
Unit 4: Division/Group Management and Personnel Management

STUDENT GUIDE

Objectives

By the end of this unit, students will be able to:

- Describe the supervision and personnel management responsibilities of the Division/Group Supervisor
- Describe the need for effective interpersonal dynamics in Division/Group Supervisor duties
- Describe the importance of good Division/Group relationships
- Explain span-of-control concepts
- Identify the Division/Group documentation responsibilities of the Division/Group Supervisor
- Explain how the Division/Group Supervisor sets performance standards and evaluates performance

Methodology

This unit uses lecture, an exercise, and discussion.

Content from the Unit 4 will be tested during the Final Exam. Instructors will evaluate students' initial understanding of the unit material through the facilitation of Exercise 3.

The purpose of Exercise 3 is to give trainees the opportunity to evaluate an ICS Form 204 and identify span-of-control issues. Trainees will receive Forms 204 containing spans of control that are unmanageable. The trainees will identify the issues, prepare solutions, and report these solutions to their Operations Section Chief (the instructor). Students will create two sets of solutions: 1) Solutions that can be implemented in the current operational period; and 2) Potential recommendations for fixing span of control over the future course of the incident.

This unit is not intended to be a comprehensive course on personnel management, but an introduction to some of the management tools the Division/Group Supervisor may employ and concepts he or she will need to know to be able to do the job effectively.

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	1 hour, 45 minutes
Exercise 3	45 minutes
Total Time	2 hours, 30 minutes

TopicUnit Title Slide

**Key Points**

Scope Statement

Through this unit, students will gain an understanding about the management responsibilities of the Division/Group Supervisor both in terms of managing the Division/Group and personnel. This unit will cover management concepts such as span of control, unity of command, effective team building (as it relates to the series of events on the incident), coaching, and performance management. The importance of strong relationships across Divisions will also be discussed in addition to the Division/Group documentation responsibilities of the Division/Group Supervisor.

Topic Unit Objectives

Unit Terminal Objective

Describe the supervision and personnel management responsibilities of the Division/Group Supervisor.

**Key Points**

Unit Terminal Objective

Describe the supervision and personnel management responsibilities of the Division/Group Supervisor.

Unit Enabling Objectives

- Describe the need for effective interpersonal dynamics in Division/Group Supervisor duties
- Describe the importance of good Division/Groups relationships
- Explain span-of-control concepts
- Identify the Division/Group documentation responsibilities of the Division/Group Supervisor
- Explain how the Division/Group Supervisor sets performance standards and evaluates performance

Topic Division/Group Management

Division/Group Management

Internal Coordination with:

- Division resources
- Adjoining resources

*Unit 4:**Division/Group Management and Personnel Management**Visual 4-3***Key Points**

We've established the Division/Group Supervisor role in relation to other positions in the incident management organization (Incident Commander, Operations Section Chief or Branch Director, and Strike Team or Task Force Leader). We now need to identify the interactions that the Division/Group Supervisor has with resources specifically assigned to the Division or Group.

The Division/Group Supervisor coordinates internal operations with:

- Division resources, which may include:
 - Strike teams
 - Crews
 - Task Forces (i.e., USAR [the only ICS accepted pre-determined Task Force])
 - Debris removal teams
 - Traffic Task Forces
 - Other resources
- Adjoining resources, which might include:
 - Air resources

- Staging areas
- Functional groups
- Technical Specialists
- Field Observers
- Safety Officers
- Tactical EMTs

Topic Division/Group Relationships

Division/Group Relationships

- **Critical issues or operations MUST be coordinated between Divisions and Groups**
- **Coordination issues:**
 - **Backfiring**
 - **Hazardous materials operation**
 - **Air operations and rescue**
 - **Situation that precludes you from completing your mission**

*Unit 4:**Division/Group Management and Personnel Management**Visual 4-4***Key Points**

Critical issues or operations **MUST** be coordinated between Divisions and Groups (adjacent Divisions and Groups operating in the same general area). Some operations with potential coordination issues might include:

- Backfiring
- Hazardous materials operation or release
- Vent and burn
- Lifting operation
- Air operations and rescue
- Other situations that preclude you from completing your mission (in other words, when you are working from an anchor and can't complete your mission until they complete theirs)

Topic Division/Group Relationships (cont.)

Division/Group Relationships (cont.)

Resource request:

- Request from staging through the Operations Section Chief or
- Share resources with adjoining Divisions

Remember: Cooperation can go a long way toward getting the job done.

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Visual 4-5

Key Points

Remember that staging works through the Operations Section Chief. Don't circumvent this process by using freelancers. Remember that Operations Section Chiefs are responsible, and if you go around them to obtain resources, you may interfere with the larger strategy.

Report requests to the Operations Section Chief, and make sure you make note of these requests in your Form 214. At the end of your assignment, you will debrief with the Form 214 and pass along this information.

Resource Requests

You can request additional resources from staging through the Operations Section Chief or share resources with adjoining Divisions.

Remember, Division boundaries are not walls. These boundaries should not interfere with coordination and communication. Cooperation can go a long way toward getting the job done.

Topic Span of Control

Span of Control

- The number of individuals one supervisor can effectively manage
- Particularly important on incidents where safety and accountability have top priority
- In ICS, falls within the range of 3 to 7, with 1:5 being the standard ratio

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Visual 4-6

Key Points

While the number ratio is a good guideline for establishing span of control, incident scope and complexity play a role and must also be considered.

Span of control pertains to the number of individuals one supervisor can effectively manage. Maintaining an effective span of control is particularly important on incidents where safety and accountability have top priority.


In ICS, the span of control for any supervisor falls within the range of three to seven personnel, with 1:5 being the standard ratio. However, this is a guideline. For example, according to National Incident Management System (NIMS), it can be more in Law Enforcement. The scope and complexity of the incident also determine the span of control needed.

The Operations Section Chief or Branch Director is actually using you to monitor span of control, and then you (the Division/Group Supervisor) do the same.

Topic Span of Control (cont.)

Span of Control (cont.)

- Trip wire for expanding or contracting org chart
- If span of control is being exceeded, consider:
 - Delegation
 - Appointing a recorder
 - Creating Task Forces
 - Recommending an additional Division/Group
- Requests must be approved by supervisors, but delegation is up to you



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Visual 4-7

Key Points

Branches, Divisions, even the Operations Section Chief and are there for span of control. Span of control is the trip wire for expanding or contracting the organizational chart. If span of control is being exceeded, consider delegation.

A Task Force or Strike Team Leader or a Single Resource Boss may be assigned the authority and responsibility for the coordination of resources and implementation of planned tactics within a portion of a Division.

Delegation responsibilities may include:

- Appointing a recorder—This will help you to keep up with the pace of information
- Creating Task Forces within the Division—You can get as inventive as you need
- Recommending an additional Division/Group to your supervisor—Requests for additional resources must be approved by your supervisor; however, decisions about delegation are up to you

Topic Span of Control (cont.)

Span of Control (cont.)

Communicate the assignment with:

- The individual assigned
- All personnel in the division and adjacent division if appropriate



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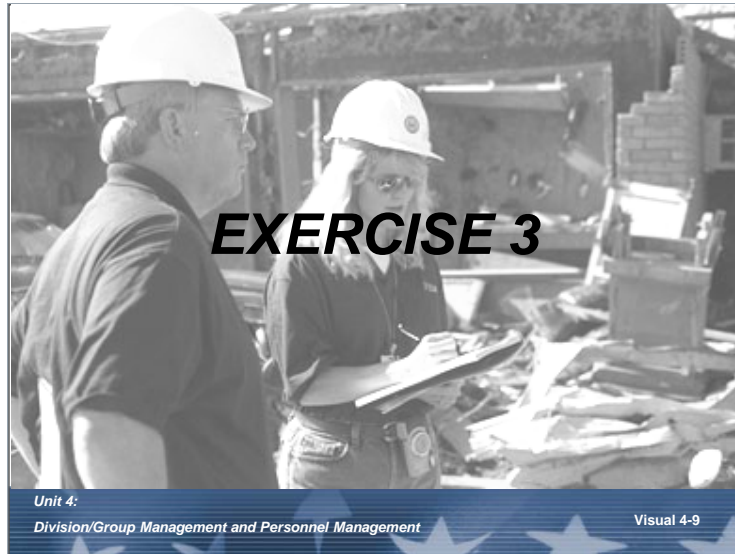
Visual 4-8

Key Points

Communicate the assignment with:

- The individual assigned
- All personnel in the Division (and adjacent division if appropriate)

You (the Division/Group Supervisor) must keep informed on the situation and progress. You are still responsible for activities within the assigned portion.



Key Points


Follow directions from the instructor on how to complete this exercise.

Topic

Controls

Controls

- A measurement of progress against time
- Established production rates may be used initially
- If you don't have any find a Technical Specialist that can provide input and adjust



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Visual 4-10

Key Points

A control is a measurement of progress against allotted time. It is a planning tool to examine the accomplishment of tactical assignments. Established production rates may be used initially, but may need to be adjusted given conditions. If you don't have any controls, you need to find a Technical Specialist that can provide input and adjust. Examples include:

- Inoculation rates
- Supply distribution
- How much power line can be strung
- Building searches (for instance, how many houses can be searched in 1 day?)

Controls may be used to help determine resource needs for subsequent Operational Periods.

Topic Unity of Command

Unity of Command

Under unity of command, personnel:

- Report to only one Supervisor
- Receive work assignments only from their Supervisors



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Visual 4-11

Key Points

Under unity of command, each individual participating in the operation reports to only one Supervisor.

Unity of command:

- Eliminates the potential for individuals to receive conflicting orders from a variety of Supervisors
- Increases accountability
- Improves the flow of information
- Helps with the coordination of operational efforts
- Enhances operational safety

This concept is fundamental to the structure of the ICS chain of command.

Topic Unity of Command (cont.)

Unity of Command (cont.)

- Information should be shared horizontally and vertically
- Not meant to be taken to extremes
 - Filter information
- Communication goes across organization, assignments go up and down



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Visual 4-12

Key Points

Information should be shared freely, both horizontally and vertically. You are one team, share information with one another.

Communication goes across organizations, direction goes up and down. There is a distinction between coordination and direction.

- **Up:** Your supervisor needs to be updated and may need to adjust resources or plans as dictated by developing circumstances
- **Down:** Keep your subordinates informed and get progress and situation updates
 - Your resources can provide you with situation updates that may affect the implementation of your portion of the plan
- **Sideways:** Adjacent Divisions, Groups, and resources need coordination to be effective
 - Might share certain resources (for example, one search group needs a battery from another search group) and information such as change of weather, change of conditions, and so on

However, unity of command is not meant to be taken to extremes:

- Know what needs to be shared and what doesn't

- Filter what is important and what isn't

Topic Division/Group Documentation Requirements

Division/Group Documentation Requirements

- Equipment shift tickets
- Verification of pay documents
- Handout 4-1: Division/Group Documentation Requirements



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Visual 4-13

Key Points

The Division/Group Supervisor has a number of documentation responsibilities, which include:

- Equipment shift tickets:
 - Document for verifying work done by hired equipment during the Operational Period
 - Used with crane, tow truck, rental or contract equipment
 - Verify and sign
 - Equipment operators turn these in; Division/Group Supervisor may keep a copy
- Verification of pay documents:
 - Document for verifying hours worked during the Operational Period by contract or agency requirement
 - Retained by employee

Topic Division/Group Documentation Requirements (cont.)

Division/Group Documentation Requirements (cont.)

- Equipment inspection forms
- Damage assessment and inspection documentation



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Visual 4-14

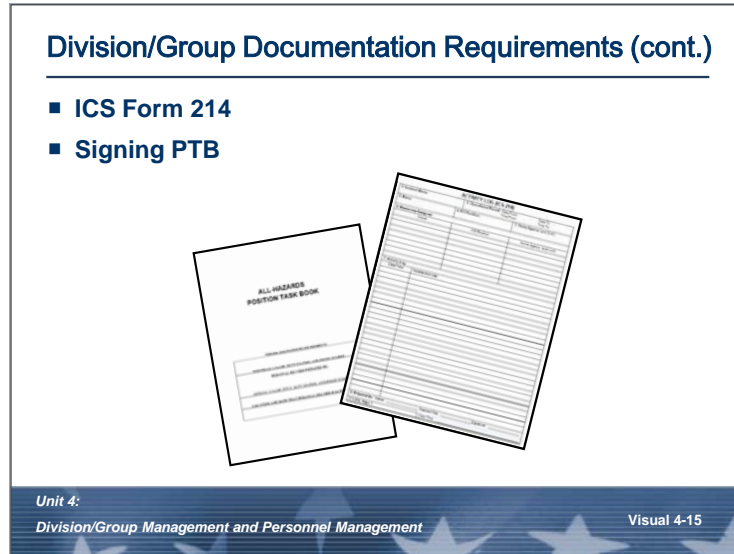
Key Points

The Division/Group Supervisor's documentation responsibilities also include:

- Equipment inspection forms ensure that hired equipment is inspected prior to going to work
- Damage assessment and inspection documentation:
 - Includes a windshield survey form and other forms as required:
 - FEMA may have official forms
 - May also include Points of Distribution (POD) forms
 - Should be turned into the appropriate unit

Topic

Division/Group Documentation Requirements (cont.)

**Key Points**

The Division/Group Supervisor's documentation responsibilities also include:

- ICS Form 214:
 - Used to continuously document significant events during the Operational Period
 - Document where resources were used or performed work for cost apportionment purposes
 - Turned into Documentation Unit at end of Operational Period
- Signing PTB:
 - Sign if you are designated a trainer and have been assigned a trainee
 - Specific directions are included in inside cover of the PTB
 - The trainee retains the PTB

Topic Division/Group Documentation Requirements (cont.)

Division/Group Documentation Requirements (cont.)

- Evaluations
- Debriefing forms



The image is a composite of three elements: a map on the left, a stack of papers in the center, and a photograph of two people in a discussion on the right. The photograph shows a man in a blue shirt and a woman in a blue jacket with a name tag, standing outdoors. The map shows a geographical area with various markers and text. The stack of papers is white and appears to be a set of forms.

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Visual 4-16

Key Points

The Division/Group Supervisor's documentation responsibilities also include:

- Evaluations—ICS Form 225—Incident Personnel Performance Rating:
 - Filled out at the conclusion of a training assignment or upon the release of resources from the incident
 - Keep a copy and turn into Documentation Unit or the Training Specialist, whichever applies
 - Evaluations should only focus on incident response conditions, not the normal, day-to-day operations of the individual being evaluated
- Debriefing forms:
 - Fill out and turn in to the Operations Section Chief
 - Provides the Operations Section Chief with current and forecasted situation and needs
 - If there is a map, it may be turned into the Situation Unit

Topic Demobilization and Close-Out Procedures

Demobilization and Close-Out Procedures

- Coordinate operations to meet guidelines in Demobilization Plan
- Identify any excess resources
- Consider cost versus effectiveness of excess resources
- Provide info for Glide Path

*Unit 4:**Division/Group Management and Personnel Management**Visual 4-17***Key Points**

As you notify the Operations Section Chief of resource needs, he or she will be closing loops with the Supply Unit and will be making sure resource requests are in line. This communication loop demonstrates the point that you can't keep information to yourself because such actions will affect the operations of several other people.

- Situational awareness is a large part of this process
- Coordinate operations to meet guidelines in Demobilization Plan
- Identify any excess resources and advise Operations Section Chief
- Consider cost versus effectiveness of excess resources:
 - A higher price resource may provide more effective production than two lower priced units
 - Don't allow cost alone to be the deciding factor
- The Glide Path is a tool used to forecast incident resource needs:
 - For demobilization, the Glide Path will be developed by the Operations Section Chief
 - Most commonly used during an incident where resources would be replaced with like resources

The Division/Group Supervisor needs to provide a list of resources that will be excess for the Division/Group so the Operations Section Chief can report these to the Incident Commander for release.

Topic Personnel Management

Personnel Management

The Division/Group Supervisor is a mid-level manager.



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Visual 4-18


Key Points

As emphasized earlier, the role of Division/Group Supervisor is that of someone straddling both tactical operations and strategy. Because of this positioning, the Division/Group Supervisor may face unique personnel management challenges (to be discussed through the next slides).

Topic Personnel Management (cont.)

Personnel Management (cont.)

What types of personnel management issues may the Division/Group Supervisor face?



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Visual 4-19

Key Points

Discuss some examples of the unique personnel management issues the Division/Group Supervisor may encounter as a mid-level manager.

Topic Personnel Management (cont.)**Personnel Management (cont.)**

A unique position that may have to contend with a variety of personnel management issues:

- Rank structures
- People from different agencies
- People without ICS experience
- Emergency vs. non-emergency people
- Volunteers
- Extended operational periods

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Visual 4-20

Key Points

The Division/Group Supervisor is a mid-level manager, a unique position that may have to contend with a variety of personnel management issues, including the following:

- Rank structures
- Trust issues
- Working with people from different agencies
- People that may have never worked in an ICS environment
- Working with emergency vs. non-emergency people
- Volunteers
- Extended operational periods
- Labor-related issues
- Interjection of politics into incident response

Topic Leadership Styles

Leadership Styles

- Autocratic
- Laissez-faire
- Democratic or participative management

A Division/Group Supervisor may have to play all of these roles.



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Visual 4-21

Key Points

- **Autocratic:** The Leader–Team Member exchange is a one-way street with information flowing downhill.
- **Laissez-faire:** A go-your-own-way system that relies on all members of the organization working towards a common goal and moving in the proper direction.
- **Democratic or participative management:** Where objectives and organization are established at the top with information constantly flowing up from the bottom concerning progress and needs. These needs are then addressed by top management with information then flowing back down the chain.

A Division/Group Supervisor may have to play all of these roles and know how to employ all styles.

Topic Supervision

Supervision

See and be seen:

- **Monitor progress**
- **Coordinate activities**
- **Provide the opportunity to communicate**



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Visual 4-22

Key Points

See and be seen (manage by walking around):

- Be visible
- Be available to:
 - Monitor progress
 - Coordinate activities
 - Provide the opportunity to communicate:
 - Needs
 - Situation
 - Progress
 - Complications

Topic Instructions/Expectations

Instructions/Expectations

Must communicate instructions and expectations well:

- In briefings
- One-on-one
- Request feedback
- Clarify
- Evaluate



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Visual 4-23

Key Points

A good way to double check whether your communications are clear is to ask your subordinates to repeat back your instructions.

Must communicate instructions and expectations well:

- In briefings
- One-on-one
- Request feedback
- Follow-up by clarifying instructions where problems exist
- Provide honest performance evaluations at the end of assignments

Topic Team Building and Maintenance



Key Points

Topic Team Building and Maintenance (cont.)

Team Building and Maintenance (cont.)

Seven Practices of Highly Effective Teams

1. A commitment to a clear mission
2. Mutual support, encouragement, and accountability
3. Clearly defined roles
4. Win-win cooperation

Continued on next slide...

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Visual 4-25

Key Points**Seven Practices of Highly Effective Teams**

1. A commitment to a clear mission
 - a. Incident objectives provide the team's mission
2. Mutual support, encouragement, and accountability
 - a. You support the Division, the Division supports the incident
 - b. Accountability is a two-way role
3. Clearly defined roles
 - a. Division objectives, expectations, and assignments define roles
4. Win-win cooperation
 - a. Motivational briefings provide a forum for cooperation

Topic Team Building and Maintenance (cont.)**Team Building and Maintenance (cont.)**

5. Individual competency
6. Empowering communication
7. A winning attitude



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Visual 4-26


Key Points**Seven Practices of Highly Effective Teams (cont.)**

5. Individual competency
 - a. Be accountable
 - b. Make assignments based on the level of experience of team members
6. Empowering communication
 - a. Instructions
 - b. Clarification
 - c. Feedback
7. A winning attitude
 - a. Safety
 - b. Positive supervision

Topic 5 Steps of Coaching

5 Steps of Coaching

1. Prepare the learner
2. Demonstrate the operation
3. Create a positive atmosphere
4. Have the learner perform the operation
5. Follow up



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Visual 4-27

Key Points

These coaching steps represent ways of directing, instructing, and training your personnel with the aim to achieve a goal.

1. Prepare the learner:
 - a. Division Briefings are an arena for preparation
2. Demonstrate the operation:
 - a. Go over the IAP
3. Create a positive atmosphere:
 - a. Motivation in briefing and in training
4. Have the learner perform the operation:
 - a. Give clear assignment and task instructions
5. Follow up:
 - a. Go out and check
 - b. Require timed check backs
 - c. Be a dynamic supervisor

Topic Evaluating Performance

Evaluating Performance

Establish standards of performance based on:

- Expressed expectations
- Information from briefing
- Production standards
- Safety standards



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Visual 4-28

Key Points

Establish standards of performance, generally based on accepted norms, including:


- Expressed expectations for subordinates:
 - Particularly important when going from one agency or jurisdiction to another
 - Default to the most strict guideline
- Information from briefing (source of information is the IAP)
- Production standards:
 - May not be available at the briefing or from the IAP (such as public health and inoculation rate information)
 - Your job is to find that information to provide to personnel
- Safety standards:
 - Safety Message, derived from ICS Form 215A as paraphrased by the Safety Officer (SOFR)
 - Special instructions on the ICS Form 204

Topic Evaluating Performance (cont.)

Evaluating Performance (cont.)

Compare the actual results with those established standards:

- Make adjustments as necessary
- Re-evaluate after adjustment



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Visual 4-29

Key Points

Establish standards of performance (such as production rates), generally based on accepted norms.

Compare the actual results with those established standards:

- Make adjustments as necessary
- Re-evaluate after adjustment

Topic Evaluating Performance (cont.)

Evaluating Performance (cont.)

Performance Inhibitors:

- Fear of failure
- Fear of the unknown
- Fear of change
- New and specific skills required
- Large amounts of technical information
- Defensiveness
- Self doubt

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Visual 4-30

Key Points

Topic Evaluating Performance (cont.)

Evaluating Performance (cont.)

Performance Improvement Process:

- Tell the person
 - What is wrong
 - How to fix it
 - Reasonable timeframe
- Document

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Visual 4-31

Key Points

This all boils down to treating your resources fairly. The discipline process for performance issues may include the following:

- Tell the subordinate:
 - What is wrong
 - How to fix the issue
 - How to fix the issue within a reasonable timeframe
- Document the proceedings on ICS Form 225–Incident Evaluation Form

Topic Evaluating Performance (cont.)

Evaluating Performance (cont.)

Corrective actions to improve incident performance:

- Training or coaching
- Reassignment
- Counseling
- Release from assignment

*Unit 4:**Division/Group Management and Personnel Management**Visual 4-32***Key Points**

This list is not presented as a must-follow process. In some cases, it might be appropriate to begin with counseling to deal with performance issues. These are simply choices or options that the Division/Group Supervisor can employ to correct performance. Incident conditions will have implications for what you chose.

Corrective actions to improve incident performance include:


- Training or coaching
- Reassignment
- Counseling
- Release from assignment

Topic Evaluating Performance (cont.)

Evaluating Performance (cont.)

Good performance:

- **Acknowledge**
 - **Evaluation**
 - **Praise**
- **“Praise in public, reprimand in private”**



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Visual 4-33

Key Points

How to handle successful or outstanding performance:

- Acknowledge:
 - Through your evaluation of the subordinate
 - Through praise
- “Praise in public, reprimand in private”

Objectives Review

1. *Why are strong interpersonal skills important to the duties of the Division/Group Supervisor?*
2. *Why are good Division/Group relationships important?*
3. *What is the purpose of span of control as a management technique?*

Unit 4:
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Key Points

Unit Terminal Objective

Describe the supervision and personnel management responsibilities of the Division/Group Supervisor.

Unit Enabling Objectives

- Describe the need for effective interpersonal dynamics in Division/Group Supervisor duties
- Describe the importance of good Division/Group relationships
- Explain span-of-control concepts

Topic Objectives Review (cont.)

Objectives Review (cont.)

4. *What are the Division/Group documentation responsibilities of the Division/Group Supervisor?*
5. *How might the Division/Group Supervisor set performance standards? How might the Division/Group Supervisor manage the performance of their personnel?*

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Visual 4-35

Key Points

Unit Terminal Objective

Describe the supervision and personnel management responsibilities of the Division/Group Supervisor.

Unit Enabling Objectives (cont.)

- Identify the Division/Group documentation responsibilities of the Division/Group Supervisor
- Explain how the Division/Group Supervisor sets performance standards and evaluates performance