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## **UNIT 3. EOC ORGANIZATIONAL STRUCTURES AND STAFFING**

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### INTRODUCTION AND OBJECTIVES

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#### Visual 3.1

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#### Key Points

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Unit 3 will cover a myriad of EOC organizational structures and the challenges of effectively staffing an EOC.

### INTRODUCTION AND OBJECTIVES

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#### Visual 3.2

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#### Unit 3 Objectives

- Identify and discuss several options for an EOC organizational structure.
- Describe factors to consider when staffing an EOC.
- Match EOC functions with EOC personnel.
- Identify the definition and potential need for a Delegation of Authority for both the EOC and the staff that may be detailed to an EOC.



Visual 3.2  
EOC Management and Operations (G0775)

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#### Key Points

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At the end of this unit, you will be able to:

- Identify and discuss several options for an EOC organizational structure.
- Describe factors to consider when staffing an EOC.
- Match EOC functions with EOC personnel.
- Identify the definition and potential need for a Delegation of Authority for both the EOC and the staff that may be detailed to an EOC.

**EOC ORGANIZATIONAL STRUCTURES**

**Visual 3.3**

**The EOC Organizational Structure**

**Before developing or restructuring EOCs, research and consider different organizational structures based on the community and risks.**



The visual contains three square images arranged horizontally. The first image on the left shows a river town with a bridge and hills in the background. The middle image shows a city skyline at night with prominent skyscrapers. The third image on the right shows a small town street with a clock tower and an American flag.

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Visual 3.3  
EOC Management and Operations (G0775)

**Key Points**

Our country is comprised of communities with different populations, values, and risks. Creating a one-size-fits-all EOC for the Nation would be ineffective and unrealistic.

### EOC ORGANIZATIONAL STRUCTURES

#### Visual 3.4

### Understanding Your Community

EOC organizational structure is based on a thorough understanding of your community, the:

- Threats, risks, and hazards.
- Demographics.
- EM authorities, roles, and responsibilities.
- Support and participation expected from other leaders.

**Important: Have realistic expectations and standards.**

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Visual 3.4  
EOC Management and Operations (G0775)

#### Key Points

When determining the appropriate EOC organizational structure, emergency management professionals in a community should lead efforts that examine the following:

Gaining a thorough understanding of the community: Before deciding on an EOC structure, seek advice and input from stakeholders that may need to staff the structure. Can they do it? Will they do it?

Comprehend the threats, risks, and hazards: Most communities have conducted mitigation in some manner. Emergency management should consider these documents and strategies to gain a better understanding of what EOC organizational structure fits the most likely events.

Grasping the demographics: A comprehensive understanding of your community's cultural and social fabric can impact how an EOC is designed and operates, reducing impacts on lives and property when response is engaged.

Knowledge of EM authorities, roles, and responsibilities: Stakeholders should examine the authorities and policies that govern an EOC in the community. What is the role of the EOC? Does it have limitations on decisionmaking? How will it be activated? Will it contain a Call Center or a Joint Information Center?


Willingness of leaders to support and participate: Emergency management professionals should have an understanding of the support they may or may **not** have when choosing an EOC organizational structure.


## **EOC ORGANIZATIONAL STRUCTURES**

### **Visual 3.5**

### **Characteristics of Effective Organizations**

- **Acquire, analyze, and act on information.**
- **Remain flexible in rapidly changing conditions.**
- **Anticipate change.**
- **Maintain public confidence.**
- **Maintain reliability.**



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Visual 3.5  
EOC Management and Operations (G0775)

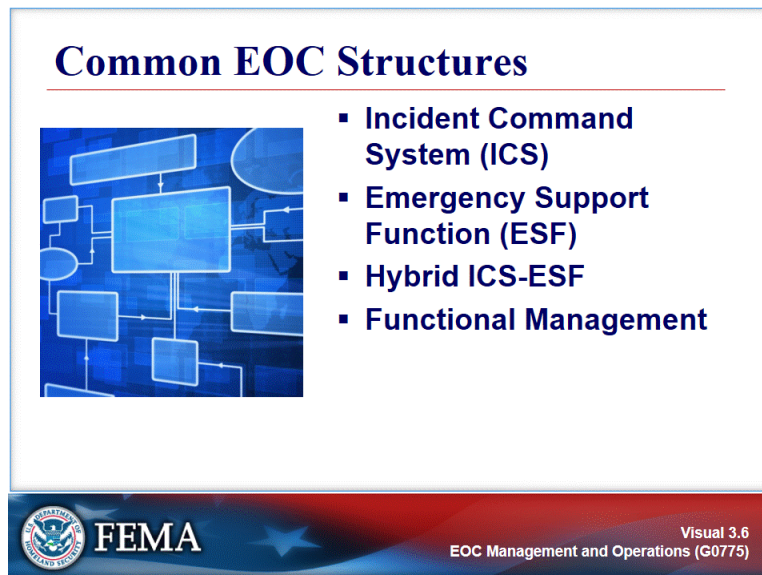
### **Key Points**

The characteristics on this visual are not exclusive to EOCs—they apply to a host of organizations (public, private, or nonprofit).

- Acquire, analyze, and act on information.
- Remain flexible in rapidly changing conditions.
- Anticipate change.
- Maintain public confidence.
- Maintain reliability.

**EOC ORGANIZATIONAL STRUCTURES**

**Visual 3.6**



**Key Points**

The visual lists four of the most commonly used EOC organizational structures today.





**EOC ORGANIZATIONAL STRUCTURES**

**Visual 3.7**

**Incident Command System (1 of 2)**

The ICS concept emerged in the late 1960s as an effective organizational structure for the management of wildland fires in the western United States.



 **FEMA**

Visual 3.7  
EOC Management and Operations (G0775)

**Key Points**

The Incident Command System (ICS) concept emerged in the late 1960's, as an effective organizational structure for the management of wildland fires in the western United States. It is traditionally a response-centric organizational structure that provides a common framework within which people can work together effectively.

**EOC ORGANIZATIONAL STRUCTURES**

**Visual 3.8**

**Incident Command System (2 of 2)**



- **Response-centric organizational structure.**
- **Common framework within which people can work together effectively.**
- **First-on-scene structure.**

**Commonly used in tactical field operations.**

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Visual 3.8  
EOC Management and Operations (G0775)

**Key Points**

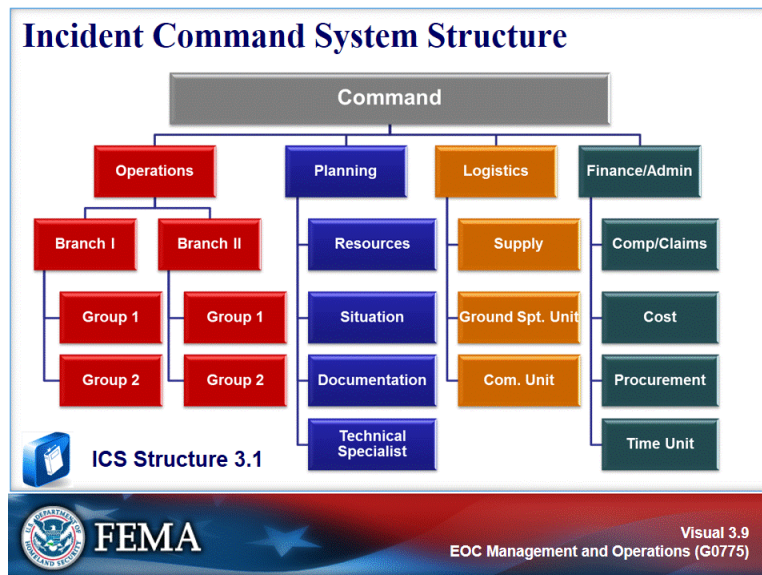
ICS is a “first-on-scene” structure, where the first responder arriving on scene of an incident (police, fire, public works, etc.) has initial operational command.

ICS is commonly utilized in tactical “on scene” and “in the field” operations, though numerous EOCs across the Nation use ICS to effectively coordinate with Incident Commanders.

The intent of the four sample organizational structures is to emphasize the variety and diversity of structures and highlight some of the strengths and weaknesses of each. As you learn about each of the structures, think about which, if any, might best suit your community.

### EOC ORGANIZATIONAL STRUCTURES

Visual 3.9

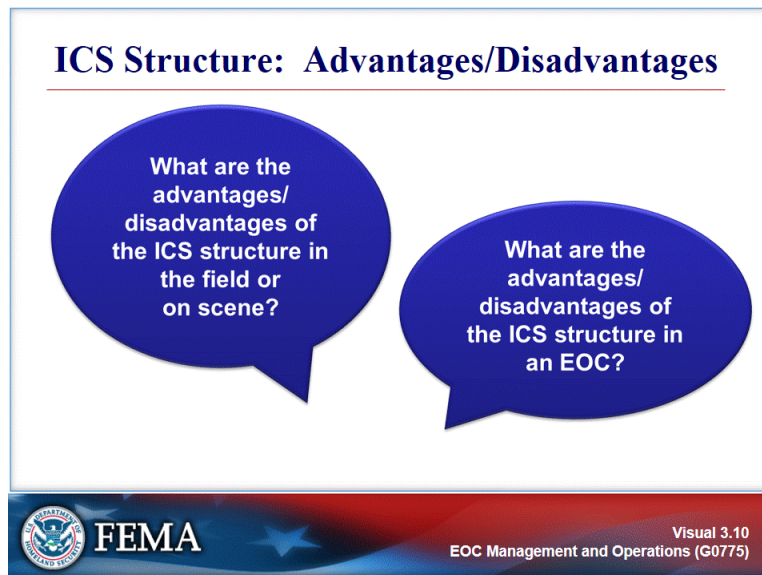


#### Key Points

The visual presents a common example of an ICS structure, both in the field and within some Emergency Operations Centers. Note the simplicity of the structure and the standard four pillars of ICS: Operations, Planning, Logistics, and Finance/Administration.

**EOC ORGANIZATIONAL STRUCTURES**

**Visual 3.10**



**Key Points**

**Discussion Question:** What are the advantages and/or disadvantages of the ICS structure in the field or on scene?

**Discussion Question:** What are the advantages and/or disadvantages of the ICS structure in an EOC?


**EOC ORGANIZATIONAL STRUCTURES**


**Visual 3.11**


**What Are ESFs?**

**Emergency Support Functions (ESFs):**

- Consolidate multiple agencies that perform similar functions into a single, cohesive unit.
- Provide better management of emergency response functions.



 **ESFs 3.2**

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Visual 3.11  
EOC Management and Operations (G0775)

**Key Points**

The ESF concept is a mechanism that consolidates multiple agencies that perform similar functions into a single, cohesive unit for better management of emergency response functions.


Even if not utilized by an organization, the basic 15 Emergency Support Functions offer a simple means of capturing every potential issue that an EOC may face. An outline of the ESFs is provided in the Appendix to this unit.


**EOC ORGANIZATIONAL STRUCTURES**

**Visual 3.12**

**History: ESF Organizational Structure**

- Developed by FEMA in late 1980s.
- Designed to manage the Federal response following a catastrophic earthquake.



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Visual 3.12  
EOC Management and Operations (G0775)

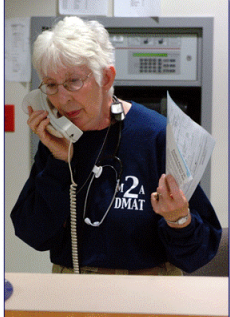
**Key Points**

The ESF concept was developed by the Federal Emergency Management Agency (FEMA) in the late 1980s to address the potential management concerns required to coordinate a Federal response to a catastrophic earthquake in California. FEMA subsequently implemented the ESF concept in the development of the Federal Response Plan in 1988 and it has proven the most successful and enduring element of that plan.

### EOC ORGANIZATIONAL STRUCTURES


#### Visual 3.13

### ESFs and EOCs



ESF model for EOC organization is common:

- At the State level.
- Within some jurisdictions with large populations or complex response factors.

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Visual 3.13  
EOC Management and Operations (G0775)

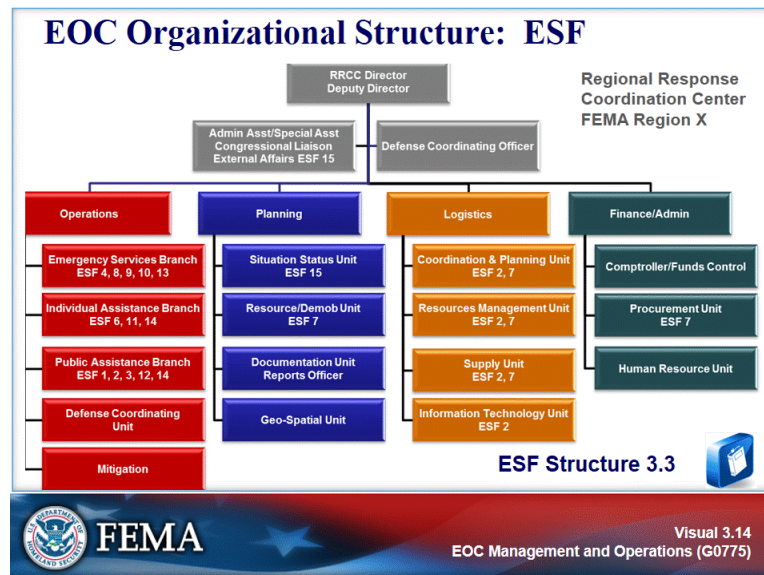
#### Key Points

Once exclusive to the Federal Government, the ESF model for EOC organization has become common at the State level and within some jurisdictions with very large populations or potentially complex response factors.



### EOC ORGANIZATIONAL STRUCTURES

Visual 3.14



### Key Points

The visual presents an example of a traditional ESF organizational model from a FEMA Regional Office (Regional Response Coordination Center). The structure is simple but allows for the grouping of larger coordinated functions (transportation, communications, etc.).

This organizational structure is not commonly used in EOCs today, with notable exceptions being at the Federal level, some States, and within larger communities that can experience complex events impacting large populations.

### ESF Organizational Structure description

The top box is RRCC Director/Deputy Director. Under that are two boxes:

1. Admin Asst/Special Asst Congressional Liaison External Affairs ESF 15
2. Defense Coordinating Officer

Under these boxes are four boxes running left to right:

**Operations:** Under operations are Emergency Services Branch ESF 4,8,9,10, 13; Individual Assistance Branch ESF 6, 11, 14; Public Assistance Branch ESF 1, 2, 3, 12, 14; Defense Coordinating Unit; Mitigation

**Planning:** Under planning are the following boxes: Situation Status Unit ESF 15, Resource/Demob Unit ESF 7, Documentation Unit reports officer, Geo-Spatial Unit.

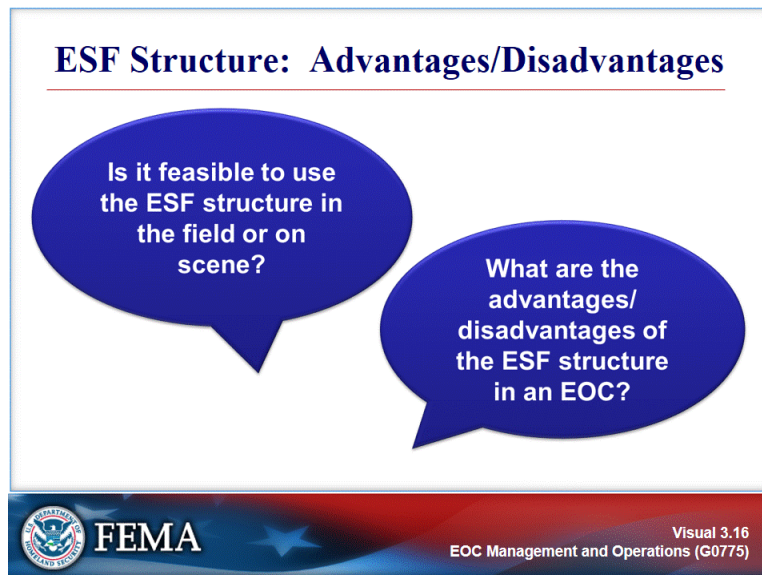
**Logistics:** Under Logistics are the following boxes: Coordination and Planning Unit, ESF 2, 7; Resources Management Unit, ESF 2, 7; Supply Unit, ESF 2, 7; Information Technology Unit, ESF 2.

**Finance/Admin:** Under this box, there are three boxes: Comptroller/Funds Control; Procurement Unit ESF 7; Human Resource Unit.



**EOC ORGANIZATIONAL STRUCTURES**

**Visual 3.16**



**Key Points**

**Discussion Question:** Is it feasible to use the ESF structure in the field or on scene?

**Discussion Question:** What are the advantages/disadvantages of the ESF structure in an EOC?

## EOC ORGANIZATIONAL STRUCTURES

### Visual 3.17



### Key Points

An increasing number of emergency management organizations are utilizing a “hybrid” EOC organizational model that combines foundational elements of the Incident Command Structure with those found in the Emergency Support Functions.

The Hybrid ICS-ESF model utilizes the common thread of ICS and customizes ESF coordination below that structure accordingly.

**EOC ORGANIZATIONAL STRUCTURES**

**Visual 3.18**

**Hybrid EOC Organizational Structure (2 of 2)**

Useful for medium-to-large size jurisdictions that simultaneously coordinate with:

- Multiple cities,
- Counties,
- A State and/or tribe, and
- The Federal Government.



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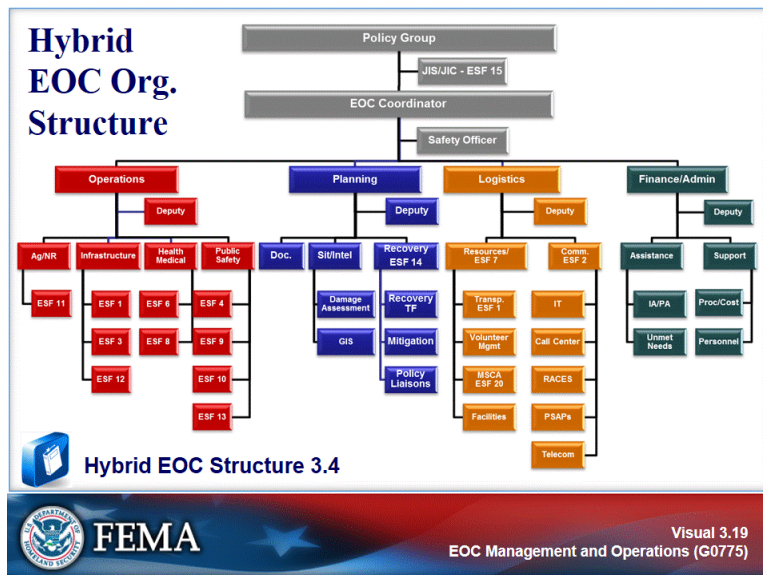
Visual 3.18  
EOC Management and Operations (G0775)

**Key Points**

The Hybrid model is proving a useful EOC structure for medium-to-large size jurisdictions that are required to coordinate with multiple cities, counties, a State and/or tribe, and the Federal Government simultaneously.

### EOC ORGANIZATIONAL STRUCTURES

Visual 3.19



### Key Points

The visual illustrates one example of a Hybrid ICS-ESF organizational model. Note that Hybrid models utilize the four pillars of ICS (Operations, Planning, Logistics, and Finance/Admin) and all 15 basic ESF functions while simultaneously integrating some traditional ICS “boxes” that custom-fit a community’s specific needs.

### Hybrid EOC Org. Structure Description

This is an organizational chart showing the Policy Group at the top with JIS/JIC-ESF 15, EOC Coordinator, and Safety Officer reporting to the Policy Group. Underneath this is four boxes, running left to right:

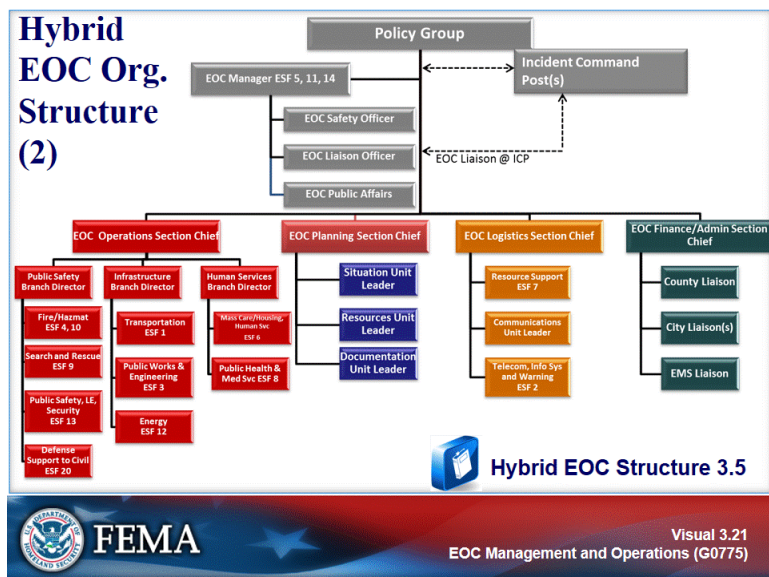
Operations, Planning, Logistics, and Finance/Admin. Under each of those four boxes is a Deputy. This is a description of the boxes under each of the four main boxes (Operations, Planning, Logistics and Finance/Admin).

**Operations:** Ag/NR, Infrastructure, Health Medical, and Public Safety. Under Ag/NR is ESF 11. Under Infrastructure is ESF 1, 3, and 12. Under Health Medical is ESF 6 and 8. Under Public Safety is ESF 4, 9, 10, 13.

**Planning:** Doc., Sit/Intel, and Recovery ESF 14. Under Sit/Intel is Damage Assessment and GIS. Under Recovery is Recovery TF, Mitigation, and Policy Liaisons.

**Logistics.** Under logistics are two boxes: Resources/ESF 7 and Comm/ ESF 2. Under Resources are four boxes: Transp ESF 1, Volunteer Mgmt., MSCA ESF 20, and Facilities. Under Comm ESF2 are five boxes: IT, Call Center, Races, PSAPs, and Telecom.

**Finance/Admin:** Assistance and Support. Under Assistance are two boxes: IA/PA and Unmet Needs. Under Support are three boxes: Support, Proc/Cost and Personnel.

**EOC ORGANIZATIONAL STRUCTURES****Visual 3.21****Key Points**

This visual presents another Hybrid ICS-ESF model. Note that the Policy Group is attached to the EOC structure.

**Hybrid EOC Org. Structure description**

Policy Group at the top with EOC Manager ESF 5, 11, 14 and Incident Command Posts underneath. Underneath EOC Manager ESF 5, 11, 14 are three boxes: EOC Safety Officer, EOC Liaison Officer, and EOC Public affairs. A connection is made between policy group and Incident Command Posts labeled EOC Liaison @ ICP. Underneath this is four boxes, running left to right:

EOC Operations Section Chief, EOC Planning Section Chief, EOC Logistics Section Chief, and EOC Finance/Admin Section Chief. This is a description of the boxes under each of the four main boxes (EOC Operations Section Chief, EOC Planning Section Chief, EOC Logistics Section Chief, and EOC Finance/Admin Section Chief.)

EOC Operations Section Chief: Public Safety Branch Director, Fire/Hazmat ESF 4 10, Search and Rescue ESF 9, Public Safety LE Security ESF 13, Defense Support to Civil ESF 20, Infrastructure Branch Director, Transportation ESF 1, Public Works & Engineering ESF 3, Energy ESF 12, Human Services Branch Director, Mass Care/Housing Human Service ESF 6, Public Health & Med Svc ESF 8

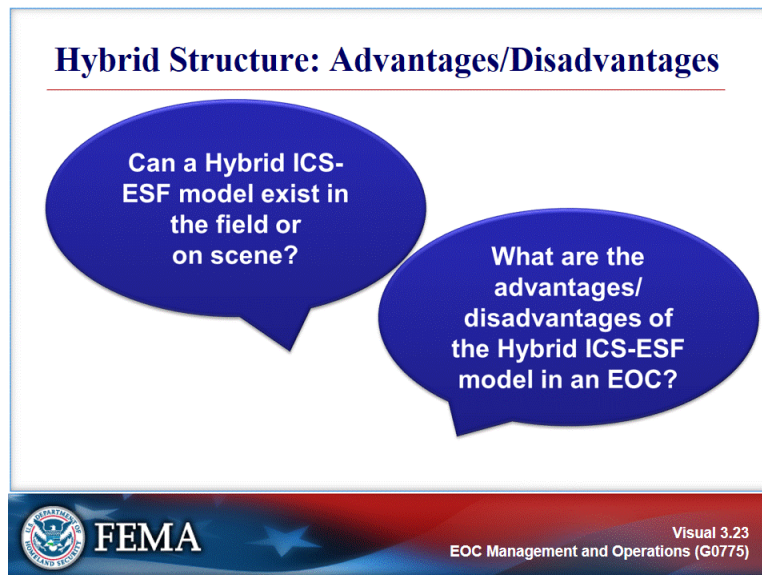
EOC Planning Section Chief: Situation Unit leader, resources unit leader, documentation unit leader

EOC Logistics Section Chief: Resource Support ESF 7, Communications Unit Leader, Telecom Info Sys and Warning ESF 2

EOC Finance/Admin Section Chief: County Liaison, City Liaison(s), EMS Liaison

**EOC ORGANIZATIONAL STRUCTURES**

**Visual 3.23**



**Key Points**

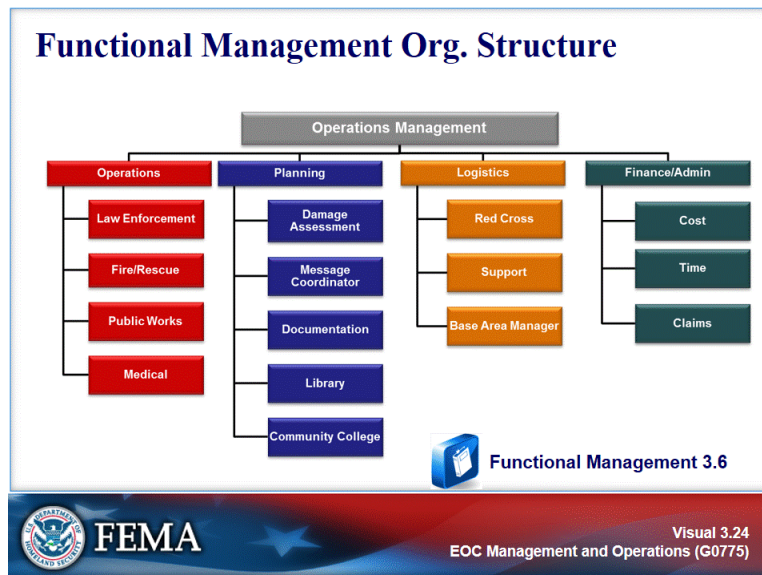
**Discussion Question:** Can a Hybrid ICS-ESF model exist in the field or on scene?

**Discussion Question:** What are the advantages/disadvantages of the Hybrid ICS-ESF model in an EOC?



### EOC ORGANIZATIONAL STRUCTURES

Visual 3.24

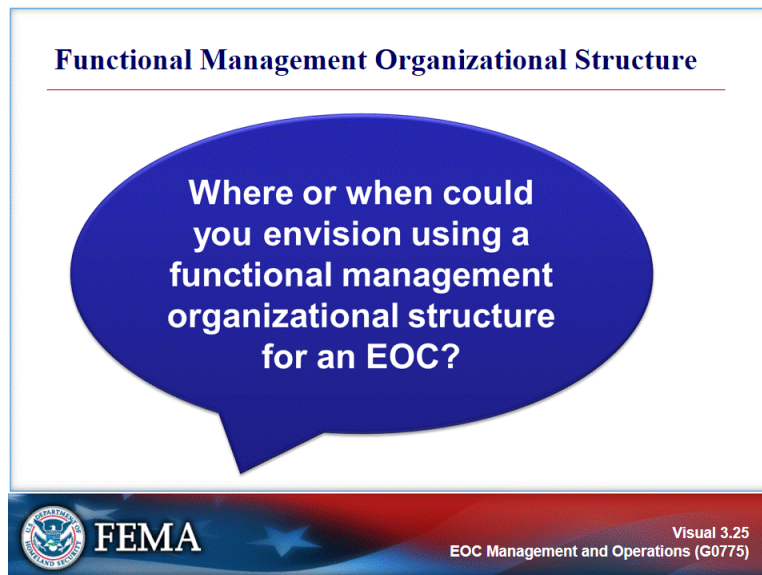


### Key Points

A lesser known but simple organizational structure for an EOC is called Functional Management. This structure uses an ICS foundation and a flexible number of positions that address each community's specific needs. For example, if a community has a local library or community college that play important roles in the community, a functional management organization can fit the library or community college into the organizational structure.

**EOC ORGANIZATIONAL STRUCTURES**

**Visual 3.25**



**Key Points**

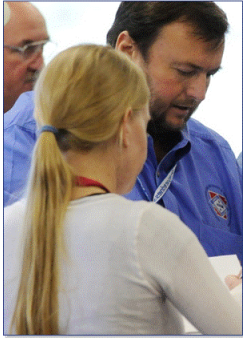
**Discussion Question:** Where or when could you envision using a functional management organizational structure for an EOC?




### EOCs AND MULTIAGENCY COORDINATION

#### Visual 3.26

**Multiagency Coordination System (MAC)**



When multiple EOCs coordinate during large-scale incidents, it may be considered a Multiagency Coordination System, or MAC.

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Visual 3.26  
EOC Management and Operations (G0775)

#### Key Points

While you may not have heard the term “MAC,” you are likely familiar with the concept of multiagency coordination.

### EOCs AND MULTIAGENCY COORDINATION

#### Visual 3.27

### EOCs and Multiagency Coordination

**Multiagency coordination:**

- Is a process that allows all levels of government to work together.
- Occurs across different disciplines, jurisdictional lines, or levels of government.
- Can and does occur on a regular basis.



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Visual 3.27  
EOC Management and Operations (G0775)

#### Key Points

**Multiagency coordination is a process, not simply a physical location or facility.** It is a system that allows all levels of government and all disciplines to work together more efficiently and effectively. Multiagency coordination occurs across the different disciplines involved in emergency management, across jurisdictional lines, or across levels of government.

### EOCs AND MULTIAGENCY COORDINATION

#### Visual 3.28

**MAC Systems: Combine and Share**

**MAC systems are a combination of:**

- Facilities
- Equipment
- Personnel
- Procedures



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Visual 3.28  
EOC Management and Operations (G0775)

#### Key Points

EOCs interact within the MAC System by combining or sharing facilities, equipment, personnel, and procedures.

### EOCs AND MULTIAGENCY COORDINATION


#### Visual 3.29

**Included in MAC Systems**

MAC Systems may include the following:

- EOCs
- Dispatch Centers (911)
- Departmental Operation Centers (Public Works, Energy Sector, etc.)

Can you provide other examples?

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Visual 3.29  
EOC Management and Operations (G0775)

#### Key Points

MAC systems may include the following entities:

- Emergency Operation Centers
- Dispatch Centers (911)
- Departmental Operation Centers (Public Works, Energy Sector, etc.)

**Discussion Question:** Can you provide other examples of entities that may participate within a MAC System?

### EOCs AND MULTIAGENCY COORDINATION

#### Visual 3.30

**Functions of MAC Systems**

**Primary MAC System functions include:**

- Situation assessment
- Incident priority determination
- Critical resource acquisition and allocation
- Interagency activities
- Other coordination

*What challenges can you anticipate when multiple EOCs are part of a MAC?*

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Visual 3.30  
EOC Management and Operations (G0775)

#### Key Points

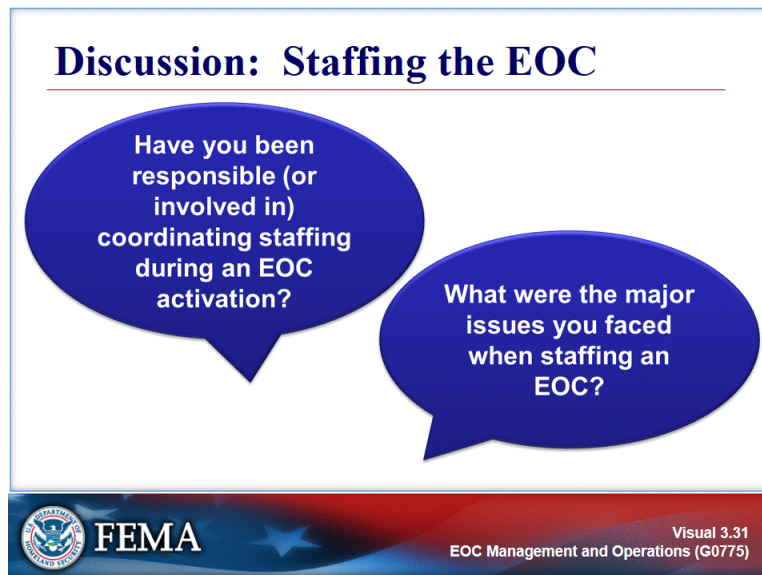
When a MAC is established, there is agreement to issues such as facilities and protocols. The functions of the MAC will usually include (but not be limited to):

- Situation assessment
  - This can lead to development of Situational Awareness and eventually a MAC Common Operating Picture
- Incident priority determination
  - Selecting priority response to one location over another
- Critical resource acquisition and allocation
- Interagency activities
  - A reverse notification that contains the same message and crosses one or more jurisdictional boundaries
- Other coordination as required

**Discussion Question:** What challenges can you anticipate when multiple EOCs are part of a MAC?

**STAFFING THE EOC**

**Visual 3.31**



**Key Points**


**Discussion Question:** Have you been responsible (or involved in) coordinating staffing during an EOC activation?

**Discussion Question:** What were the major issues you faced when staffing the EOC?


### STAFFING THE EOC

#### Visual 3.32

### Initial Staffing Considerations



- What is your EOC's primary mission during activation?
- What must be accomplished or coordinated?
- How long do you anticipate the EOC will be activated?

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Visual 3.32  
EOC Management and Operations (G0775)

#### Key Points

When staffing an Emergency Operations Center, initial considerations should include the following:

- What is the EOC's primary mission during activation?
- What must be accomplished or coordinated?
- How long do you anticipate the EOC will be activated?

Over time, a staff lead for an EOC can gain the experience necessary to determine the type and length of staffing required for that particular activation of the EOC. For example, if your EOC staff lead knows that there is a Category 1 Hurricane approaching and that the community has previously only experienced moderate flooding because of these kinds of storms, he/she may choose to be more conservative in the staffing recommendations of the EOC during the initial phase.

**Important:** Initial staffing decisions for any EOC activation should be coordinated with the EOC Manager and/or Director and all relevant EOC leadership.




### STAFFING THE EOC

#### Visual 3.33

### Secondary Staffing Considerations

- **Capability:** Can you access the number of staff required?
- **Expertise:** Does the EOC require an expert or someone who can find an expert?
- **Training/Credentialing:** Has staff been trained in your EOC?
- **Authority:** Will EOC staff have the authority to make critical decisions?

**FEMA**Visual 3.33  
EOC Management and Operations (G0775)

#### Key Points

After initial considerations for staffing the EOC have been addressed, secondary considerations should be examined as soon as possible and should include:

- Does the EOC have the capability of accessing the number of staff required for the established EOC organizational structure?
- Does the EOC require an expert or someone who can find an expert?
- Has staff been at least minimally trained in your EOC?
- Will the EOC staff have the authority to make critical decisions?

When examining the secondary considerations for staffing the EOC, staff leads and EOC management should consider longer-term activation and requirements for seamless operation of the EOC. This can be accomplished by matching appropriate staff to the expected and established EOC organizational structure (i.e., moving from a lower level to a full activation).

A critical determination is whether or not an EOC position needs an expert (such as a GIS specialist in seismology) or more of a generalist who can find or locate several experts.

Staff choices should take into account the training of the individual tasked. Will that person be able to effectively move into the EOC position or will they require on-the-job training?


Staff choices also should take into consideration an individual's authority to make critical decisions.




### STAFFING THE EOC

#### Visual 3.34

### Recruitment of EOC Staff



- Existing jurisdictional entities
- Volunteer organizations
- Retired or inactive professionals or subject-matter experts
- Interested, trained, and trusted volunteers
- Individuals with institutional memory of certain incidents or scenarios

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Visual 3.34  
EOC Management and Operations (G0775)

#### Key Points

There are effective non-traditional means of staffing the EOC, but Emergency Management professionals (Directors, Managers, Section Chiefs, etc.) must have an open mind and a willingness to “train and trust” in order to succeed.

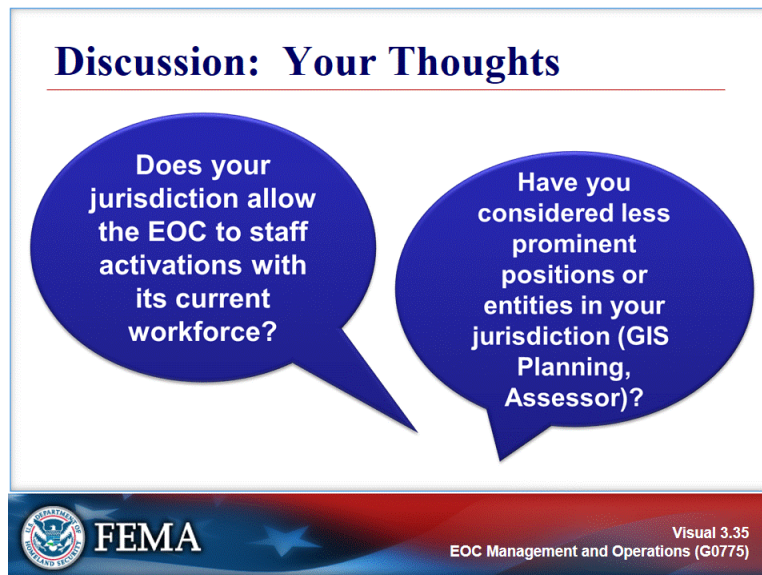
**Retired Professionals:** Many retired or “seasoned” professionals in public safety and public service in general are often eager to assist an EOC in its operations. The sense of duty that these individuals feel does not wane simply because they retire. Retired public works officials, as an example, bring to the EOC tremendous expertise and knowledge of a jurisdiction.

**Interested and Trusted Volunteers:** Every emergency management organization has individuals who are willing to volunteer. All too often, emergency management professionals hesitate or refuse to utilize these dedicated volunteers. It is imperative that trust and training become part of the process of allowing a volunteer to assume a critical position (e.g., Logistics Section Chief). However, in many cases volunteers are passionate and committed to the mission of an EOC and only need an opportunity to demonstrate their skills.

**Individuals with Institutional Memory:** One of the lesser known ways to seek assistance when staffing an EOC is with individuals you may see every day. Seek those who hold institutional memory about certain events, scenarios, and locations within a community. For example, directors of departments or agencies such as public works or even emergency management frequently transition or turn over. However, an administrative assistant or secretary may have been doing that job for decades. While a new director may not know the history of a flood-prone area or the risks within a certain community, the person who has supported the director’s position may know every detail about these situations and can assist the EOC.

STAFFING THE EOC

Visual 3.35



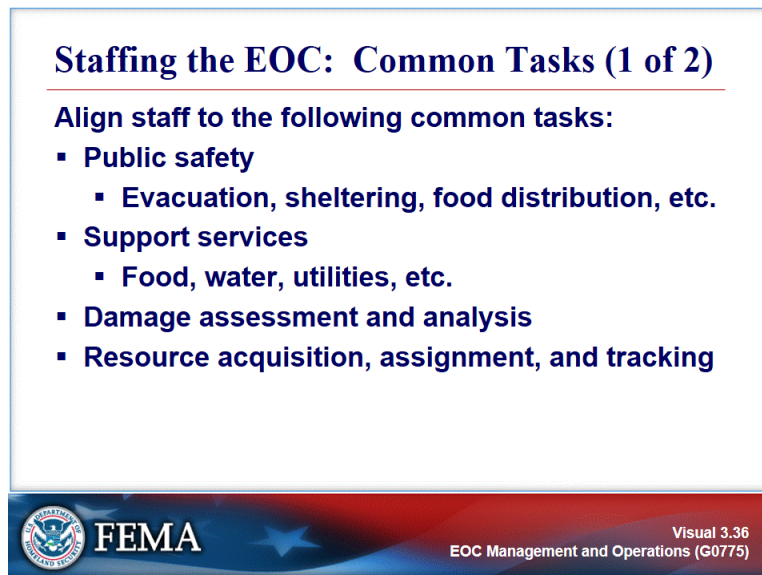
Key Points

**Discussion Question:** Does your jurisdiction allow the EOC to staff activations with its current workforce?

**Discussion Question:** Have you considered less prominent positions or entities in your jurisdiction (such as GIS Planning or an Assessor)?

### STAFFING THE EOC

#### Visual 3.36



#### Key Points

There are common tasks that each EOC must address. Staffing the EOC to align with these common tasks is critical:

- Public safety issues such as evacuation, sheltering, food distribution, etc.
- Support services including food, water, utilities, etc.
- Damage assessment and analysis
- Resource acquisition, assignment, and tracking

Common tasks such as evacuation, food and shelter, and utility restoration are expected common tasks for most EOCs.

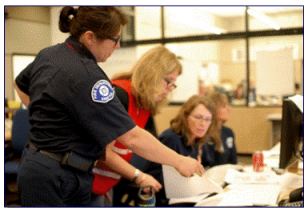
Often overlooked tasks that will eventually happen to most EOCs include damage assessment coordination (i.e., areas that may have never had a disaster will eventually have to address damage coordination at some point.). It is important to include the less common tasks along with the more likely ones when considering EOC staffing.


### STAFFING THE EOC

#### Visual 3.37

**Staffing the EOC: Common Tasks (2 of 2)**

- Information coordination
  - Situational awareness
  - Public information and warning
- Contracting and contract management
- Spatial and data analysis (GIS, real-time video, etc.)
- Documentation
  - Cost accounting
  - Decisionmaking



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Visual 3.37  
EOC Management and Operations (G0775)

#### Key Points

Additional common tasks to consider when staffing an EOC include:

- Information Coordination
  - Information coordination is needed for situational awareness and for informing and warning the public.
- Contracting and Contract Management
- Spatial and data analysis, including GIS, is becoming an accepted common task of EOCs.
  - The ability for an EOC to accurately portray an impending event, as an example, is critical to the EOCs potential success in responding and recovering more effectively.
- Documentation
  - EOCs have become a central location for documentation of disaster events, in both cost and decisionmaking. Technologies that offer real-time management of operations through Web-based tools are often used for documentation.

### STAFFING THE EOC

#### Visual 3.38

### Staffing the EOC: Finding the Right Fit



- Knowledge of the position's critical tasks
- Skill in performing the tasks
- Ability to:
  - Find additional subject-matter experts
  - Work under pressure
  - Interact well with others
- Understanding of delegated authority and limitations

**FEMA**

Visual 3.38  
EOC Management and Operations (G0775)

#### Key Points

It is more important to find the right person for the specific EOC position than to simply “fill the seat” for the purposes of being perceived as having a fully-operational EOC. Poor choices in staffing can lead to poor decisions and, therein, failure in coordination.

Critical EOC staff should ideally have the following characteristics:

- Knowledge of the critical tasks involved for the position.
  - Ask yourself: Do you have position checklists?
- Skill in performing the tasks.
  - Ask yourself: Can they work with the existing EOC technology?
- Ability to find additional subject-matter experts for the task.
  - Ask yourself: Can they reach out for assistance from other experts in their field?
- Ability to work under pressure.
  - Ask yourself: Are they known to “panic” under pressure or does their work production slow dramatically when tasked with deadlines or constraints?
- Ability to interact well with others.
  - Ask yourself: Do they work well with others? Are they considered abrasive?
- Delegated authority to perform the tasks assigned.
  - Ask yourself: Do they carry the authority to make a key decision when called upon?


### STAFFING THE EOC


#### Visual 3.39

**Staffing the EOC: Additional Concerns**

EOCs should not overlook critical staffing issues such as:

- Alternate staff
- Support staff
- Training
- Cross training



 **FEMA**

Visual 3.39  
EOC Management and Operations (G0775)

#### Key Points

Additional staffing concerns include:

- Alternate staff to accommodate multiple shifts, absences, injuries, etc.
- Support staff for sustaining EOC operations.
- Training for staff development and continuing education.
- Cross training for ensuring additional capabilities when possible and applicable.

It is important to consider when you want your top-tier staff working in the EOC. As an example, do you place your EOC at risk of failure by placing your entire “A Team” in the EOC during a daytime shift, while placing your entire “B Team” in the EOC during the evening operation?

Longer-term staffing patterns contain a combination of the top individuals during both day and night operations in the EOC when possible. For events that are expected to be short in nature, with only one or two operational periods, this “combination” strategy may not be appropriate.

**Important:** Too often, emergency management professionals and EOC managers focus on the foundation of their EOC organizational structure and overlook the support necessary to make the structure successful. EOC leadership should always have one designated support or administrative staff member where possible (i.e., someone who can answer a phone, take a message, or document for the leader in Web-based technology). EOC structures can become stressed when a critical position is overwhelmed by tasks such as answering phones.

EOCs should plan for support staff!



### DELEGATIONS OF AUTHORITY

#### Visual 3.40

**Delegations of Authority (1 of 3)**

EOCs most often derive their delegations of authority from jurisdictional codes, ordinances and statutes.

Detailed knowledge of authorities and/or limitations is essential to success.

Visual 3.40  
EOC Management and Operations (G0775)

#### Key Points

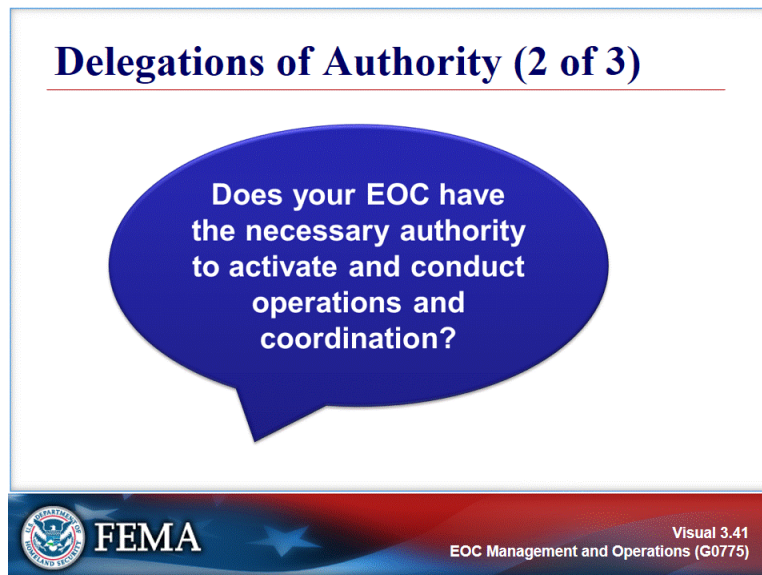
Having detailed knowledge of existing authorities and/or limitations for the EOC and its staff is essential to success. If an EOC activates and fails to comply with its delegated or codified authorities, the EOC may lack effectiveness and individual EOC leaders can possibly be held liable for actions that are or are not taken during an event.

In many cases, emergency management professionals have detailed plans and visions for how best to operate their EOCs during an emergency, but they fail to incorporate their specific or delegated authorities within those plans. This can create legal chaos at a time when cohesiveness and collaboration is required and expected.

EOCs most often derive their delegations of authority from jurisdictional codes, ordinances, and statutes. It is practical to ask whether or not an EOC actually has delegated authorities, even if the department or agency that runs the EOC has been established for a significant period of time.

**DELEGATIONS OF AUTHORITY**

**Visual 3.41**



**Key Points**


**Discussion Question:** Does your EOC have the necessary authority required to activate and conduct operations and coordination?



### DELEGATIONS OF AUTHORITY


#### Visual 3.42

### Delegations of Authority (3 of 3)



Delegations of authority can:

- Designate individuals who are authorized to enact policy or make decisions.
- Help to ensure a rapid response to incidents.
- Ensure personnel know who has the authority to make key decisions.
- Ensure proper documentation of costs and decisionmaking.
- Promote legal compliance.

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Visual 3.42  
EOC Management and Operations (G0775)

#### Key Points

Delegations of authority can:

- Designate individuals who are authorized to enact policy or make decisions.
- Help to ensure a rapid response to incidents.
- Ensure personnel know who has the authority to make key decisions.
- Ensure proper documentation of costs and decisionmaking.
- Promote legal compliance.

**Important:** EOC managers should ensure that the individuals who are staffing an EOC have a written and documented Delegation of Authority on file with the EOC. If an individual reports to the EOC for position-specific duty and does not have a Delegation of Authority with him/her, one of the first actions of the person tasked with “checking in” that individual should be to seek the delegation or task the person with obtaining it as soon as possible.

It is important for EOC managers to know that just because a well-known and respected individual shows up to assist the EOC on behalf of a specific position, it does not guaranty that the individual is empowered to make the decisions necessary for effective EOC operations.

### ACTIVITY: THE RIGHT FIT

#### Visual 3.43



### Activity: The Right Fit

Time to staff your EOC for activation and choices are limited. Consider who you would select for duty in your EOC.

**Instructions:** Working in small groups:

- Review the descriptions of potential employees on the Right Fit Activity Sheet (3.7) in the appendix.
- Discuss: If you could only add three of the people to your EOC staff, which ones would you choose, and why?
- Consider:
  - If/how each person can contribute at the EOC.
  - What factors should be considered in your decisions, such as:
    - Assets and drawbacks of the candidate.
    - Staffing alternatives and relative costs.
    - Need for training, cross-training, or supervision.
- Prepare to share your work in 15 minutes.

Activity: The Right Fit 3.7

**FEMA**

Visual 3.43  
EOC Management and Operations (G0775)

#### Key Points

It is time to staff your EOC for activation and choices are limited. Consider who you would select for duty in your EOC.

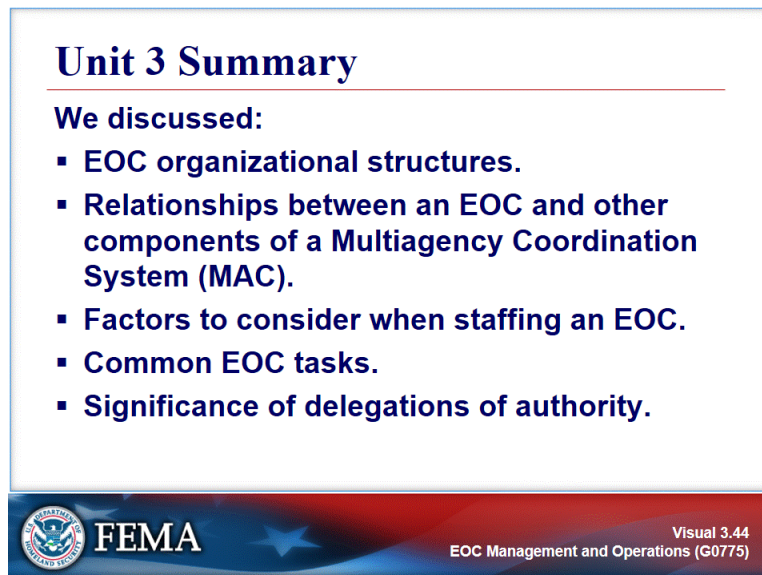
#### **Activity Instructions:**

Working in small groups:

- Review the descriptions of potential employees on the Right Fit Activity Sheet (3.7) in the appendix.
- Discuss: If you could only add three of the people to your EOC staff, which ones would you choose, and why?
- Consider:
  - If/how each person can contribute at the EOC.
  - What factors should be considered in your decisions, such as:
    - Assets and drawbacks of the candidate.
    - Staffing alternatives and relative costs (regular staff, volunteers, full- vs. part-time, second shifts, etc.).
    - Need for training, cross-training, or supervision or other ways to make the experience successful.
- Prepare to share your work in 15 minutes.

### SUMMARY

#### Visual 3.44



### Key Points

Unit 3 discussed:

- EOC organizational structures.
- Relationship between EOC and other components of a Multiagency Coordination System (MAC).
- Factors to consider when staffing an EOC.
- Common EOC tasks.
- Significance of delegations of authority.

**Notes:**