
Unit 9: Personnel Management

STUDENT 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

This page is intentionally left blank.

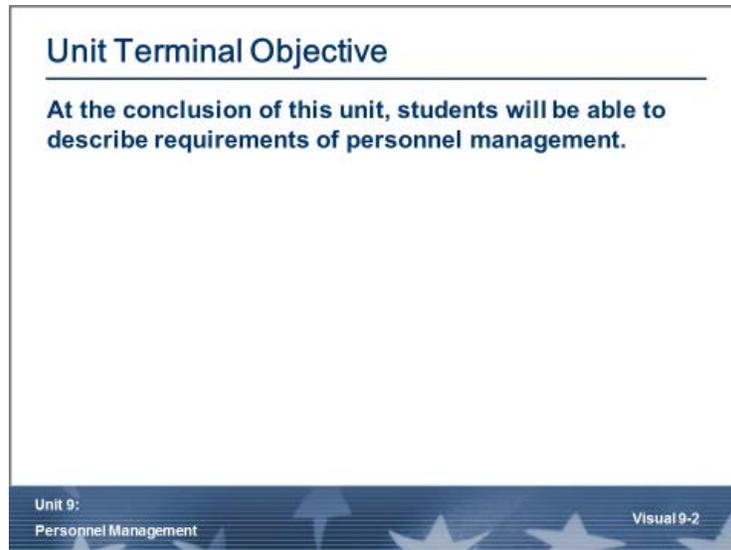
Topic

Unit Title Slide



Key Points

Topic Unit Terminal Objective



Key Points

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

Key Points

Make the assessment by the complexity and expected duration of the incident as indicated by the Incident Action Plan (IAP) or Incident Briefing form ICS 201.

TopicOrdering Personnel

Ordering Personnel

- **Order by assignment and Incident Command System (ICS) position**
 - **INCM: Incident Communications Center Manager**
 - **COMT: Incident Communications Technician**
 - **RADO: Radio Operator**
 - **THSP: Technical Specialist**
- **Qualifications?**

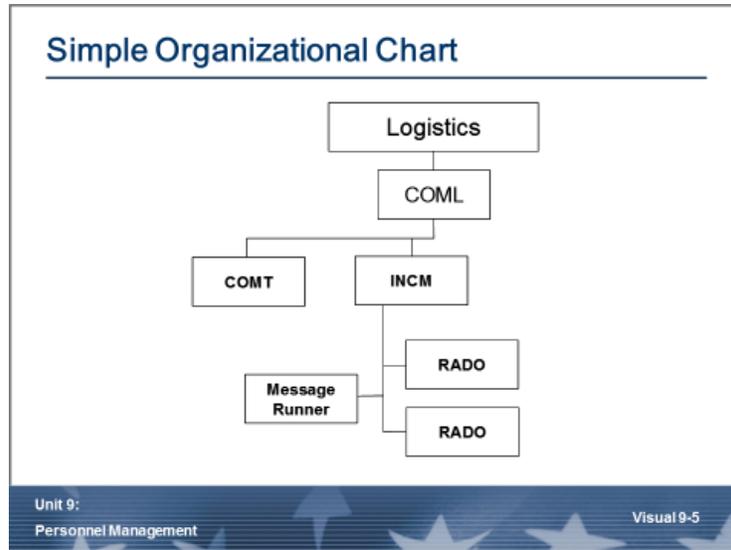
Unit 9:
Personnel Management

Visual 9-4

Key Points

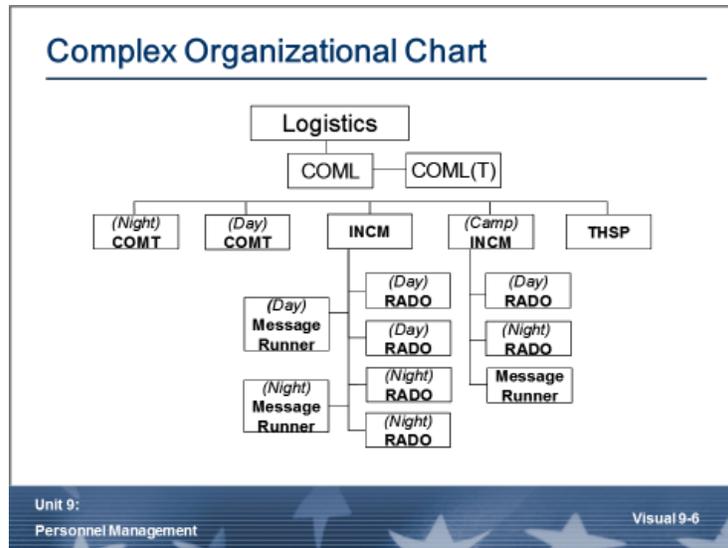
If you are looking for a specialist, be specific on what you want them to be able to do.

Topic Simple Organization Chart



Key Points

Topic Complex Organization Chart



Key Points

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

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

PIR Fresh Fit 600
Incident Action Plan
April 10, 2010

Unit 9:
Personnel Management

Visual 9-7

Key Points

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

- 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

Topic

Teamwork

Teamwork

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



Unit 9:
Personnel Management

Visual 9-8

Key Points

Promote 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

Key Points

What makes a safe and comfortable working environment?

- Personnel welfare
- The Communications Unit Leader is responsible for the welfare of the personnel assigned to the Communications Unit
- The concept of mutual respect can go a long way in all personnel management activities

What rules and regulations still apply even though this is not the normal workplace?

- 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

Key Points

Because incident communications can be highly technical, a Communications Unit Leader works with staff whose technical knowledge may exceed his or her own.

In these instances, it is important for the Communications Unit Leader to work to understand the overall task, its implementation, and its implications for the incident. The Communications Unit Leader is not responsible for understanding the technical details for every task.

Instead, Communications Unit Leaders rely on their subordinates' knowledge. Communications Unit Leaders trust staff to be honest about their abilities and provide him or her with accurate information about a technical task.

Topic Safety and Risk Management Process

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

Key Points

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

Topic Personnel Documentation Management

Personnel Documentation Management

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



The image shows a slide titled "Personnel Documentation Management" with three bullet points: "Complete personnel evaluations", "Maintain timekeeping records", and "Maintain an Activity Log (ICS Form 214)". To the right of the text is a thumbnail of the ICS Form 214, which is a grid-based activity log with columns for "Activity", "Start Time", and "End Time". The slide also features a footer with "Unit 9: Personnel Management" and "Visual 9-12".

Unit 9:
Personnel Management

Visual 9-12

Key Points

- 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

Exercise 9: Communications Nets



Key Points

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, students will discuss the significance of the information received and what conclusions to draw as they create an ICS Form 205.

Topic Objectives Review

**Key Points**

Unit Terminal Objective

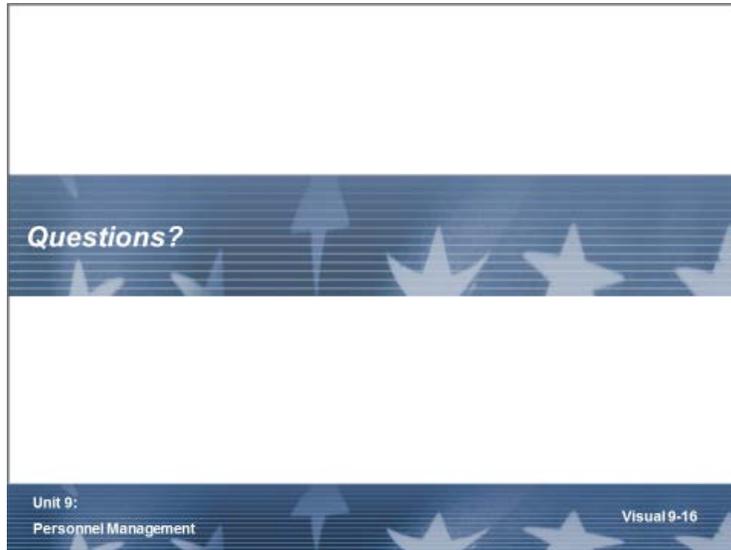
At the conclusion of this unit, students will be able to describe requirements of personnel management.

Unit Enabling Objectives

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

Topic

Questions?



Key Points
