
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 9-1 is for students to examine Communications Unit workload and incident complexity to determine staffing support needs.

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: Communications Nets

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Topic

Unit Title Slide



Key Points

Topic**Unit Terminal Objective**

Unit Terminal Objective

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

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Visual 9-2

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.
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Topic**Assess Personnel Requirements**

Assess Personnel Requirements

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



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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.

Shift scheduling

Topic**Ordering 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?**

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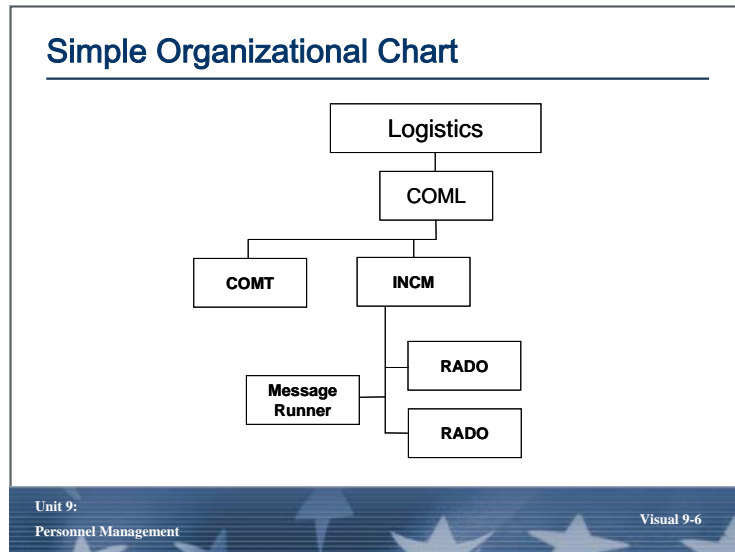
Visual 9-4

Key Points

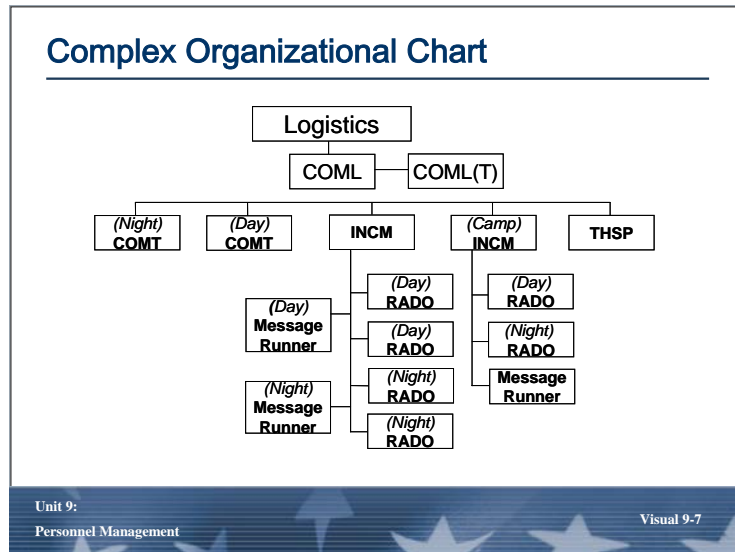
If you are looking for a specialist, be specific on what you want them to be able to do.

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



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Visual 9-8

Key Points

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

1. 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
2. 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



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Visual 9-9

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



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Visual 9-10

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.

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



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Visual 9-11

Key Points

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

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

Instead, COMLs rely on their subordinates' knowledge. COMLs 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



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Visual 9-12

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 sample of ICS Form 214, titled 'ACTIVITY LOG (ICS Form 214)'. The form is divided into several sections. Section 1, 'Incident Information', includes fields for Incident Name, Incident Number, Date, and Location. Section 2, 'Personnel Information', includes fields for Name, Title, and Agency. Section 3, 'Activity Log', is a large table with multiple rows for recording activities, including columns for Date, Time, and Description. Section 4, 'Remarks', is a section for additional notes. The form is designed for tracking personnel activities during an incident.

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Visual 9-13

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 ICS Form 214: Activity Log, allows for an after-action review of communications units tactics and radio traffic.

Topic ICS 214: Activity Log

[illegible]

Key Points

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.

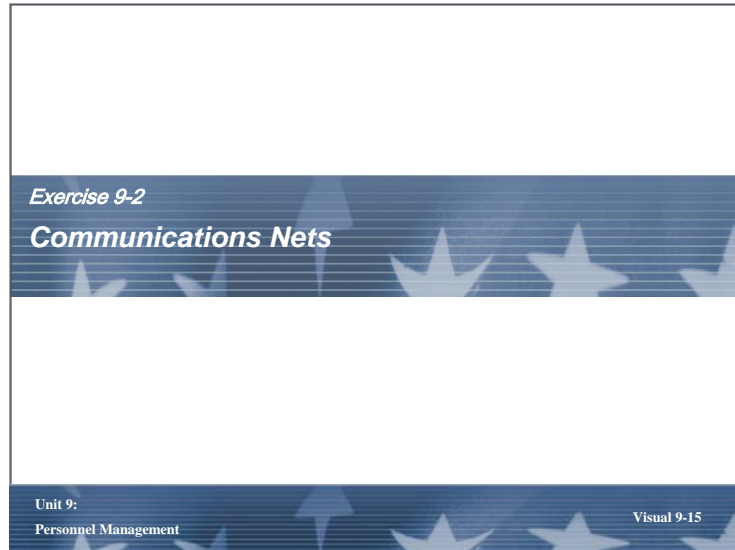
Initiation of Log

- 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.

TopicExercise 9: Communications Nets

**Key Points**

Exercise: 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

Objectives Review

- 1. Determine personnel requirements*
- 2. Conduct Communications Unit Briefings*
- 3. Describe personnel welfare requirements*
- 4. Identify Personnel Management documentation*

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Visual 9-16

Key Points

Unit Terminal Objective:

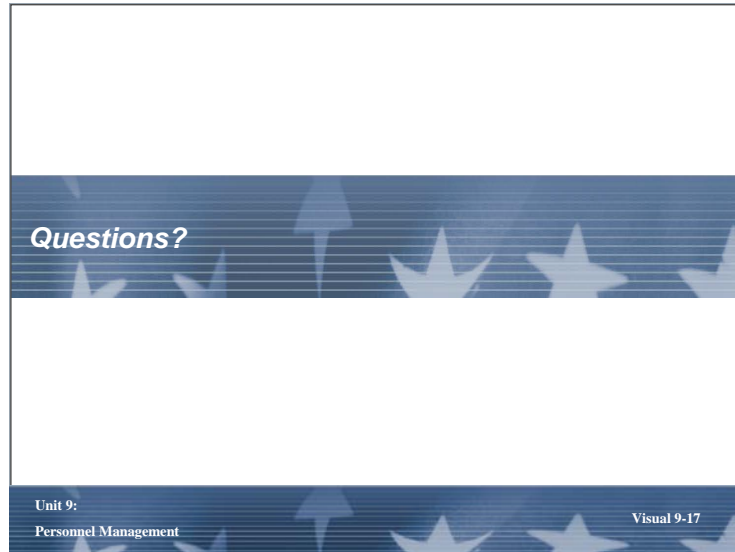
At the conclusion of this unit, students will be able to describe requirements of personnel management.

Unit Enabling Objectives:

- Determine personnel requirements.
- Conduct Communications Unit Briefings.
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Topic

Questions?

**Key Points**