ordering of resources.
2. Close coordination on check in and demobilization of resources.
3. Information sharing as to planned direction of incident.
4. Accurate information as to number of resources on incident.

**VII. Operations Section Chief**

A. Operations Section Chief's expectations of Incident Commander

1. Supply Objectives.
2. Point out any constraints on strategy and tactics. These may include environmental, political, and financial constraints.

B. Operations Section Chief's expectations of Safety Officer

1. Have a close working relationship in development of tactics.
2. Provide notification of any hazards or safety problems.
3. Provide mitigations and ramifications for tactics.
4. Provide close scrutiny of operations in field.
5. Order enough resources to ensure safety in field.

C. Operations Section Chief's expectations of Information Officer

1. Provide correct information to the public.
2. Request permission to bring media out to incident (away from ICP).
3. Ensure media are properly prepared (protective clothing, briefings) to go out to incident.

D. Operations Section Chief's expectations of Liaison Officer

1. Provide information on special circumstances of other agency employees.
2. Coordination with other agency needs or problems and identification of resources available through cooperators.
3. Be the point of contact for above.

E. Operations Section Chief's expectations of Logistics Section Chief

1. Provide adequate transportation.
2. Provide adequate, high-quality food.
3. Provide facilities for eating, sleeping, and OSC's work.
4. Provide needed equipment and supplies to perform work.
5. Arrange for medical care and emergency transport and Medical Plan.
6. Demonstrate flexibility in changing requests.

F. Operations Section Chief's expectations of Finance Section Chief

1. Provide efficient processing of time and pay documents so there is no interference with the IAP, or demobilization process.
2. Report excessive work hours.
3. Provide adequate commissary as necessary.
4. Keep Operations informed of any fiscal constraints that may influence tactics.

G. Operations Section Chief's expectations of Planning Section Chief

1. Have a close working relationship in preparing the IAP.
2. Provide resources requested.
3. Provide input in strategy meeting.
4. Provide complete, accurate IAP, including maps and all plans (with adequate numbers of copies).
5. Provide concise, accurate briefings.
6. Provide completed ICS Form 215s for Planning Meeting.

**VIII. Finance Section Chief**

A. Finance Section Chief's expectations of Incident Commander

1. Provide general advice and counsel.
2. Provide financial and political constraints.
3. Provide feedback on performance and evaluation.
4. Provide approval of excess duty time.

B. Finance Section Chief's expectations of Safety Officer

1. Be an advisor.
2. Provide information on accidents or injuries.
3. Coordinate with Compensation/Claims Unit Leader.
4. Ensure that all accident or injury reports are submitted to Finance Section in a timely manner.

C. Finance Section Chief's expectations of Information Officer

1. Prepare initial information summary as soon as possible after arrival.
2. Ensure incident personnel are kept up to date on news and incident information.
3. Provide coordination in event of injury or death on incident.

D. Finance Section Chief's expectations of Liaison Officer

1. Provide a contact for assisting/cooperating agency representatives.
2. Provide a single contact for private organizations.
3. Coordinate meetings to facilitate information exchange.

E. Finance Section Chief's expectations of Logistics Section Chief

1. Ensure that hired equipment time records up to date.
2. Provide facilities for Finance Section.
3. Coordinate between Supply Unit and Procurement Unit.
4. Coordinate between Ground Support Unit and Procurement Unit.
5. Coordinate between Medical Unit and Compensation/Claims Unit Leader.
6. Provide property accountability.

F. Finance Section Chief's expectations of Operations Section Chief

1. Verify time worked by crews and equipment on incident.
2. Conform to required work and rest cycles.
3. Provide information on property damage or equipment loss or damage in order to start a potential claims file.
4. Provide information on equipment on the incident, especially for the initial operational periods.

G. Finance Section Chief's expectations of Planning Section Chief

1. Provide up-to-date information on resources assigned to the incident.
2. Provide daily and shift copies of the IAP.
3. Provide current information on the incident particularly including any planned releases.
4. Provide estimated containment and control times.
5. Provide close coordination with demobilization.