2016 Conference and Exhibition
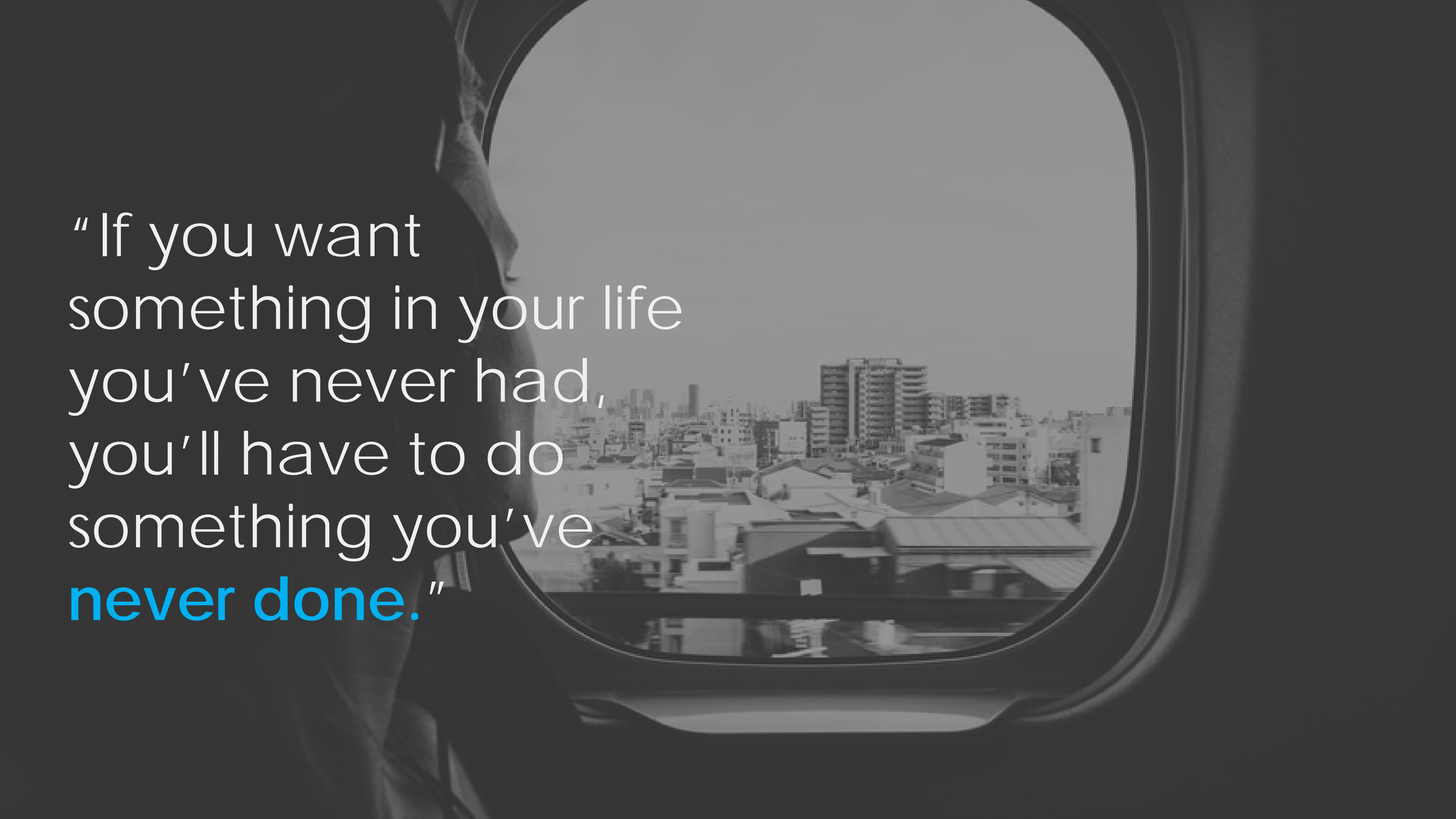
It's Time to Apply Our Lessons Learned to the Incident Command System

Bradford Benggio, NOAA

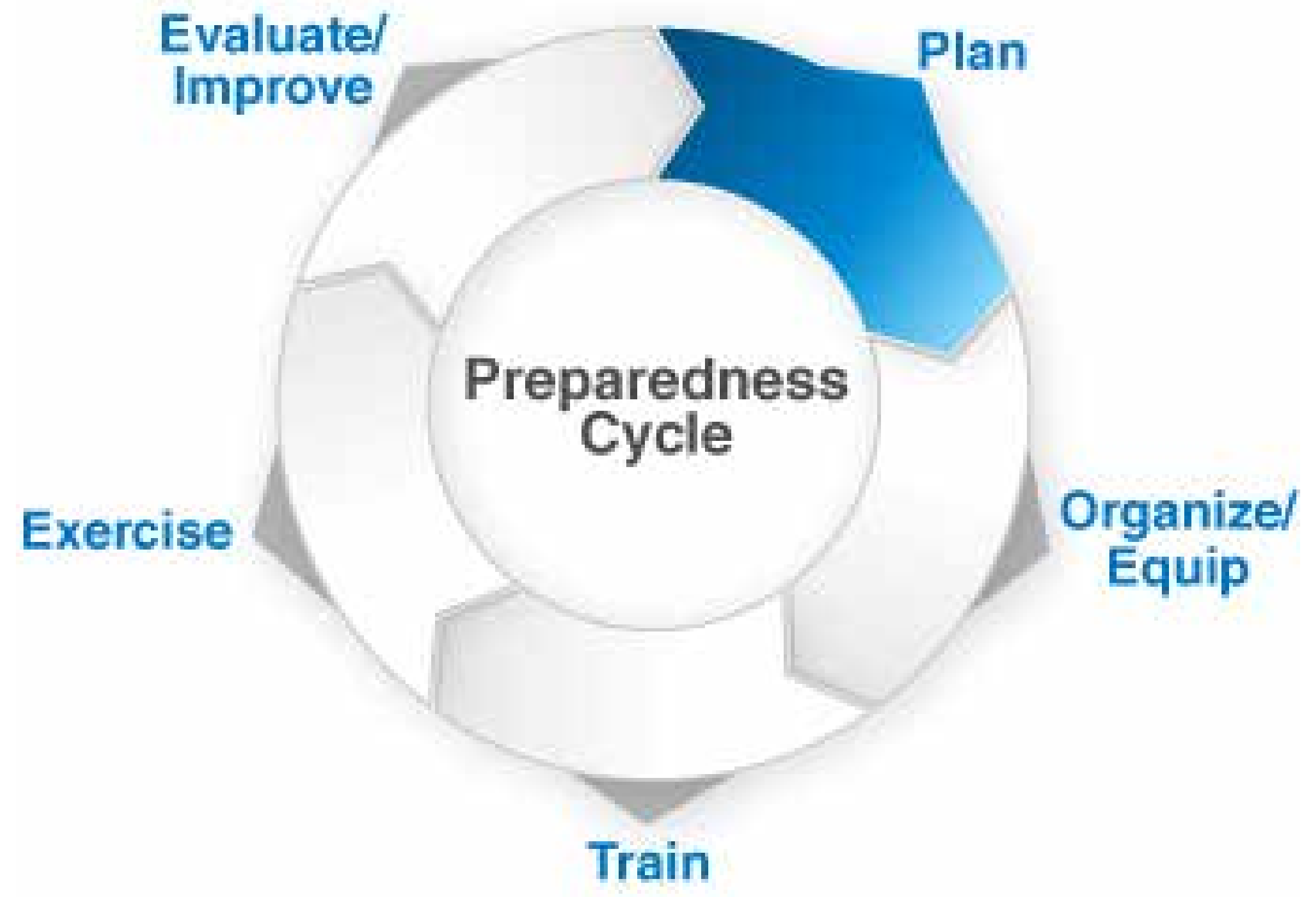"Significant investment in a process can increase resistance to change **even if it is needed.**"

"If you want something in your life you've never had, you'll have to do something you've **never done.**"

"**Insanity:** Doing the same thing over and over again and expecting different results."
- Albert Einstein

Preparedness Cycle

Evaluate/Improve — Plan — Organize/Equip — Train — Exercise

Spill Response Management Within ICS

Bradford Benggio, NOAA

1995

"Thriving on Chaos"
by Tom Peters

ICS is a Response Management System (RMS) developed to bring together a group of skilled representatives from the Federal Government, State Government, the Responsible Party, and other resource managers, stakeholders and technical experts as appropriate and needed for a given incident to conduct a UNIFIED response to an incident.
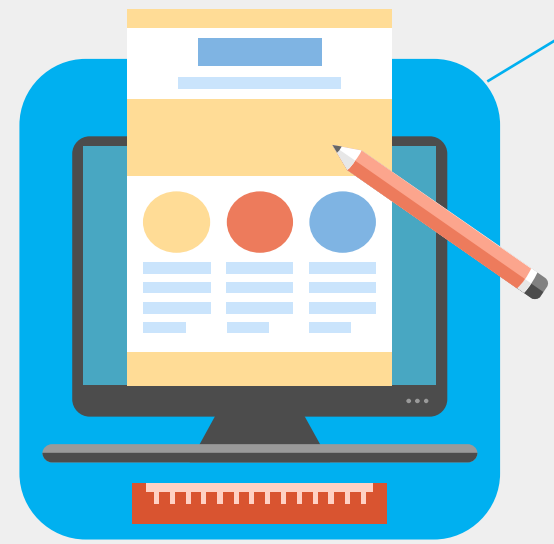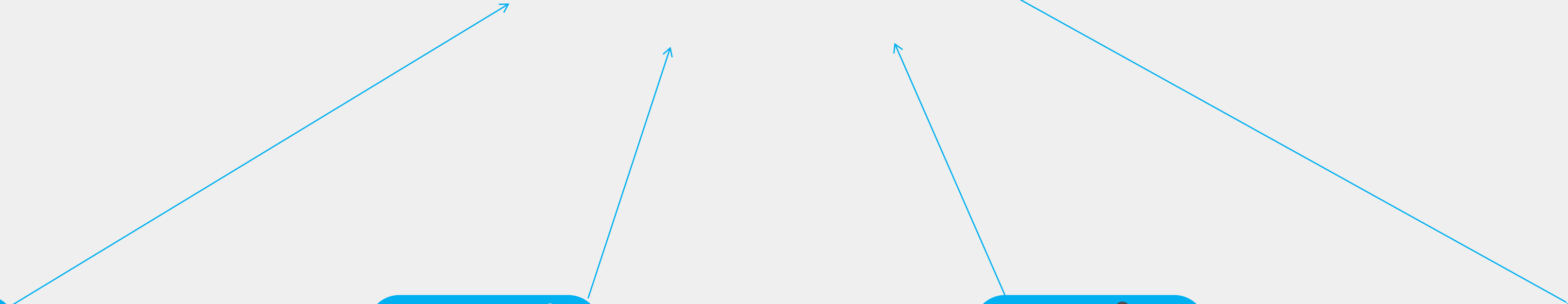
What is ICS?

Command

Planning　　　Operations　　　Logistics　　　Finance

Successful Organizations

Three Most Important Elements

Management

Management

Management

During A Spill We Form An Organization

01

Its composition is very diverse

02

Many different agendas (often competing)

03

Effective Management is CRUCIAL to Success

Span of control

Facilitates monitoring

Organizational Structure

The right structure can greatly assist with management of the organization

Promotes information flow
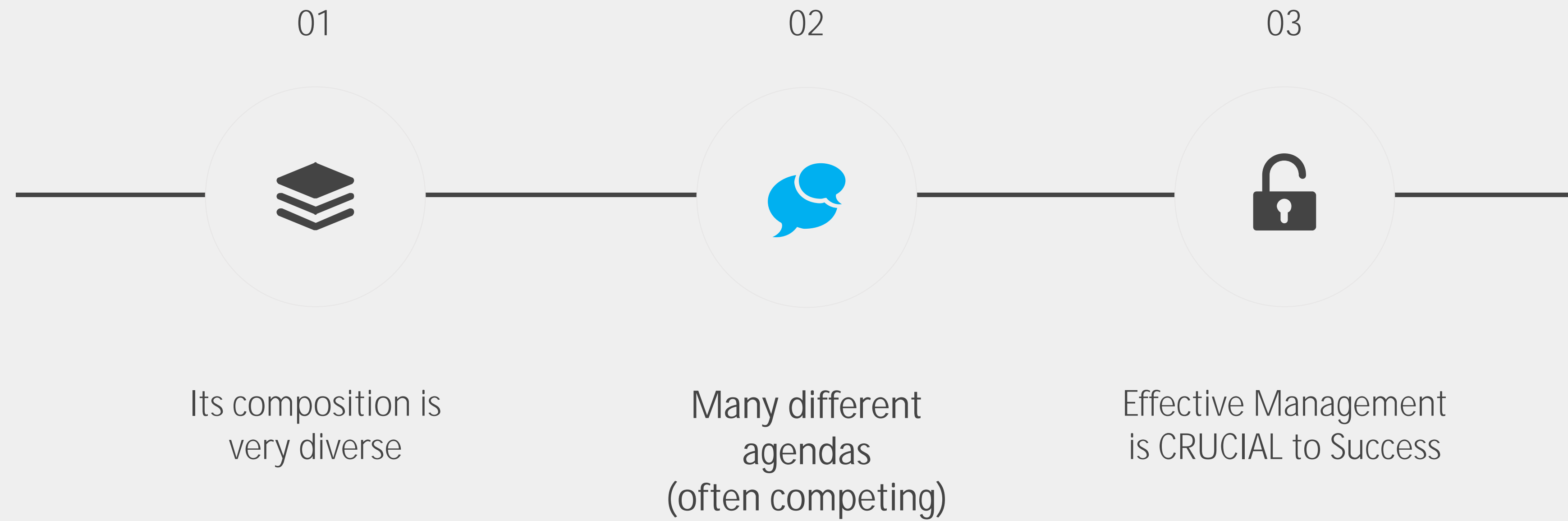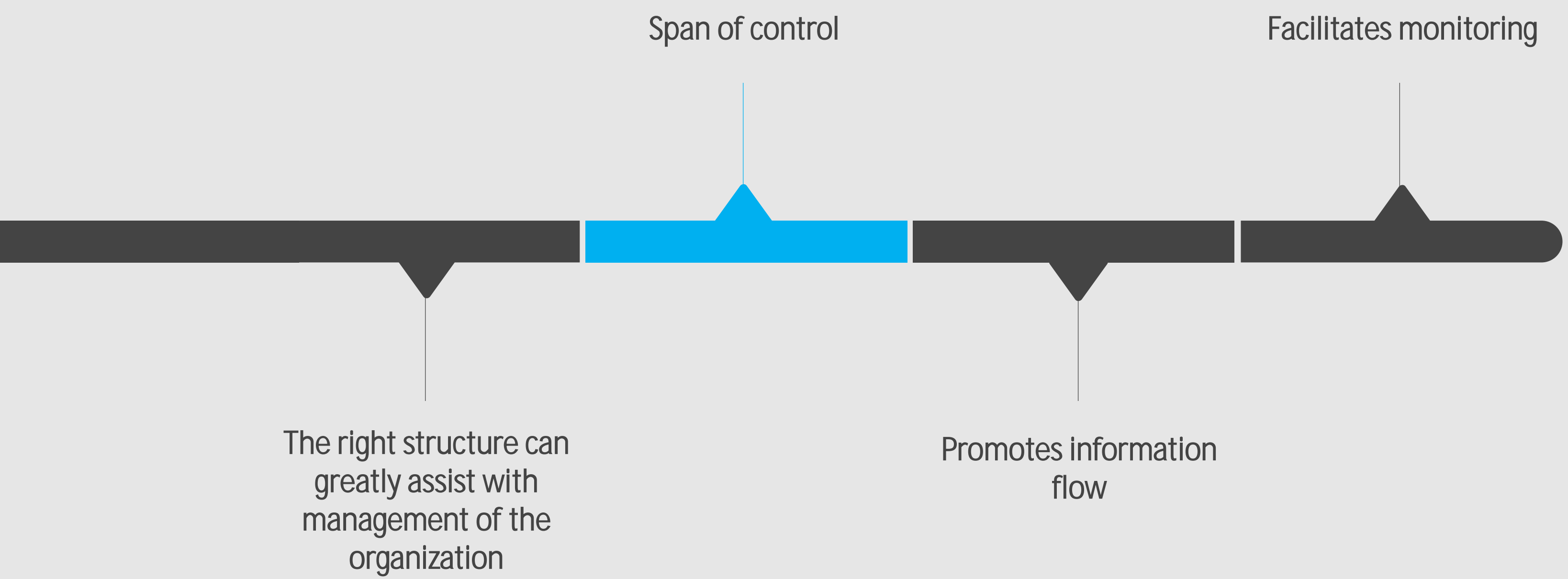
Common Problems

COMMUNICATIONS (Information Management)

Situation Unit (internal info) & Public Affairs or JIC

(external info) is IMPORTANT.

COORDINATION BETWEEN FUNCTIONAL SECTIONS OF THE ORGANIZATION

Planning and Operations must talk.

MANAGEMENT MUST BE MADE AWARE OF PROBLEMS SO THEY CAN TAKE CORRECTIVE ACTION

Use tools for feedback and monitoring the organization
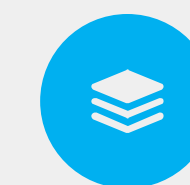
(Summary Status Reports).

Command

Acknowledge that you are the management of this organization (CEOs)

Determine what is not working within the sections and insure action is taken to make improvements:

Staff adequately

Obtain feedback from sections

Ensure information flow is effective

Remember

ICS is designed for maximum flexibility

Don't be afraid to "tweak" the organization structure or mechanisms to get a more effective response.

Organization structure and mechanisms can be designed to more effectively help management do their job better.

Stovepipe ICS Organizational Structure

Command

Planning   Operations   Logistics   Finance
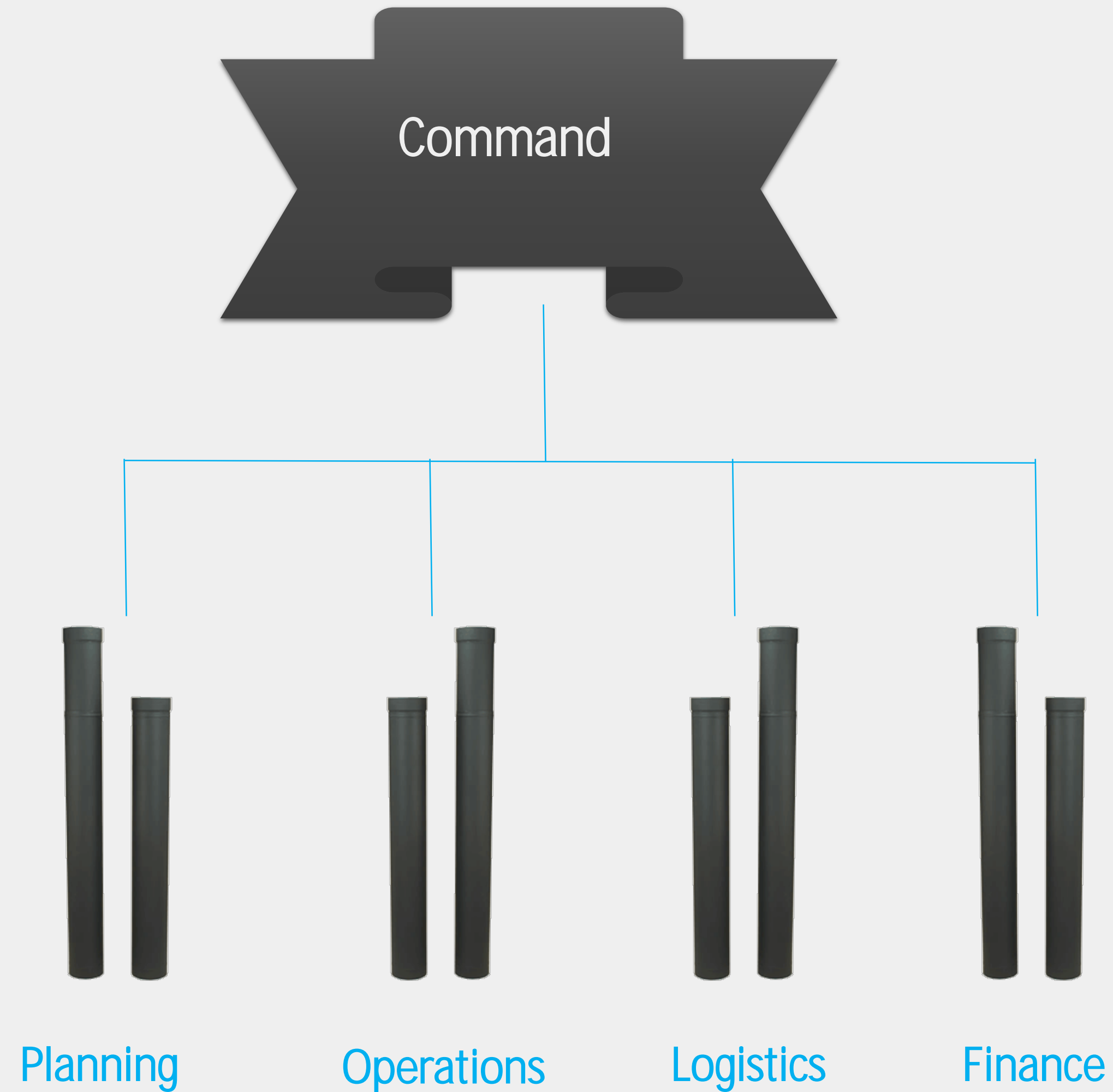
Planning for Success.

Recommendation for Establishing an Effective ICS

Lessons learned and recommendations for future incidents are an important part of any case study. Listed below are the major recommendations based on the ICS implementation during the Case Study of a successful Response: response to the *Igloo Moon* incident by Benggio et al. 1996.

Set initial objectives

Command must initially provide the organization with two things:

1. Specific Command Response Objectives (big picture), and
2. Operational Period and Meeting Schedules.

This information is crucial for the ICS organization in order to properly launch its activity, to make planning and operational objectives to support the Command response objectives, and to have information ready for various meetings and briefings.

Planning for Success. (Cont.)

Recommendation for Establishing an Effective ICS (Cont.)

Lessons learned and recommendations for future incidents are an important part of any case study. Listed below are the major recommendations based on the ICS implementation during the Case Study of a successful Response: response to the *Igloo Moon* incident by Benggio et al. 1996.

Hold Section Meetings Early

Individual ICS Section Leaders must quickly hold a section meeting in order to:

1. Identify who is in the section and learn what they bring to the organization;
2. Develop section objectives that specifically support the Command response objectives, and
3. Assign tasking and information due times to support the objectives and meet any meeting or briefing schedule deadlines.

All members of the section should be actively involved in tasking that support Command objectives, or they are not integrated into the organization.

Planning for Success. (Cont.)

Monitor The Organization

———————

Command, the organization's managers, must monitor the organization. There needs to be a mechanism to obtain feedback from section leaders on a routine and regular basis. This feedback must provide command with quality information to be used to ascertain the status, progress, problems and needs of the organization.

It is incumbent on the organization's command staff to continuously monitor the organization and direct changes to maintain the response on track. Command must know if resources are adequate, and whether the organizational structure, operational period and meeting schedules as implemented are effective.

Response Effectiveness Evaluation Check

ICS Section:_____   DATE:_____

Y   **N**

Meetings:
Are meetings at right frequency?
Are meetings at right duration?
Are meetings scheduled at right time?
Are meetings effective overall?

Comments/Improvements?:

Information:
Are you getting the information you need?
Is information complete enough generally?
Is information timely?
Is information generally correct?

Comments/Improvements?:

Personnel/Equipment:
Are personnel resources adequate?
Are equipment resources adequate?

Comments/Improvements?:

Planning for Success. (Cont.)

Information Management

_____

Information flow and general communications is often criticized during debriefs. It is up to management to understand the information needs of the organization and ensure that adequate resources are available to meet those needs. The situation unit leader must have sufficient staffing to have pro-active information conduits or some effective means of gathering information throughout the organization to provide timely updates and status needed for the response. Additionally, this information must be managed appropriately to ensure it gets to those that need it and does not create information overload for the decision makers. This effective information management system requires pre-planning, training, and practice.

- Ensure effective information flow internally & externally

- The JIC must coordinate closely with the Situation Unit to insure accurate information. Also social media must be managed and used effectively.

Effective Integration and Coordination of All Organizational Elements Begins With Better Management and Better Processes

— Eliminate stovepiped structures & processes.

— Follow A systematic approach of setting, following and supporting response objectives throughout the organization.

— Monitor progress and correct problems early and often as needed.

— Modify organization structure or processes if they can facilitate better management and improve outcomes.

— Make use of Information management tools like NOAA's ERMA, Response Link, and Incident News.
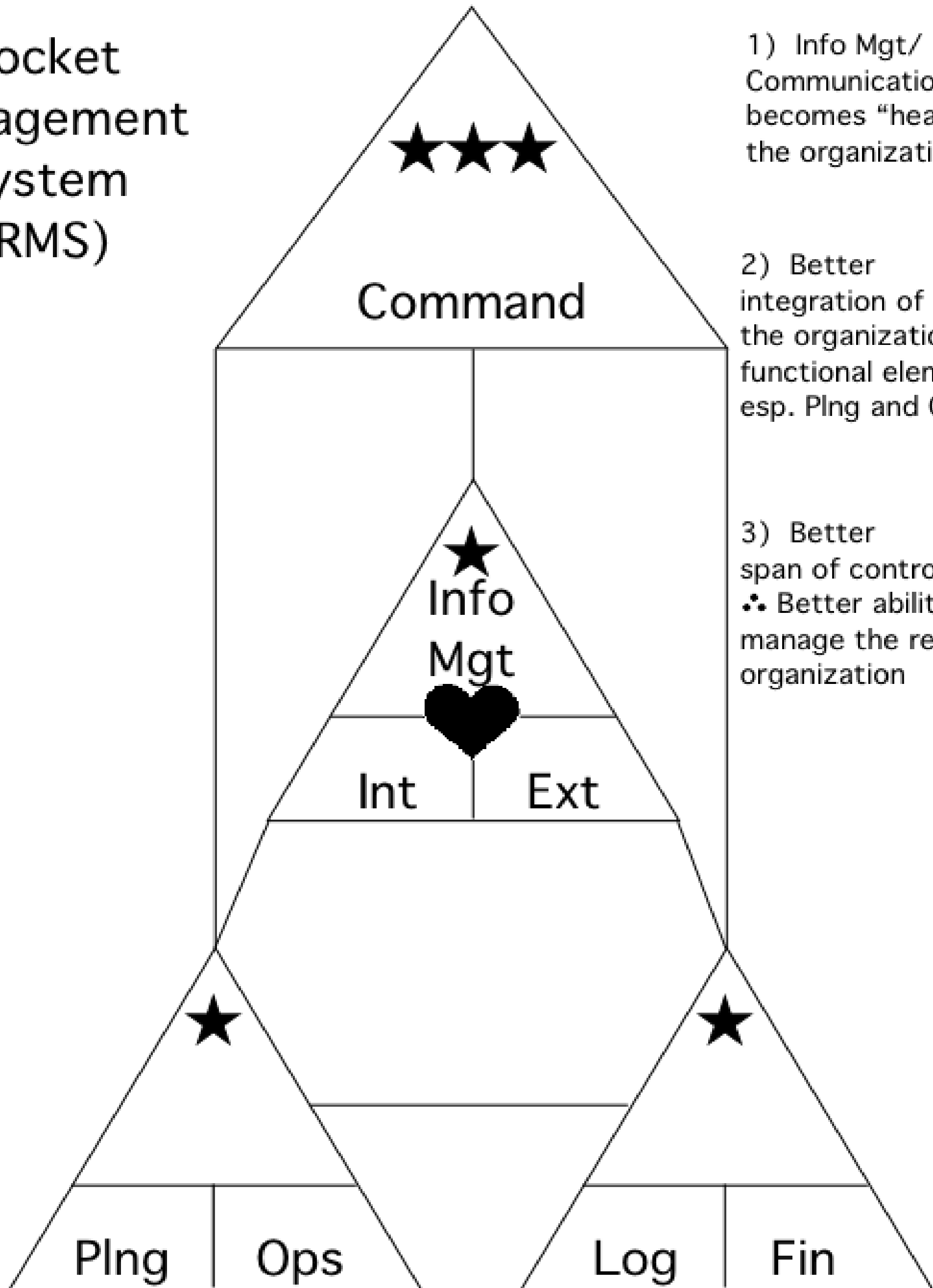
Example of One Possibilty

Alternate Response Management System or the Rocket Management System RMS that addresses common ICS issues through a modified organizational structure and processes.

Rocket Management System (RMS)

1) Info Mgt/ Communication becomes "heart" of the organization

2) Better integration of the organizations functional elements, esp. Plng and Ops

3) Better span of control.
∴ Better ability to manage the respone organization

★★★ Command

★ Info Mgt

Int   Ext

★ Plng   Ops   ★ Log   Fin

RMS

Rocket Management

1. Command is the nose cone that leads the rocket on its course.

2. Information Management is identified as the important central component of the organization that supports all other elements-THE HEART or engine of the organization.

3. Each functional section is paired and overseen by a dedicated manager to insure effective coordination and adequate management from Command:

   1) Planning/ Operations,
   2) Logistics/Finance,
   3) Information Management pairs Internal and external information functions.

4. Span of control is improved whereby Command now has 3 managers to interact with.
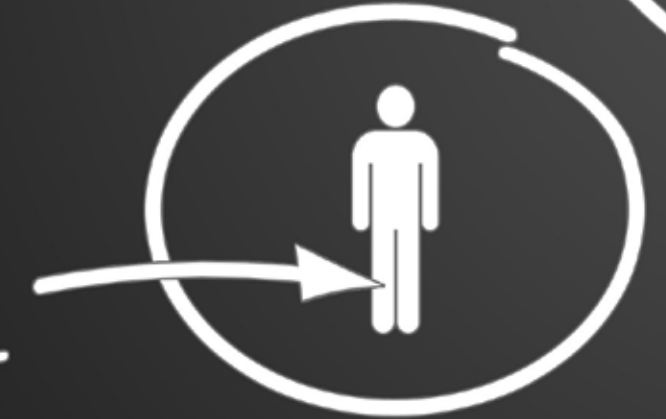
Thank You!

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