Incident Response Plans, Command structures

Command Structure

Personnel

Equipment

International

BIOLOGICAL THREAT REDUCTION

Objectives

- Understand importance of formal response plan

- Learn basics of emergency preparedness planning

- Know basics of developing command structure

- Recognize importance of optimizing staffing

- Explain functional roles in a command structure

Planning

Why draft a formal plan?

- Ensure everyone knows his role *before* incident
- Identify equipment, personnel, logistical needs
- *Its difficult to make clear, quick choices & to think everything through during an emergency*

Think before Do: Response Planning

Developing the Plan

- Helps you think through your agency, other agencies roles during incidents
- Allows you to solve problems ahead of time

Documenting Plan

- Clarifies roles, command structure, logistics
- Can be practiced, reducing response time
- Adaptable, improve after each use

3 Levels of Response Plans

Strategic Planning:

– Policy Objectives: Who, What, Where, Why

Operational Planning

– Describes how to meet strategic objectives

– Concept of operations, roles & responsibilities

Tactical Planning

– Details on how to achieve operational plan

PRACTICE #1
Think about your current plans

Are your plans strategic, operational, tactical?

Are plans formalized, documented?

Do plans include

– More than 1 agency?

– Other countries?

– Private sector?

Strategic Planning
What is your overall planning objective?

Strategic Plan May Target Most Likely Incidents

Use risk assessment to identify *most likely*

- Types of agents (specific bacteria, viral, toxin)
- Mechanism of dispersal
- Location, populations at risk

Picture of Anthrax envelope

Picture of IED

Picture flu/masks

Pic of chem container truck

Operational Planning

Identify the command structure
- Flexible, adaptable structure is essential
- Incident commander
  - Which agency leads response
  - IC determines structure, which roles are needed
- Functional roles
  - Identify ideally what types of experts you need
    not the names of people
  - "Functional role" means that if one specific person is not there, another qualified person can fill in

Operational Planning

Determine course(s) of action
- – In planning, think about your options: pros/cons
- – Confer with team on best course of action
  - What needs to be done
  - Which functional roles need to do which tasks
  - Timing, triggers of when to do different ops
- – Detail tasks in annexes or in tactical plans

Step 2:
Types of Command Structures

- U.S. Model: ICS

- British Model

- Hybrid Structures

What does your agency currently use?

Step 2: Develop & Practice Response Command Structure

**Efficient, effective response *requires*
clear roles, responsibility & hierachy
BEFORE an emergency occurs**

Step 2:
Keys to successful incident command

Flexible, scalable, adaptable

– Roles will change as the event changes

– Can merge with other agency in unified response

• Law enforcement, public health may work together

Functional Roles

– Redundancy

• Multiple persons trained to fill each role

– Training

• Standard training on what each role does during event

Step 2:
More keys to success

Use your command structure often

– Small incidents help you prepare for larger ones

– Conduct after action reporting to review response

- Did command structure work?

- What were the strong points?

- What could be improved?

Step 2:
Functional Roles (US model)

Incident Commander
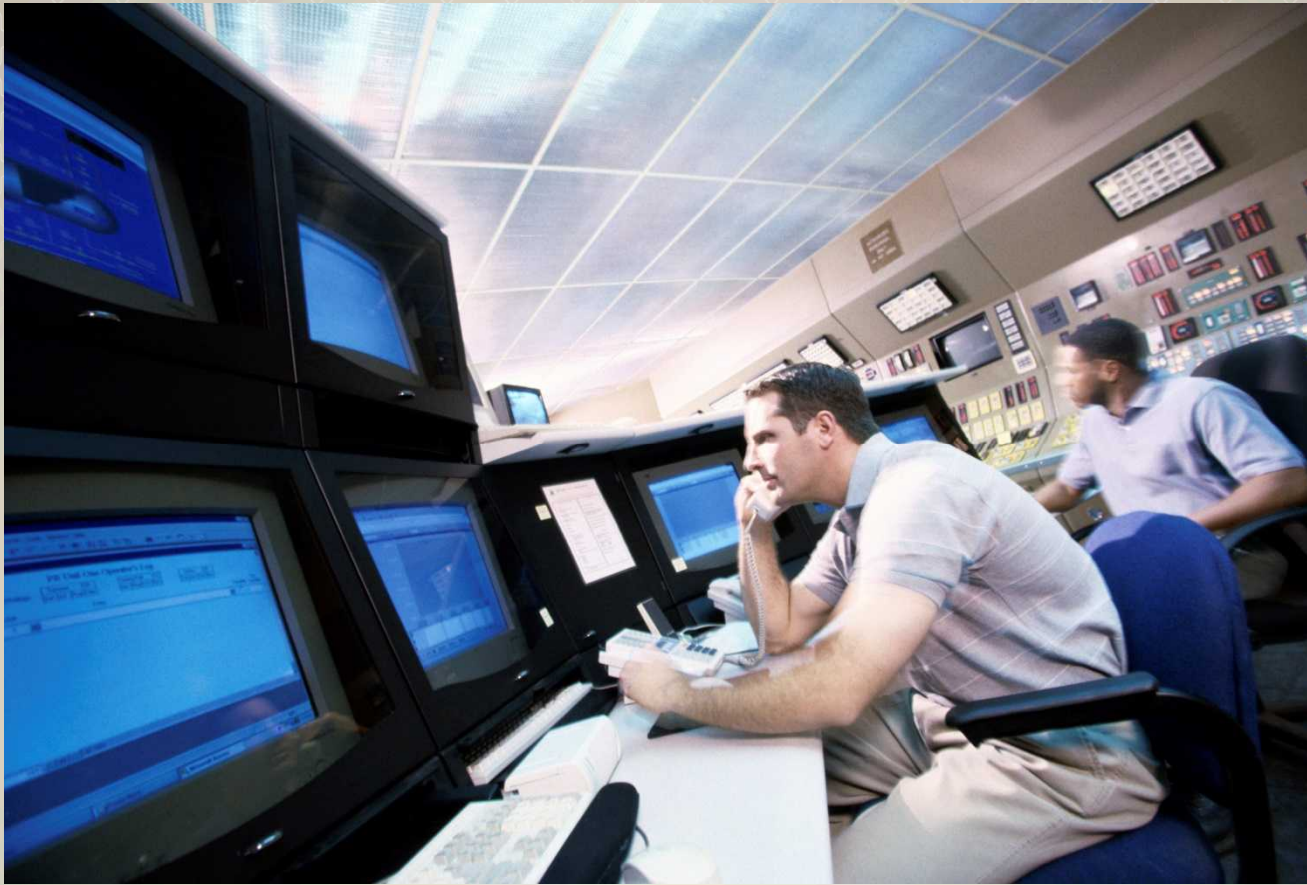
Operations

Logistics

Planning

Communication

Incident Command Activity

- See handout

Step 3: Development of a Responsible Response Staff

Preparation for response includes selecting and training appropriate persons for functional roles

Step 3:
Selecting Response Staff

1. Is their background and experience related to functional roles?

2. Are the physically, mentally, and personally available to be deployed to a response?

3. Have they been evaluated to ensure they are reliable from a security perspective?

Step 3:
Develop a Call-Down Roster

- Make sure there is a backup plan
  - How do you find them if phones are out, electronics down?
  - Redundancy of roster

Step 3:
Ensure preparedness of staff—training

- Basic courses in duties, responsibilities and overall command structure

- Retrain

- Exercise
  - TTX, FSX
  - Adapt plans, functional roles, communication as needed based on exercise findings

Step 3:
Ensure preparedness of staff—health

- Provide vaccines, first aid training, psychological resiliency training to staff prior to response—base on a risk assessment

- Provide & train the staff on safety, like PPE

- Develop plan to evaluate physical and mental health of staff during and post event

Step 3:
Activity – checklist

Within Small groups, check off areas of staffing on the checklist which you have already covered

Discuss with the large group your results

Questions?