
Unit 10: Demobilization and Position Task Book

INSTRUCTOR GUIDE

Objectives

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

- Describe the Communications Unit Leader roles and responsibilities for demobilization/transition from an incident
- Describe the components for the demobilization plan and procedure involved in demobilization (including steps of anticipating demobilization, equipment procedures and personnel procedures)
- Identify the required documentation submitted during demobilization
- Describe the procedure for a properly conducted After Action Review (AAR)
- Discuss the difference in tasks between demobilization and transition
- Describe the qualification process for the Communications Unit Leader
- Identify components of the Communications Unit Leader Response Kit

Methodology

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

Instructors will evaluate students' initial understanding of this unit through facilitation of Exercise 10. The purpose of Exercise 10 is to provide the participants with an opportunity to identify functions essential to the Communications Unit Leader that they perform regularly at their daily jobs.

The purpose of this unit is to assist students in preparing for and managing the demobilization/transition of unit personnel and equipment. This unit will also provide students with an orientation to the qualification process for the Communications Unit Leader position.

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.

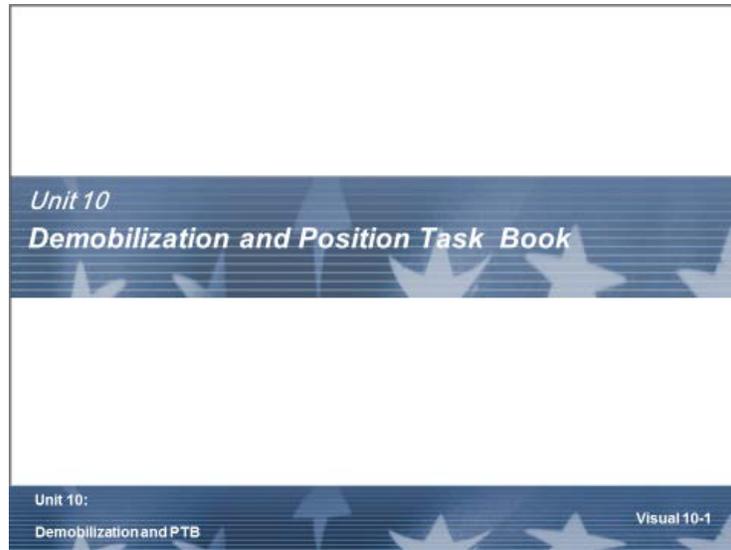
Topic	Time
Lesson	1 hour
Exercise	30 minutes
Total Time	1 hour, 30 minutes

Reference Materials

- Projector & other equipment as necessary for PowerPoint presentation
- Easel pad
- Marking pens
- Exercise 10: Everyday COML Competencies
- Handout 10-1: Demobilization Plan (Example)
- Handout 10-2: Transition Plan East Zone (Example)
- Handout 10-3: Logistics AAR – Castle Rock (Example)

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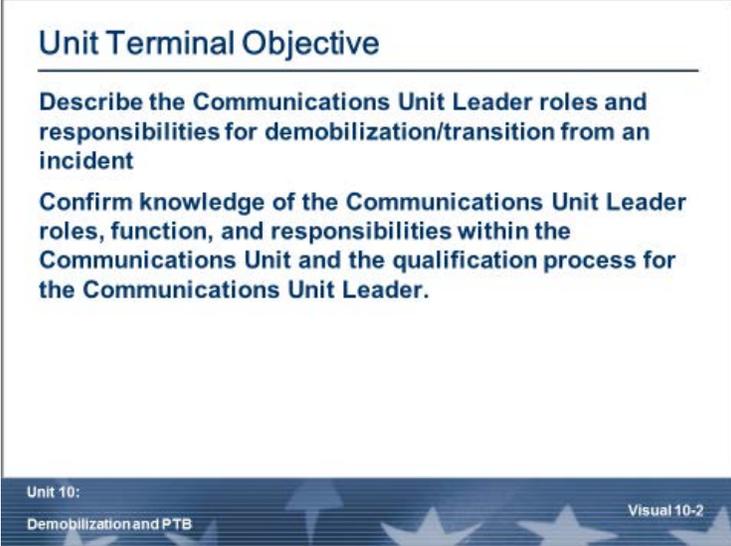
TopicUnit Title Slide

**Explain the Following Key Points**

Introduce the unit and move quickly to the next slide.

This unit is designed to give the student an idea of how to prepare for and execute an incident demobilization or transition.

Topic Unit Terminal Objective



The slide is titled "Unit Terminal Objective" and contains two main bullet points. The first bullet point states: "Describe the Communications Unit Leader roles and responsibilities for demobilization/transition from an incident". The second bullet point states: "Confirm knowledge of the Communications Unit Leader roles, function, and responsibilities within the Communications Unit and the qualification process for the Communications Unit Leader." The slide has a blue header and footer with white text. The footer also includes the text "Unit 10: Demobilization and PTB" and "Visual 10-2".

Unit Terminal Objective

- Describe the Communications Unit Leader roles and responsibilities for demobilization/transition from an incident
- Confirm knowledge of the Communications Unit Leader roles, function, and responsibilities within the Communications Unit and the qualification process for the Communications Unit Leader.

Unit 10: Demobilization and PTB Visual 10-2

Explain the Following Key Points

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

Unit Terminal Objective

At the end of this unit, students will be able to describe the Communications Unit Leader roles and responsibilities for demobilization/transition from an incident.

Unit Enabling Objectives

- Describe the components for the demobilization plan and procedure involved in demobilization (including steps of anticipating demobilization, equipment procedures, and personnel procedures)
- Identify the required documentation submitted during demobilization
- Describe the procedure for a properly conducted AAR
- Discuss the difference in tasks between demobilization and transition

Topic Demobilization Plan

**Explain the Following Key Points**

Start the discussion of the Demobilization (Demob) Plan.

The Communications Unit Leader is responsible for the orderly demobilization of the Communications Unit, equipment collected and accounted for, and all the Communications Unit documentation completed and turned in to the Planning Section.

Begin early and be diligent. Demobilization is a constant process, beginning at the front end of an incident. As you are ordering resources, including people, equipment or frequencies, begin planning how you will release those very assets. Plan on the requirements for rehabilitation of assets; that includes making sure personnel are properly rested before travel.

- It is not getting into your department-issued vehicle and driving off into the sunset
- Demobilization planning begins upon arrival
 - What Communications Unit resources are to be released?
 - When can the resources be released?
 - Is the Demobilization Checkout (ICS Form 221) ready for distribution?
- The Incident Commander establishes the date and time demobilization begins
- Demobilization starts well before arrival and includes equipment demobilization and rehabilitation plans designed in advance

Topic Demobilization Considerations

**Explain the Following Key Points**

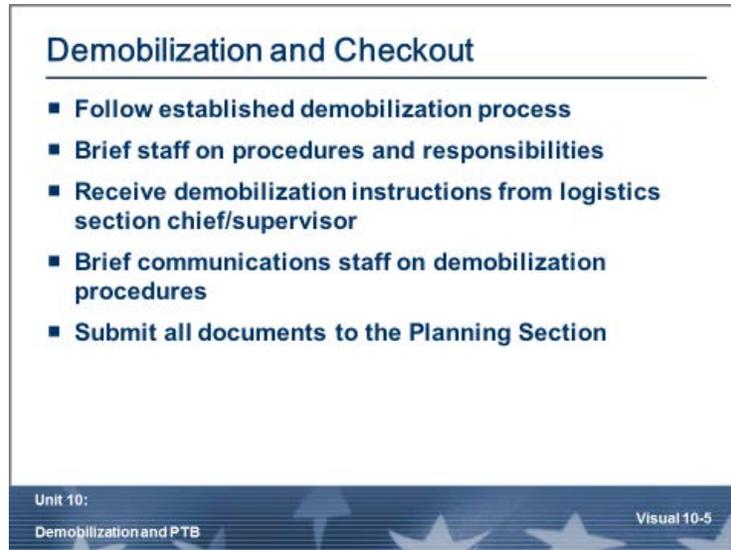
Identify important considerations during transition/demobilization.

When the Communications Unit Leader receives orders to begin demobilization, they must find out several things. The Communications Unit Leader must:

- Know the exact date and time of the planned demobilization, and treat it as a deadline
- Discuss incident priorities with other sections so that if demobilization occurs in a phased fashion the operations of other sections will not be affected
- Know, through discussions with their supervisor, whether the Communications Unit personnel and equipment will be transitioning elsewhere, or if they will be released
- Attempt to phase out of the incident by identifying supplies and personnel no longer required or in use, and release them accordingly

Gateway deactivation requires an announcement that the gateway is being terminated and confirmation from all units using the gateway that they are returning to normal operating channels/talkgroups. Announcements are made on shared channels that the incident is being terminated, to return to normal operating channels/talkgroups and acknowledged by units using the shared channel.

Topic Demobilization and Checkout

**Explain the Following Key Points**

Identify how to receive, inform staff of, and execute a Demobilization Plan.

Upon receipt of the instructions to demobilize, which usually come from the Logistics Section Chief, the Communications Unit Leader must brief their staff on the demobilization procedure and the Communications Unit's responsibilities.

The Communications Unit Leader must post a copy of the Demobilization Plan, emphasizing adherence to work/rest guidelines, and establishing check in/check out procedures for crews and overhead personnel as they return their equipment and leave the incident.

The Communications Unit Leader must ensure that accurate inventory is maintained, communications equipment is prepared for demobilization, and equipment is stored properly in preparation for shipment.

Many pieces of communications equipment will have their own established process for demobilization, and the Communications POC will be able to help with identifying these procedures and releasing the equipment's frequencies.

After these tasks have been accomplished, all documentation must be submitted to the Planning Section.

Topic Equipment Demobilization



Equipment Demobilization

- Gateway deactivation requires an announcement the gateway is being terminated and confirmation from all units using the gateway they are returning to normal operating channels/ talkgroups
- Announcements are made on shared channels that the incident is being terminated, to return to normal operating channels/talkgroups and acknowledged by units using the shared channel

Unit 10: Demobilization and PTB Visual 10-6

Explain the Following Key Points

Continue discussing equipment and demobilization.

Take the time to put everything in a ready state. You may be deployed again before you get home.

- The facility is prepared for departure and equipment is accounted for
- Equipment demobilization
 - The announcement needs to be repeated on each channel in the gateway
 - Consider roll-calling critical assets
 - The Tactical Interoperable Communications Plans (TICP) have SOPs for equipment return, accountability, and problem solving
- Final documentation is completed and turned in to the appropriate location

Suggested Discussion Questions

- How does your agency rehab its equipment?
- Is maintenance service completed on the generators?
- How often after deployment is the equipment retested?

Topic Equipment Demobilization (cont'd)

Equipment Demobilization (cont'd)

- All equipment is accounted for and returned to the appropriate agency
- Issues with lost or damaged equipment are resolved
- Equipment is rehabilitated and ready for the next assignment
- What ideas do you have to ensure the return of issued communications equipment?

Unit 10: Demobilization and PTB Visual 10-7

Explain the Following Key Points

Continue discussing the demobilization of equipment.

Topic Equipment Demobilization (cont'd)

Equipment Demobilization (cont'd)

Radio #	Name	Home Base	Assignment	Fire Name	Division	Date	Misc Info
K045-01	Kelly Auey		Medical	Kinshba		7/15	
K045-02	Returned						
K045-03	Dean Stewart	Prescott		Kinshba		7/17	
K045-04	Russell Fox		Ground Support	Kinshba		7/17	O-19
K045-05	Robert Ferth	Lakeside Fire		Kinshba		7/15	E-70
K045-06	Justin Fisher	Springerville Fire	Task Force One	Kinshba		7/16	
K045-07	James Scotthatch	Globe Fire		Kinshba		7/16	E-259
K045-08	Mark Wade	Greer Fire		Kinshba		7/16	E-260
K045-09	Returned						
K045-10	Came Temphin	BLM Phoenix		Kinshba		7/16	O-13 53
K045-11	Paul Crookston	Pinedale	Utilities	Kinshba		7/16	[928]-739-4512
K045-12	Steamboat Engine			Kinshba			E-252
K045-13	Returned						
K045-14	Air Ground Remote			Kinshba			
K045-15	Returned						
K045-16	Returned						
K052-01	George Reyes	Phoenix	Medical	Kinshba		7/14	
K052-02	Jack Whetstone		Fac. Unit Leade	Kinshba		7/14	
K052-03	Ted McRae	SAD		Kinshba		7/14	
K052-04	Returned						
K052-05	Chuck Sundt		Fac. Unit Leade	Kinshba		7/14	
K052-06	Returned						

Unit 10: Demobilization and PTB Visual 10-8

Explain the Following Key Points

Show an example of a simple Excel spreadsheet for radio inventory.

In this example, caches are grayed out every 16 radios. This report can be run by name, agency, radio number, etc.

Always back-up electronic document with a paper system.

Topic Closing Incident vs. Transition

Closing Incident vs. Transition

- **Transition - New team arrives to replace current Communications Unit**
- **Closing Incident - Incident is scaling down, personnel and equipment sent back/reassigned accordingly**
- **What documents should be included in a transition to a new COML?**

Handout 10-1: Demobilization Plan (Example)
Handout 10-2: Transition Plan East Zone (Example)
Handout 10-3: Logistics AAR – Castle Rock (Example)

Unit 10: Demobilization and PTB Visual 10-9

Explain the Following Key Points

Explain the differences between closing an incident (i.e., demobilization) and transitioning to a new team or local control.

Refer to Handout 10-1: Demobilization Plan (Example), Handout 10-2: Transition Plan East Zone (Example), and Handout 10-3: Logistics AAR – Castle Rock (Example).

There is a difference between transition and demobilization, though the majority of the procedures are identical. In a transition, a new team arrives to take the place of the current Communications Unit. Depending on whether this group brings its own equipment, this could entail much less demobilization of equipment than an actual demobilization.

When demobilizing or closing an incident, the incident itself is scaling down, and personnel and equipment are reassigned or released with eventual termination of the incident in mind.

Discussion Question

What documents should be included in a transition packet to a new Communications Unit Leader?

Suggested Answers

- Copies of all 205s and relevant 217A
- Copies of all 213s and 214s
- System diagrams
- Equipment locations including a map or picture
- All contact information for vendors or other contacts made during the event

- Any circuits or resources ordered, including contact names and numbers and contracts
- Organizational chart with contact information for personnel
- Your contact information

Topic Documentation

Documentation

- All final Communications Unit documentation is the COML's responsibility
 - ICS Form 213, General Message
 - Waybill
 - ICS Form 214, Unit Log
 - Radio Log
 - Lost/damage supplies and equipment
 - Inventory lists
- Evaluating communications staff performance improves the system for the next incident

Unit 10: Demobilization and PTB Visual 10-10

Explain the Following Key Points

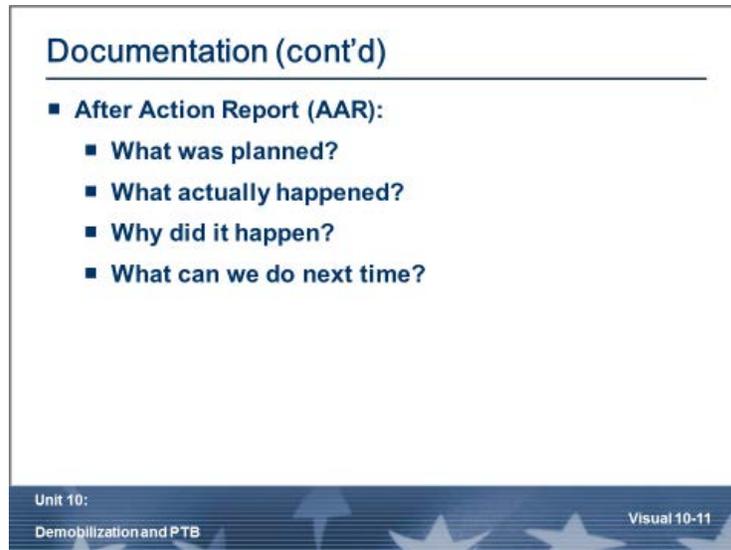
Identify the final documentation the Communications Unit Leader is responsible for.
Cover where the final documentation goes.

Logging tapes or media may become part of the incident record.

The Communications Unit Leader is responsible for the following documentation:

- Incident Radio Communications Plan (ICS Form 205)
- Resource Order Form (ICS Form 308)
- General Message (ICS Form 213)
 - A very versatile form, it can be used for tracking resources, releasing frequencies, maintaining contact with local dispatch for the release of aircraft frequencies, and the release of equipment and supplies
 - Although for the final function a Waybill would also be sufficient
- Waybill
 - A type of FedEx form that serves as a manifest for a shipment
 - It is ordinarily the Communications Unit Leader's responsibility to fill this out
- Activity Log (ICS Form 214) must be filled out as well
- Agency-specific forms
 - Used to document all lost or damaged equipment
- Equipment logs
- Transition notes

Topic Documentation (cont'd)

**Explain the Following Key Points**

Identify additional necessary documentation.

The Communications Unit Leader is usually required to submit some kind of narrative of their activities throughout the incident at demobilization.

The Communications Unit Leader may choose to expand this narrative by seeking feedback from subordinates and highlighting areas that could be improved on the next incident.

Topic IMT Supplemental Documentation

**Explain the Following Key Points**

Identify additional necessary documentation, including an explanation of an AAR.

The Communications Unit Leader is usually required to submit some kind of narrative of their activities throughout the incident at demobilization.

The Communications Unit Leader may choose to expand this narrative by seeking feedback from subordinates and highlighting areas that could be improved on the next incident.

When this occurs, it is often in the form of an After-Action Review. Originally taken from the military, the traditional AAR consists of a comparison of what was intended to occur, or what was planned to happen, to what actually happened. In this format, improvements and constructive criticism can be more easily expressed and particular things that “went wrong” or not according to plan can be highlighted for the next incident.

The AAR should be collaborative and instructive in nature, and feedback and comments from subordinates is highly encouraged.

ICS Form 225: Individual Performance Rating

Unit 10:
Demobilization and PTB

Visual 10-14

Explain the Following Key Points

Explain the purpose of the Individual Performance Rating (ICS Form 225).

ICD Form 225 can be found in Appendix I.

Evaluating communications staff performance improves the system for the next incident. Be fair and impartial. If you have a stellar performer, see that they are recognized. If you have personnel that are deficient, document that, as well as those steps you took to improve the behavior.

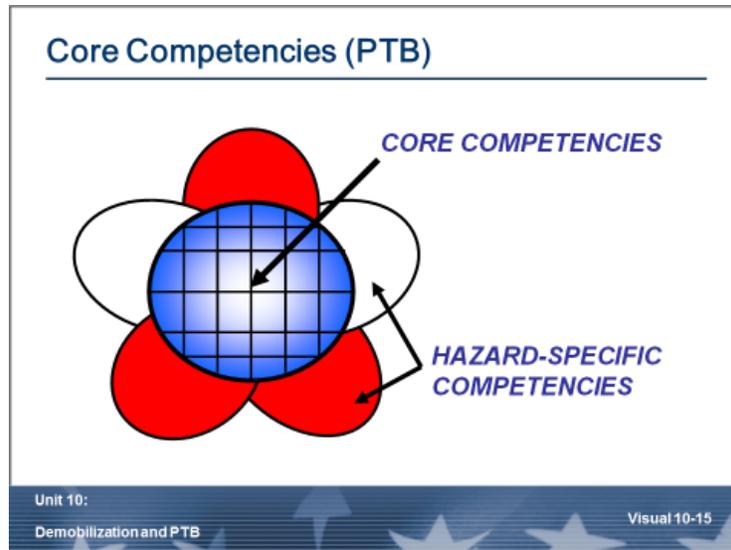
- Monitor individual job performance
- Evaluate and take corrective action as necessary
- Prepare position-specific performance evaluations
- Discuss evaluation with appropriate subordinate

Suggested Question

Where does this form go?

Potential Answer

Documentation Unit and their home agency, or Planning Section if no Documentation Unit exists.



Explain the Following Key Points

This slide presents the Flower Diagram, a graphic used to emphasize the continued training and credentialing necessary for full qualification in their position.

Before the Flower Diagram is discussed, define competency.

Competency: A broad description of that group's core behaviors necessary to perform a specific function.

The Flower Diagram illustrates the concept that successful performance of the tasks, duties, and activities in any position requires both core and hazard-specific competencies. Core competencies are the competencies required of a Communications Unit Leader regardless of discipline. Hazard-specific competencies are those required to perform in a particular discipline (law enforcement, fire, public health, HAZMAT, EMS, public works, etc.).

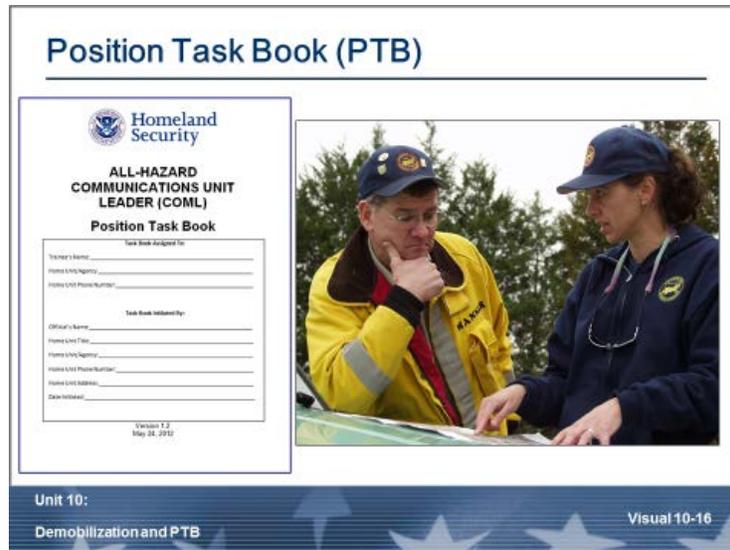
The center of the flower represents the core competencies of the position. The petals represent the hazard-specific competencies associated with specific disciplines. You cannot be competent as a COML with only the center of the flower or only the petals—the flower needs to be complete to ensure qualification.

This course will help to establish core competencies (center of the flower) for the Communications Unit Leader position. The hazard-specific competencies will have to be developed through additional agency or discipline training, field training, and the completion of the Communications Unit Leader Position Task Book (PTB) (to be discussed in next slide).

An analogy to explain core and hazard-specific competencies is that the core competencies are like a basic driver's license, and hazard-specific competencies are like endorsements to the license. For example, while a basic driver's license qualifies

you as a general driver, you would need special endorsements to drive a bus with passengers or an 18-wheel tractor-trailer.

Topic Position Task Books



Explain the Following Key Points

Begin discussion on Position Task Books (PTBs).

PTBs are the primary tools for observing and evaluating the performance of trainees aspiring to a new position within ICS. PTBs allow documentation of a trainee's ability to perform each task, as prescribed by the position. Successful completion of all tasks is the basis for recommending certification.

The use of PTBs originated in the Federal wildland fire environment. Starting around 2004, the PTBs were updated and improved to reflect the competencies necessary of the ICS positions. These competencies are all-hazards, meaning that they are the same across disciplines, whether you come from a background of HAZMAT, fire fighting, law enforcement, etc.

Refer to the PTB in the Unit 3 Supplemental Materials Tab.

How the PTB is used in the performance-based training system. What the responsibilities of the individual are in completing PTBs.

The Student Notes on the next page provide a concise explanation of the PTBs.

This discussion will lead to an explanation of important information gathering that students should have done and prepared prior to this training. If they have not, communicate the need to obtain that information today.

The PTB is a checklist of tasks that trainees must demonstrate or perform successfully to become certified in the ICS position to which they aspire. A person qualified in that position must observe, evaluate, and sign-off on the trainee's PTB for the trainee to gain certification.

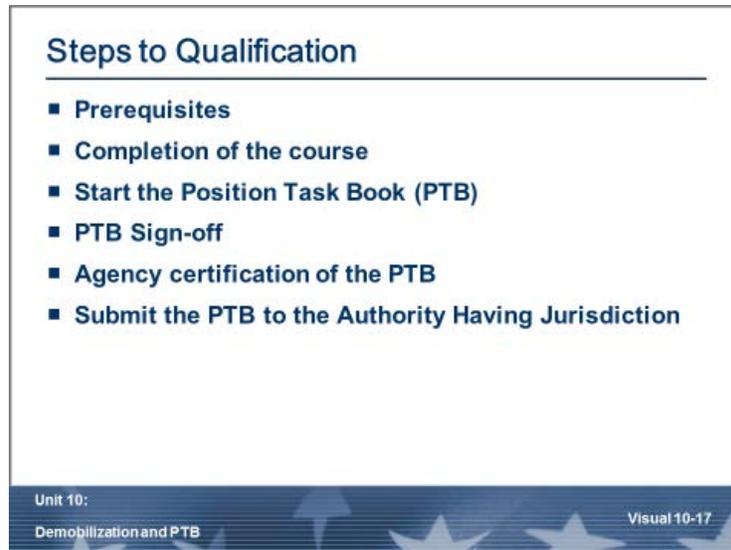
Demonstration of proficiency can be performed: 1) on an incident as a trainee; 2) in a simulation; or 3) in training, depending on the type of task being executed. The code (see the Code column in the PTB) assigned to the task indicates in which of these three areas the task must be demonstrated or performed.

PTBs are organized into a hierarchy of:

- **Competencies:** A broad description that groups core behaviors necessary to perform a specific function
- **Behaviors:** A general description of an observable activity or action demonstrated by an individual in a particular context
- **Tasks:** A specific description of a unit of work activity that is a logical and necessary action in the performance of a behavior and how the behavior is demonstrated or performed in a particular context; again, these are signed off by qualified evaluators

A given agency/department must individually adopt PTBs as its training standard. PTBs are an integral part of the "performance based" system Federal agencies have adopted for emergency response training. In order to earn a PTB, a trainee must first successfully complete the requisite training courses for that position.

Topic Steps to Qualification

**Explain the Following Key Points**

Identify the steps to qualification as a Communications Unit Leader.

If a State representative is present, invite them to address any State decisions that have been made regarding final sign-off and warehousing of PTBs at this point in presentation.

The course certificate of completion is your “learner’s permit.”

A Communications Unit Leader student has 3 years to complete the Position Task Book (PTB) and can use 3 years of previous experience.

Topic Mechanics of the PTB

Mechanics of the PTB

- Who initiates the PTB?
- Who can be an evaluator?
- How long do I have to complete the PTB?
- Can I use previous experience to complete the PTB?
- When the PTB is completed, who signs it off and to whom should I submit it?

Unit 10:
Demobilization and PTB

Visual 10-18

Explain the Following Key Points

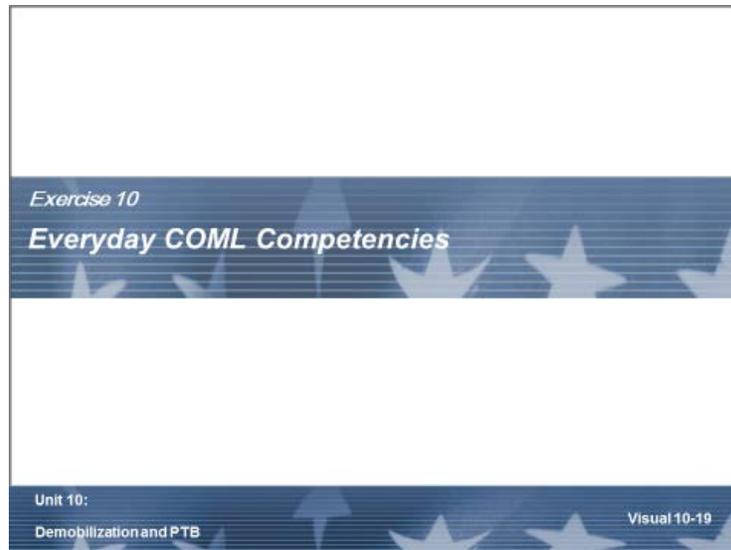
Discuss the mechanics of the position task book.

Evaluators are anyone in the Command structure who can verify that the work was completed satisfactorily.

Who is designated to sign off on PTBs is determined by State or local decisions.

The answers to these need to be researched prior to class as they will vary from State to State.

TopicExercise 10: Everyday COML Competencies

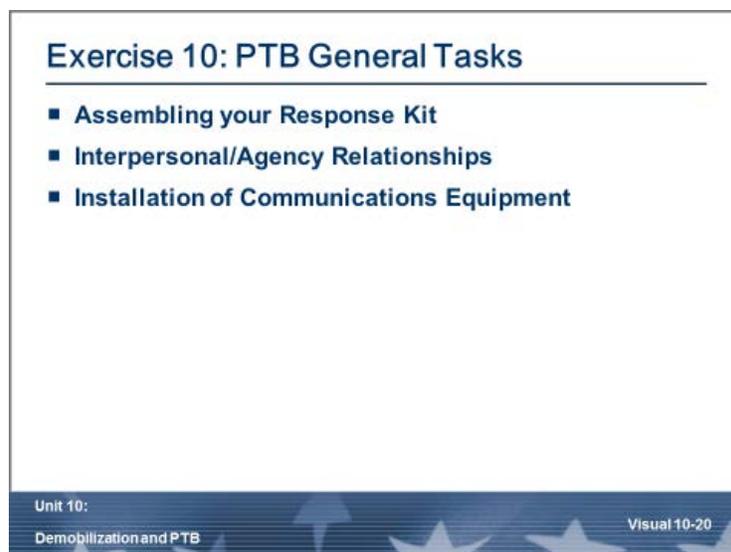
**Explain the Following Key Points**

Announce unit and quickly move to next slide.

This unit focuses on the responsibilities of the Communications Unit Leader at a high level. Many topics discussed here will be detailed in later units.

This unit will provide a general understanding of the roles and responsibilities of the Communications Unit Leader. It also details the qualification process for the Communications Unit Leader position.

Topic Exercise 10: PTB General Tasks

**Explain the Following Key Points**

Highlight important information on these key PTB General tasks.

As important plans to be included in a Communications Unit Leader response kit explain the SCIP, TICP and DMIS.

- Appropriate ICS forms and logs
- **State Communications Interoperability Plan (SCIP)**
 - This document is strategic, not tactical
 - It is worth reading, however, so that the Communications Unit Leader has a good understanding of his/her surroundings and the systems in place
 - It is a Statewide strategic plan that aligns State, local, and tribal emergency responders to a single vision of future communications interoperability and provides Communications Unit Leaders with the statewide vision for interoperability
- **Tactical Interoperable Communications Plans (TICP):**
 - Communication assets and Standard Operating Procedures for their activation and use on a regional basis
 - TICPs are common to Urban Area Security Initiative (UASI) areas, but may also exist locally
- **Disaster Management Interoperability Services (DMIS)**
 - FEMA-shared, Web-based program for emergency managers that provides forms and information sharing for maintaining situation awareness.
<http://www.fema.gov/about/programs/disastermanagement/>

- Inventories or other lists of local and regional communications response equipment
- Preplanned local system coverage maps
- Contact, capability, and availability information for local and regional Communications Technicians and Specialists

Many times the elements of the interpersonal/agency relationships task can be demonstrated on the individual's regular job. It covers basic supervision and mutual respect.

Most of these elements are not unique to the Communications Unit Leader environment; however, they can be demonstrated in the regular job either in training or on an assignment as a COML(T).

Suggested Discussion

Discuss how these can be accomplished in varied settings.

Note that the COML provides for and coordinates the installation of equipment and is not required to install it themselves.

Assembling Your Response Kit

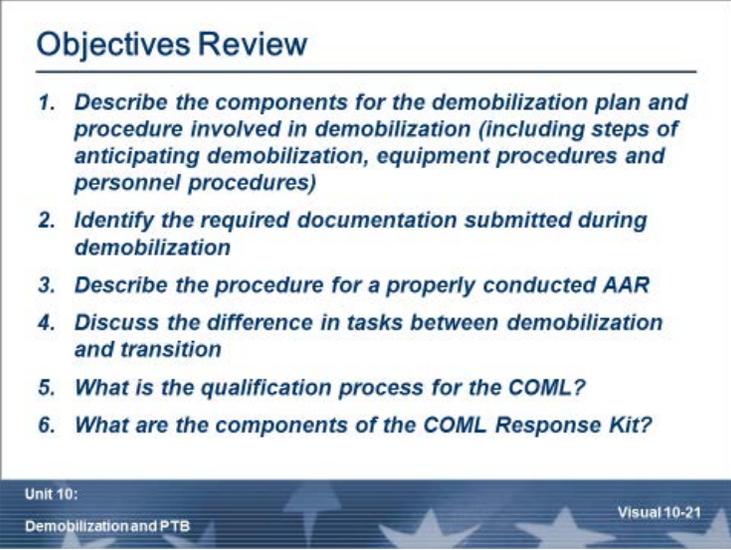
Obtain and assemble information and materials needed for a response kit prior to receiving an assignment, including critical items needed for the assignment and items needed for functioning during the first 72 hours. Have the ability to self-sustain for at least 48 hours. Many carry two kits. One contains the COML-related items such as forms or radios. The other is for personal items such as food and a change of clothes.

The following items are suggested as basic information and materials kept in a go bag:

- Pads of paper, pencils, pens, and tape
- Food, beverages, and medications to be self-sustaining for 72 hours or more
 - MREs are commonly available and last forever
 - At least 2 gallons of water
- Portable radio(s) as appropriate for the region, Hand-held GPS
- Radio programming equipment (cloning cable or computer), adapters, and suitable tools, Gang chargers
- First-aid kit
- 24-hour clock
- Multi-purpose knife
- Access cards or keys to radio facilities and sites within the region

Suggested Discussion

Discuss the fact that the recommendation for home sustainability is for 72 hours+.

A slide titled "Objectives Review" with a list of six objectives. The slide has a blue header and footer. The footer contains the text "Unit 10: Demobilization and PTB" on the left and "Visual 10-21" on the right. The slide is set against a background of white stars on a blue field.

Objectives Review

1. Describe the components for the demobilization plan and procedure involved in demobilization (including steps of anticipating demobilization, equipment procedures and personnel procedures)
2. Identify the required documentation submitted during demobilization
3. Describe the procedure for a properly conducted AAR
4. Discuss the difference in tasks between demobilization and transition
5. What is the qualification process for the COML?
6. What are the components of the COML Response Kit?

Unit 10:
Demobilization and PTB

Visual 10-21

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 10, but rather a quick and engaging way to wrap up the unit, and reconnect the students to the material before moving on to the Final Exam.

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

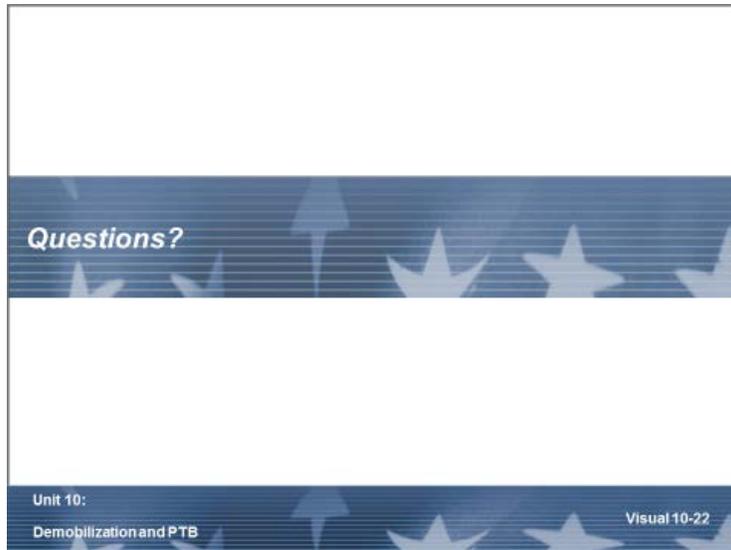
At the end of this unit, students will be able to describe the Communications Unit Leader roles and responsibilities for demobilization/transition from an incident.

Unit Enabling Objectives

- Describe the components for the demobilization plan and procedure involved in demobilization (including steps of anticipating demobilization, equipment procedures and personnel procedures)
- Identify the required documentation submitted during demobilization
- Describe the procedure for a properly conducted AAR
- Discuss the difference in tasks between demobilization and transition
- Describe the qualification process for the Communications Unit Leader
- Identify components of the Communications Unit Leader Response Kit

Topic

Questions?

**Explain the Following Key Points**

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