
Unit 9: Personnel Management

INSTRUCTOR GUIDE

Objectives

By the end of this unit, students will be able to:

- Describe requirements of personnel management
- Determine personnel requirements
- Conduct Communications Unit briefings
- Describe personnel welfare requirements
- Identify personnel management documentation

Methodology

This unit features lecture, discussion-based activities, and an exercise.

Knowledge of unit content will be evaluated through the administration of the final exam (to be administered upon completion of the course). Instructors will evaluate students' initial understanding through facilitation of Exercise 9.

The purpose of Exercise 9 is to create an ICS Form 205: Incident Radio Communications Plan to address command and tactical channel assignments. The exercise is scheduled to last approximately 45 minutes, involving the instructor reading from a script from the City of Central City scenario. Based on this information, the students will discuss the significance of the information received and what conclusions to draw as they create ICS Form 205.

The purpose of this unit is to provide students information needed to identify Communications Unit Leader responsibilities in managing personnel.

Time Plan

A suggested time plan for this unit is shown below. More or less time may be required, based on the experience level of the group.

Topic	Time
Lesson	30 minutes
Exercise 9	45 minutes
Total Time	1 hour, 15 minutes

Reference Materials

- Projector & other equipment as necessary for PowerPoint presentation
- Easel chart
- Marking pens
- Exercise 9-2: Communications Nets

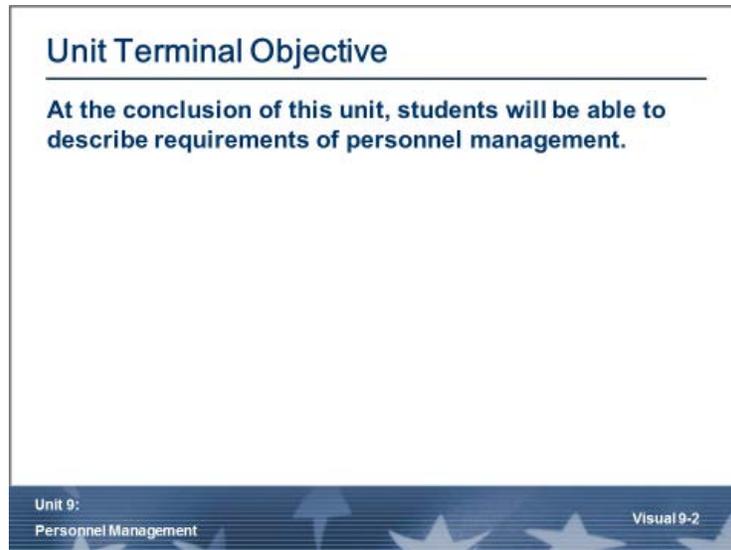
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**Explain the Following Key Points**

Introduce the unit and move quickly to the next slide.

This unit is designed to provide the student with knowledge of the responsibilities the Communication Unit Leader has for the personnel assigned to the Communications Unit. This unit focuses on the responsibilities of the Communication Unit Leader as they relate to the personnel assigned to the Communications Unit.

Topic Unit Terminal Objective



Explain the Following Key Points

Introduce the Unit Objectives, and explain the Unit Terminal Objective to the class.

Unit Terminal Objective

At the conclusion of this unit, students will be able to describe requirements of personnel management.

Unit Enabling Objectives

- Determine personnel requirements
- Conduct Communications Unit Briefings
- Describe personnel welfare requirements
- Identify personnel management documentation

Topic Assess Personnel Requirements

Assess Personnel Requirements

- Complexity of the incident
- Anticipated duration of the incident
- Shift scheduling



Unit 9:
Personnel Management

Visual 9-3

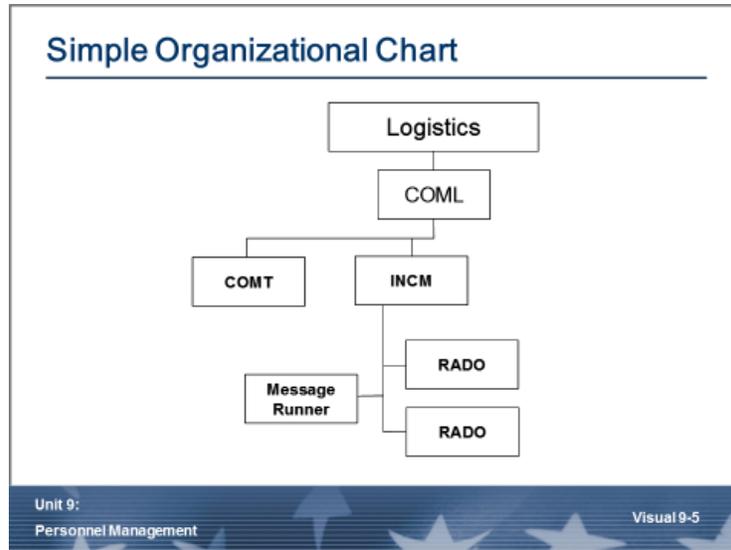
Explain the Following Key Points

Introduce concepts to assess the personnel requirements.

Evaluate how long this incident is expected to go. Don't forget that you may need to operate 24/7; in that case, second shift staffing needs to be considered and staffed.

Suggested Discussion

Are multiple shifts required?



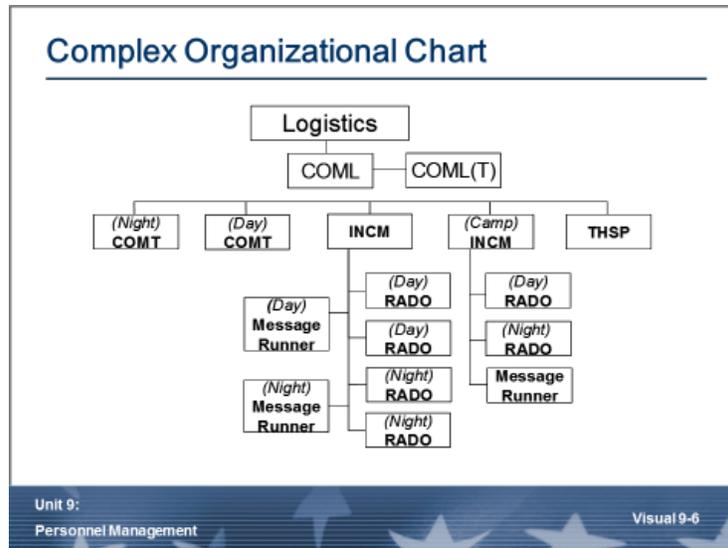
Explain the Following Key Points

Demonstrate a simple organizational chart.

These are likely positions that need filling.

The Message Runner is a position that often gets forgotten, but it is essential if the plan is to use paper General Messages (ICS Form 213) for messaging. If that is not the plan, do you have the necessary infrastructure to avoid hand delivery? If in doubt, get a Message Runner.

Topic Complex Organization Chart



Explain the Following Key Points

Demonstrate a complex organizational chart.

This is showing a more complex organization that includes a night shift. Look at the numbers required.

Try not to leave only one RADO on duty at a time; they need to take breaks and it is not very practical to only have one per shift.

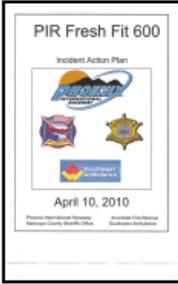
You may have a second Communications Unit Leader if you are running two shifts, however there should be a primary.

The great thing about ICS is that it can expand and contract dynamically to meet incident needs.

Topic Unit Personnel Briefing

Unit Personnel Briefing

- **Brief and keep staff informed and updated**
 - **Operational period changes**
 - **After operational period briefing**
 - **New personnel to the unit**
 - **Daily changes**
 - **Current IAP**
 - **Current equipment locations**



Unit 9:
Personnel Management
Visual 9-7

Explain the Following Key Points

Identify critical information that must be passed on to personnel in the Communications Unit.

The Communications Unit Leader must continually keep their staff informed and updated, in keeping with their leadership role. The Communications Unit Leader should brief the Communications staff at the beginning and end of each Operational Period. The Communications Unit Leader is also responsible for informing and briefing newly arrived personnel.

- Review the Incident Action Plan (IAP)
 - The Incident Communications Plan (ICS Form 205)
 - The Division Assignments Lists (ICS Form 204)
 - The Medical Plan (ICS Form 206) if available
- Review the ICS Form 201 if the IAP is not available
 - Assigned frequencies/talkgroups
 - Current and ordered resources
 - Map of the incident

This is where the Communications Unit Leader should make GIS products available.

Other important changes the Communications Unit Leader must keep their staff apprised of include:

- Weather
- Medical emergencies

- Operations
- Current equipment locations

Teamwork

- Hold unit meetings
- Share information
- Provide a map of the incident
- Maintain a positive attitude
- Promote teamwork to accomplish tasks



Unit 9:
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Visual 9-8

Explain the Following Key Points

Identify ways to promote personnel teamwork and Communications Unit cohesiveness.

Topic Personnel Welfare

Personnel Welfare

- Provide a safe and comfortable environment
- Equal Opportunity Laws
- Civil Rights Laws
- Freedom from sexual harassment
- Application of the Fair Labor Standards Act
- Critical incident stress management
- Work and rest guidelines
- Union shop regulations (local)
- Mutual Respect is key



Unit 9:
Personnel Management

Visual 9-9

Explain the Following Key Points

Reiterate the responsibility of the Communications Unit Leader for his or her personnel and inform students of factors involved in personnel welfare.

The Communications Unit Leader is ultimately responsible for the welfare of his or her personnel. Complying with applicable regulations is crucial, but Communications Unit Leaders should also act to provide other employee welfare, such as critical incident stress management, based on the circumstances of the incident. If the Communications Unit Leader is on unfamiliar ground in a personnel matter, get help. It is better to ask for assistance than struggle through difficult and complicated events.

Suggested Questions

What makes a safe and comfortable working environment?

- Personnel welfare
- The concept of mutual respect can go a long way in all personnel management activities

Just because this is not the normal workplace, what rules and regulations still apply?

- Seize the first opportunity available to establish a professional work environment
- Be proactive in resolving these issues
- If you are not typically in a supervisory role, you should seek out additional training and support

Topic Managing Technical Staff

Managing Technical Staff

- Understanding a task and technical proficiency in it are not the same thing
- Rely on subordinates' knowledge
- Trust staff and be honest about abilities



Unit 9:
Personnel Management

Visual 9-10

Explain the Following Key Points

Provide guidance on how to lead a group with highly technical expertise.

It is important that the Communications Unit Leader understand what they have instructed their staff to do, its implementation, and its implications for the incident; however, this does not mean they must be proficient with the particular task.

Given the highly technical nature of the Communications Unit, Communications Unit Leaders will often find themselves in a situation of giving instructions to subordinates who are perhaps more knowledgeable. Instead of trying to avoid this scenario, the Communications Unit Leader should embrace it by looking to bring in as many experts as necessary, and relying on them to provide the information and background necessary for the Communications Unit Leader to construct the Communications Plan. These same experts can then be used to implement the plan as the Communications Unit Leader has conceived it.

Personal Experience

Instructor may at this point relate an experience that speaks to this situation or invite a student to do the same.

Safety and Risk Management Process

- You are responsible for your people
- What is the risk management process?
- Definition: A process of evaluating and mitigating hazards in the work environment
- Steps of the risk management process:
 - Situational awareness
 - Hazard assessment
 - Hazard control
 - Decision point
 - Evaluate



Unit 9:
Personnel Management

Visual 9-11

Explain the Following Key Points

Define and provide details on risk management processes.

A general principle is that risks are commensurate with the benefit gained. That is, if the incident requires a more complex installation and maintenance of equipment, greater risk will accompany the added complexity.

Ensure that mitigations are carried out. Simply reporting them is not sufficient.

Suggested Discussion Questions

- Do your personnel have a responsibility to report unsafe conditions?
- What is Safety and Risk Management?

Topic Personnel Documentation Management

Personnel Documentation Management

- Complete personnel evaluations
- Maintain timekeeping records
- Maintain an Activity Log (ICS Form 214)



The image shows a sample of ICS Form 214, titled 'ACTIVITY LOG-ICS 214'. The form is divided into several sections: '1. Administration' (including Incident Name, Date, and Agency), '2. Personnel' (listing names and positions), '3. Activity Log' (a table for recording activities), and '4. Summary' (for overall incident details). The form is designed for tracking personnel activities during an incident.

Unit 9:
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Visual 9-12

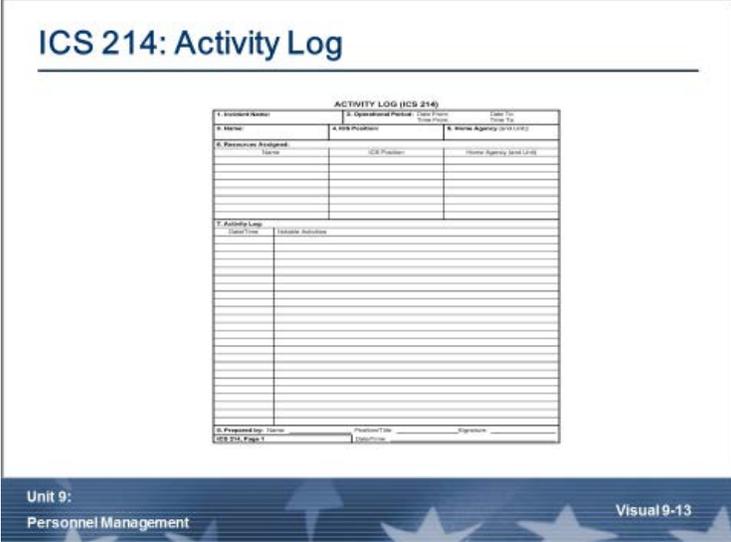
Explain the Following Key Points

Define and provide details on personnel documentation processes

Explain and review the steps for completing Activity Log (ICS Form 214).

- Completing personnel evaluations will help Unit personnel improve their performance and learn from an incident
- Maintaining required or appropriate timekeeping records is critical for financial management of the incident
- Maintaining an Activity Log (ICS Form 214) allows for an after-action review of the Communications Unit's tactics and radio traffic

Topic ICS 214: Activity Log



The image shows a form titled "ICS 214: Activity Log". The form is divided into several sections:

- 1. Incident Name:** A field for the name of the incident.
- 2. Operational Period:** Fields for "Date From" and "Date To".
- 3. Name:** A field for the name of the unit.
- 4. Unit Position:** A field for the position of the unit.
- 5. Home Agency (or ICS):** A field for the home agency or ICS.
- 6. Personnel Assigned:** A table with columns for "Name", "ICS Position", and "Home Agency (and ICS)".
- 7. Activity Log:** A large table with columns for "Start Time" and "Incident Activities".
- 8. Prepared By:** Fields for "Name" and "Position Title".

At the bottom of the form, there is a blue banner with the text "Unit 9: Personnel Management" on the left and "Visual 9-13" on the right.

Explain the Following Key Points

Provide details on completing an ICS Form 214: Activity Log.

Review the instructions for completing the Activity Log, including:

- Incident Name – Print the name assigned to the incident
- Date Prepared – Enter the date prepared (month, day, year)
- Time Prepared – Enter time prepared (24-hour clock)
- Unit Name – Enter unit or resource designator (e.g., Communications Unit)
- Unit Leader – Enter the name of the Communications Unit Leader
- Operational Period – enter the time span covered by the log (e.g., 1800 Oct. 12 to 0600 Oct. 13)
- Personnel Roster – List the name, position, and home base of each member assigned to the unit during the operational period
- Activity Log – Enter the time and briefly describe each significant occurrence or event (e.g., task assignments, task completions, injuries, difficulties encountered, etc.)
- Prepared By – Enter the name and title of the person approving the log
- Provide log to immediate supervisor at the end of each operational period

Purpose

The Activity Log is used to record details of Unit activity. The file of these logs provides a basic reference from which to extract information for conclusion in an after-action report.

Initiation of Log

- An Activity Log is initiated and maintained by the Communications Unit Leader
- Should only be a recording of major events, not every action

Distribution

- The Documentation Unit maintains a file of all Activity Logs
- It is necessary that one copy of each log be submitted to the Documentation Unit
- If there is no Documentation Unit, the form goes to the Planning Unit



Explain the Following Key Points

Retrieve Exercise 9 Instructor Guide located in the Unit 9 exercise tab before proceeding.

Refer to Exercise 9: Communications Nets.

The purpose of Exercise 9 is to create an ICS Form 205: Incident Radio Communications Plan to address command and tactical channel assignments. Consider assigning tactical channels for current and potential responders. The exercise is scheduled to last approximately 45 minutes, involving the instructor reading from a script from the City of Central City scenario. Based on this information, the students will discuss the significance of the information received and what conclusions to draw as they create an ICS Form 205.

Topic Objectives Review

**Explain the Following Key Points**

Review the Enabling Objectives for this unit to ensure that the class has obtained the knowledge necessary to successfully meet the Unit Terminal Objective.

Pose the Unit Enabling Objectives as questions. Ask the group to give a brief example/short explanation to answer each question. Try to call on a different student for each objective.

This is not intended to be an inclusive discussion of all material covered in Unit 9, but rather a quick and engaging way to wrap up the unit, and reconnect the students to the material before moving on to Unit 10.

Ask the students to write down the top three to five things they learned in this unit on their ICS Form 214.

Leave the Objectives Review slide up so that students can think about what they learned in relation to the objectives.

At the end of the day, collect their ICS Form 214s. This will help identify what the students have learned and what areas may be especially important to highlight throughout the rest of the course.

This activity should be done at the end of each unit.

Unit Terminal Objective

At the conclusion of this unit, students will be able to describe requirements of personnel management.

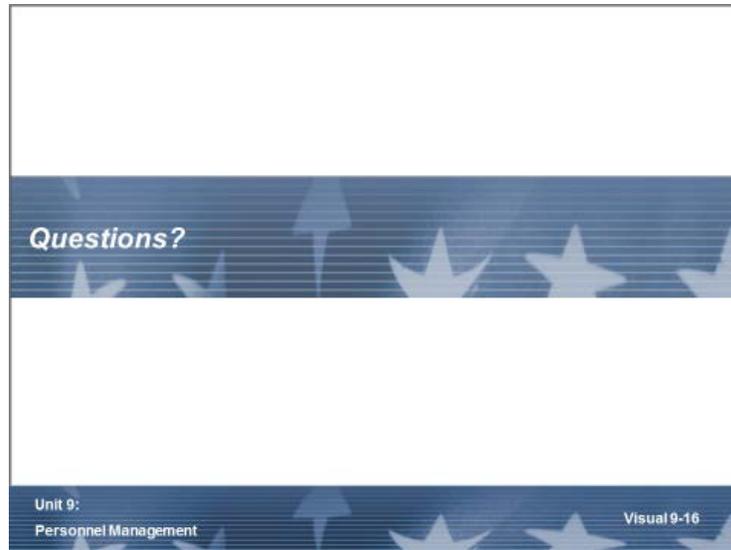
Unit Enabling Objectives

- Determine personnel requirements

- Conduct Communications Unit Briefings
- Describe personnel welfare requirements
- Identify personnel management documentation

Topic

Questions?

**Explain the Following Key Points**

Provide students an opportunity to ask questions and seek clarification on presented material in this unit.