

---

# Unit 10: Demobilization and Position Task Book

STUDENT 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 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.

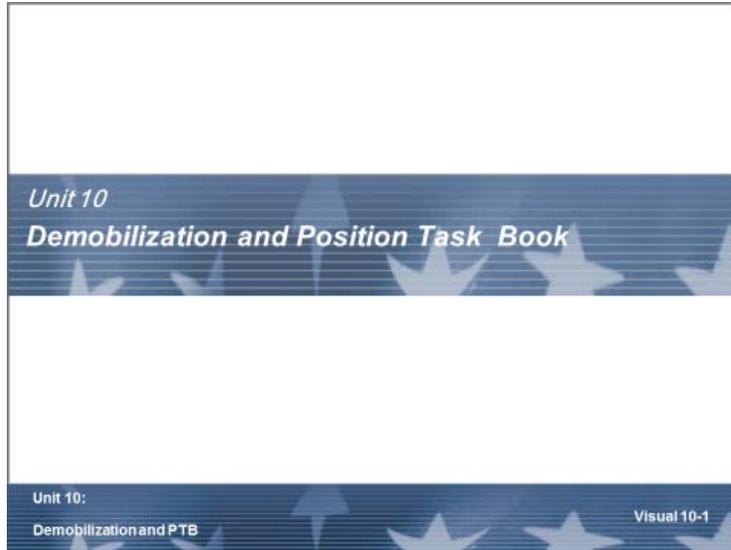
<b>Topic</b>	<b>Time</b>
Lesson	1 hour
Exercise	30 minutes
<b>Total Time</b>	<b>1 hour, 30 minutes</b>

This page is intentionally left blank.

**Topic**

Unit Title Slide

---

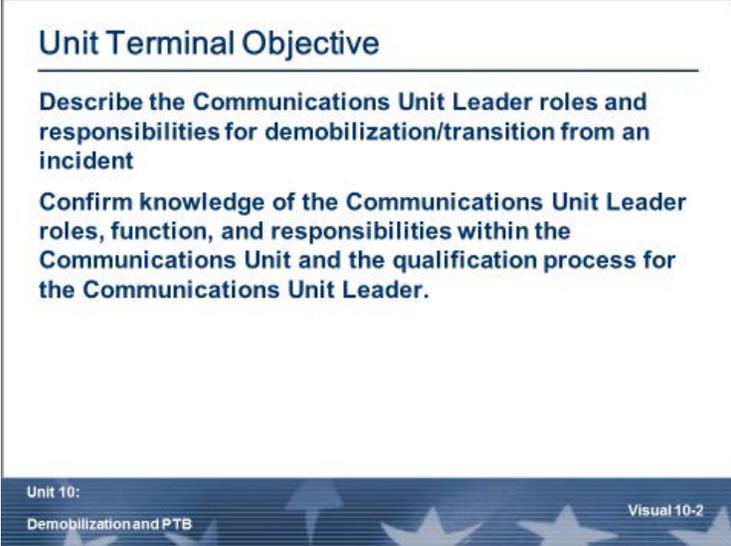


**Key Points**

---

**Topic** Unit Terminal Objective

---

A slide titled "Unit Terminal Objective" with a blue header and footer. The main content is in a white box with a blue border. The text is as follows:

**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

**Key Points**

---

**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** Demobilization Plan

---

**Key Points**

---

- 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 form, 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

---

**Key Points**

---

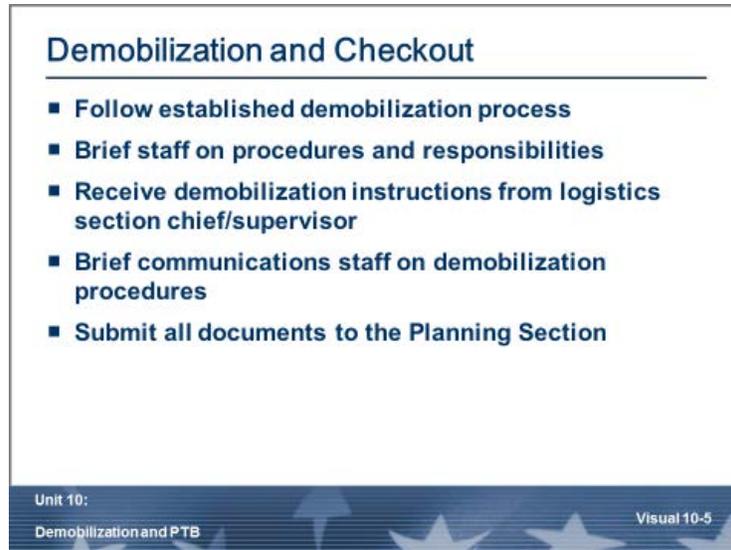
The Communications Unit Leader must:

- 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

---

**Key Points**

---

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.



**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

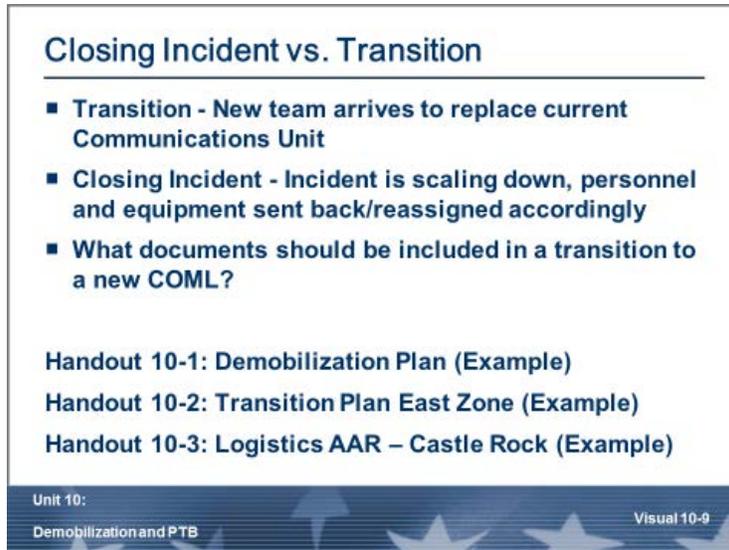
**Key Points**

---



**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

**Key Points**

---

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.

**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

**Key Points**

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, 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)

---

**Documentation (cont'd)**

- **After Action Report (AAR):**
  - **What was planned?**
  - **What actually happened?**
  - **Why did it happen?**
  - **What can we do next time?**

Unit 10:  
Demobilization and PTB

Visual 10-11

**Key Points**

---

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

---

**IMT Supplemental Documentation**

- **Narrative:**
  - **Linear**
  - **Single-source perspective**
  - **Completely factual, little analysis or interpretations**
- **After Action Report (AAR):**
  - **What was planned vs. what happened**
  - **Collaborative**
  - **Constructive criticism (What can we do next time?)**

Unit 10: Demobilization and PTB Visual 10-12

**Key Points**

---

A narrative is an opportunity for the COML or other member of the IMT to provide an account of events from his or her perspective. A narrative is simply a recounting of what happened on the incident and when – it includes little analysis or interpretation.

An after-action report is a collaborative document based on the documentation, IMT members' accounts of events, feedback from subordinate staff, and a thoughtful analysis of how events differed from the plan and why. It includes constructive criticism and is designed to be instructive.

Topic ICS Form 221: Demobilization Checkout

**ICS Form 221: Demobilization Checkout**

DEMobilIZATION CHECK-OUT (ICS 221)			
1. Incident Name		2. Incident Number	
3. Planned Release Date/Time		4. Release or Personnel Released	
5. Release Location		6. Other Request Number	
7. Release or Personnel <small>Check and sign off on all of the groups of items released. Resources are not released until the checked boxes below are all checked. This form is to be completed by the appropriate member and the Demobilization Unit Leader or Training Section Leader.</small>			
<b>LOGISTICS SECTION</b>			
21. Unit/Group	Remarks	Name	Signature
22. Unit/Group			
23. Unit/Group			
24. Unit/Group			
25. Unit/Group			
26. Unit/Group			
<b>FINANCE/ADMINISTRATION SECTION</b>			
31. Unit/Group	Remarks	Name	Signature
32. Unit/Group			
<b>OTHER AGENCY STAFF</b>			
41. Unit/Group	Remarks	Name	Signature
42. Unit/Group			
<b>PLANNING SECTION</b>			
51. Unit/Group	Remarks	Name	Signature
52. Unit/Group			
53. Unit/Group			
8. Remarks			
9. Travel Information		10. Other Comments (IC/Inc) (Y/N)	
Schedule Time of Departure		Actual Release Date/Time	
Destination		Release Time of Arrival	
Travel Method		Contact Information (Other Training)	
Incident (Y/N) (Y/N)		Agency/Department	
11. Release or Personnel		12. Other Request Number	
13. Release or Personnel		14. Release or Personnel	
15. Release or Personnel		16. Release or Personnel	
17. Release or Personnel		18. Release or Personnel	
19. Release or Personnel		20. Release or Personnel	
21. Release or Personnel		22. Release or Personnel	
23. Release or Personnel		24. Release or Personnel	
25. Release or Personnel		26. Release or Personnel	
27. Release or Personnel		28. Release or Personnel	
29. Release or Personnel		30. Release or Personnel	
31. Release or Personnel		32. Release or Personnel	
33. Release or Personnel		34. Release or Personnel	
35. Release or Personnel		36. Release or Personnel	
37. Release or Personnel		38. Release or Personnel	
39. Release or Personnel		40. Release or Personnel	
41. Release or Personnel		42. Release or Personnel	
43. Release or Personnel		44. Release or Personnel	
45. Release or Personnel		46. Release or Personnel	
47. Release or Personnel		48. Release or Personnel	
49. Release or Personnel		50. Release or Personnel	
51. Release or Personnel		52. Release or Personnel	
53. Release or Personnel		54. Release or Personnel	
55. Release or Personnel		56. Release or Personnel	
57. Release or Personnel		58. Release or Personnel	
59. Release or Personnel		60. Release or Personnel	
61. Release or Personnel		62. Release or Personnel	
63. Release or Personnel		64. Release or Personnel	
65. Release or Personnel		66. Release or Personnel	
67. Release or Personnel		68. Release or Personnel	
69. Release or Personnel		70. Release or Personnel	
71. Release or Personnel		72. Release or Personnel	
73. Release or Personnel		74. Release or Personnel	
75. Release or Personnel		76. Release or Personnel	
77. Release or Personnel		78. Release or Personnel	
79. Release or Personnel		80. Release or Personnel	
81. Release or Personnel		82. Release or Personnel	
83. Release or Personnel		84. Release or Personnel	
85. Release or Personnel		86. Release or Personnel	
87. Release or Personnel		88. Release or Personnel	
89. Release or Personnel		90. Release or Personnel	
91. Release or Personnel		92. Release or Personnel	
93. Release or Personnel		94. Release or Personnel	
95. Release or Personnel		96. Release or Personnel	
97. Release or Personnel		98. Release or Personnel	
99. Release or Personnel		100. Release or Personnel	

Unit 10: Demobilization and PTB Visual 10-13

### Key Points

ICS Form 221 can be found in Appendix I.

If the box is checked, the Communications Unit must sign off that all equipment has been returned.

- All personnel who leave the incident go by communications to make sure they don't have any communications equipment checked out to them
- Personnel often must check in with the Communications Unit to attest they have checked in their equipment
- If equipment is given out by the unit, plans need to be made with the Demobilization Unit (if it exists, or coordinated with the Incident Commander) to include an order for all demobilizing personnel to get a sign-off from the Communications Unit on the ICS Form 221

**Topic** ICS Form 225: Individual Performance Rating

The image shows the ICS Form 225: Individual Performance Rating form. The form is titled "INCIDENT PERSONNEL PERFORMANCE RATING (ICS 225)" and is used for evaluating the performance of personnel at an incident. It includes sections for identifying the incident, the personnel being evaluated, and the evaluator. The main body of the form is a table with columns for "Performance Category", "Rating", "Comments", and "Signature". The form is presented within a blue-bordered box with a decorative footer containing the text "Unit 10: Demobilization and PTB" and "Visual 10-14".

**Key Points**

ICD Form 225 can be found in Appendix I.

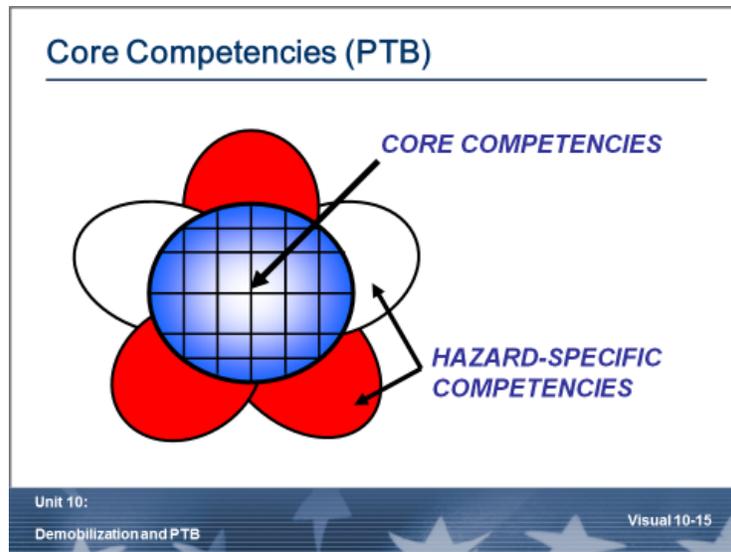
Evaluating communications staff performance improves the system for the next incident.

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

Where does this form go?

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

**Topic** Core Competencies**Key Points**

**Competencies:** A broad description of that group's core behaviors necessary to perform a specific function. The Flower Diagram:

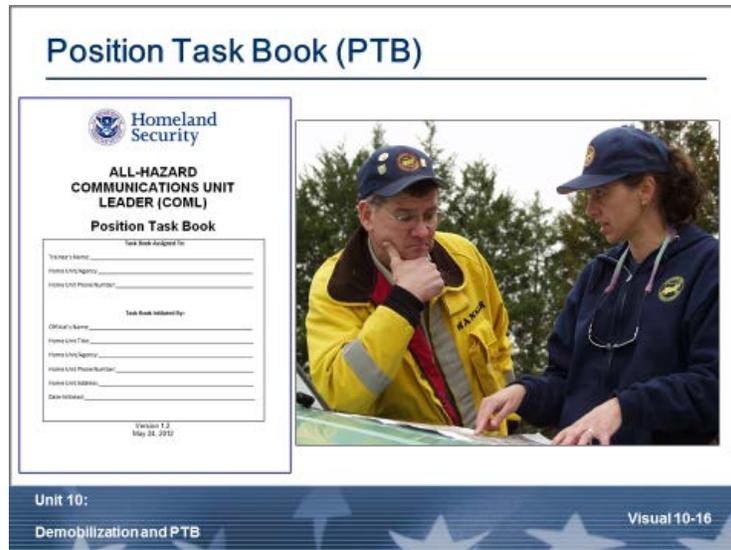
- The center of the flower represents the core competencies of the position
- The petals represent the hazard-specific competencies associated with specific disciplines
- You cannot be competent as a Communications Unit Leader with the center of the flower or only the petals—the flower needs to be complete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

This course will help to establish core competencies (center of the flower) for the COML 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).

---

**Topic** Position Task Books
 

---




---

**Key Points**


---

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.

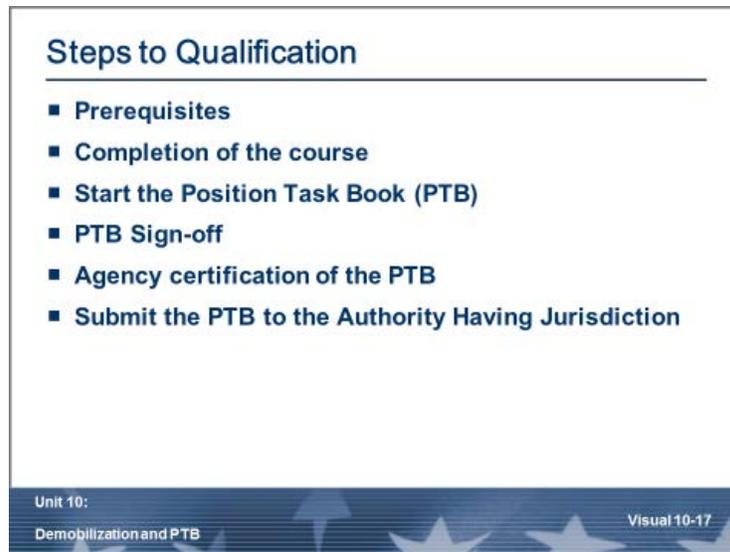
PTBs are organized into a hierarchy of:

- **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

---

**Key Points**

---

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

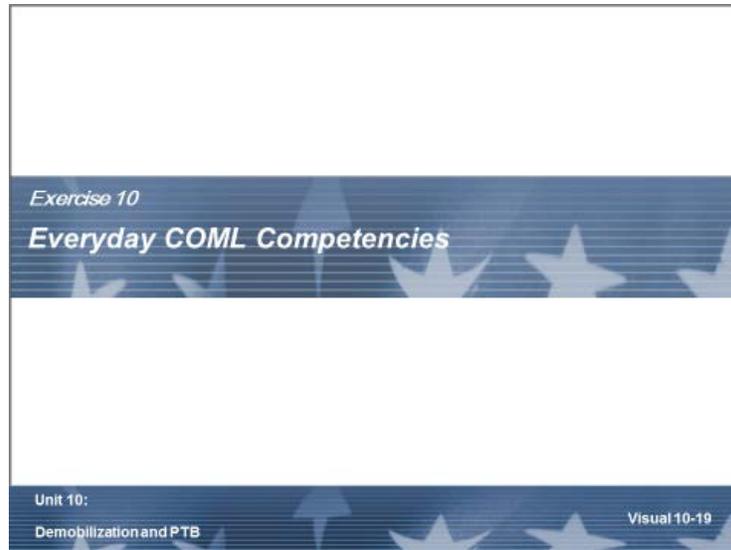
Visual 10-18

**Key Points**

---

**Topic**Exercise 10: Everyday COML Competencies

---

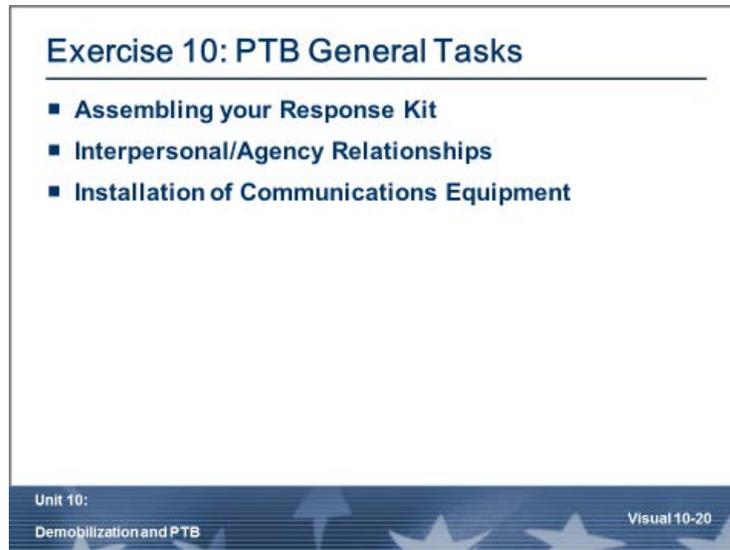
**Key Points**

---

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

**Topic** Exercise 10: PTB General Tasks

---

**Key Points**

---

**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.

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
- 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
- **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/>

### 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

## Key Points

---

### 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.

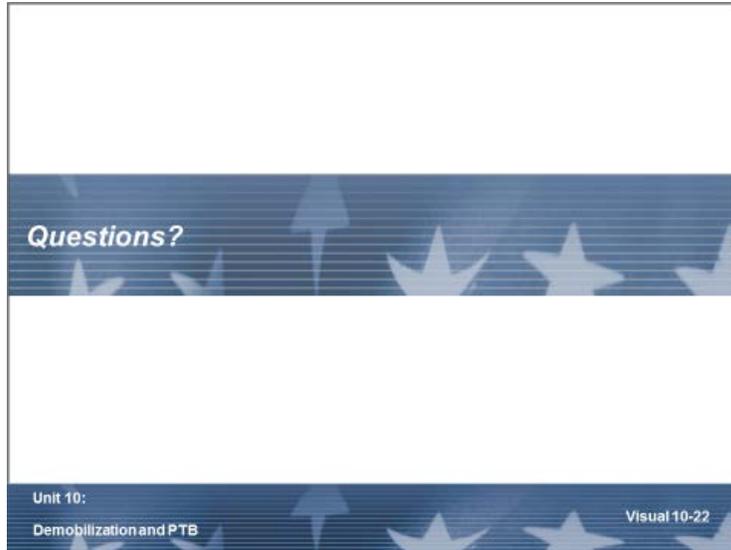
### Unit Enabling Objectives

- 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 COML
- Identify components of the COML Response Kit

**Topic**

Questions?

---



**Key Points**

---