
Unit 9: Unit Management

STUDENT GUIDE

Objectives

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

- Establish and manage the Facilities Unit
- Describe factors that affect staffing levels in the Facilities Unit
- Describe the Facilities Unit Leader's (FACL) supervisory duties
- Identify and order the supplies, materials, and personnel needed to keep the Facilities Unit
- Maintain ICS Form 214, Activity Log

Methodology

This unit uses lecture, discussions, and an exercise.

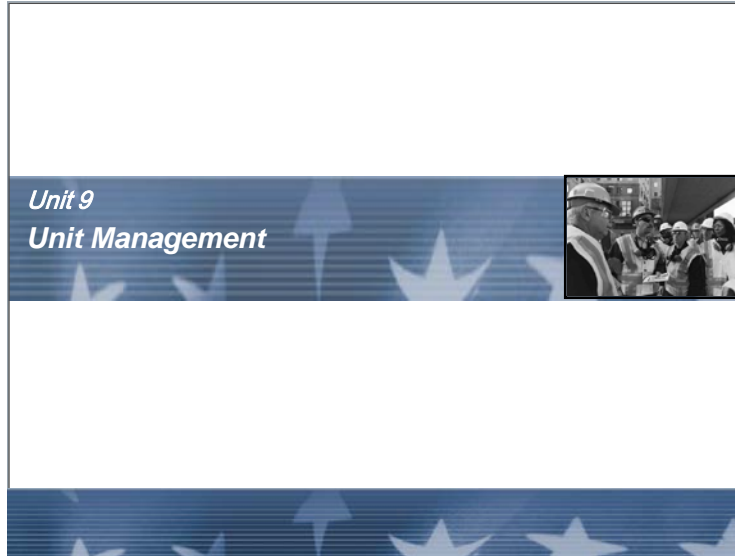
Knowledge of the unit contents will be evaluated through a practical exercise and administration of the Course Final upon completion of the course.

The purpose of this unit's exercise is to give the student the opportunity to examine the Facilities Unit Leader's workload and the complexity of the incident to determine staffing support needs.

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	30 minutes
Total Time	1 hour

**Key Points**

Scope Statement

Through this unit, students will gain a general understanding of the actions required for effective Unit management.

Unit Terminal Objective

Establish and manage the Facilities Unit.

**Key Points**

Unit Terminal Objective

Establish and manage the Facilities Unit.

Unit Enabling Objectives

- Describe factors that affect staffing levels in the Facilities Unit
- Describe the Facilities Unit Leader's supervisory duties
- Identify and order the supplies, materials, and personnel needed to keep the Unit operating
- Maintain ICS Form 214, Activity Log

Topic Determining Staffing Levels

Determining Staffing Levels

- Consider span of control
- Ensure adequate staffing for base/camps, security, maintenance, etc.
 - Base/Camp Manager
 - Security Manager
 - Other support personnel
- If you have no subordinate positions working for you, it is your responsibility to get the work done

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Visual 9-3

Key Points

The Facilities Unit Leader is always working very hard to meet the needs of the incident. Examine each new situation to determine just how much support will be needed. Be flexible and think outside of the box.


The span of control pertains to the number of individuals or resources that one Supervisor can manage effectively during emergency response incidents or special events. Maintaining an effective span of control is particularly important during incidents where safety and accountability are a top priority.

Effective span of control during incidents may vary from three to seven, and a ratio of one Supervisor to five reporting elements is recommended.

Other support personnel may include camp crews to perform manual labor, carpenters, electricians, or facilities maintenance specialists.

Briefings

What topics should the FACL include in Briefings to the Facilities Unit staff?



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Visual 9-4

Key Points

The Facilities Unit Leader is responsible for sharing relevant information with his or her staff. Do not assume that your staff already know the information if you have not told them directly.

Set expectations for Facilities Unit timeframes and schedules, and keep staff informed regarding operational period changes and work schedules. Have a meeting at least once per day to relay important information. You should have a Safety Briefing with your staff each day before starting work.

Keep your staff informed and updated regarding:

- Anticipated increases and decreases in resources
- Types of resources
- Weather forecasts
- Security needs
- Safety hazards

Topic Supervisory Duties

Supervisory Duties

- **Assign and monitor work assignments**
- **Review and approve timesheets**
- **Promote teamwork**
- **Provide counseling and discipline as needed**
- **Evaluate performance of assigned personnel as directed**

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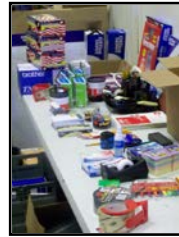
Key Points

- Provide support to Base/Camp Managers (BCMRs) and Security Managers (SECMs)
- Avoid micromanaging when giving work assignments
- The Supervisor's approval is required on timesheets
 - If you have personnel working for you, make sure that you review and approve their timesheets, ensuring that the timesheets accurately reflect the hours worked
- Demonstrate teamwork in your own behavior and promote it among your staff
- In general, you cannot discipline personnel outside of your agency
 - If possible, counsel or train them to improve their performance; if that is not an option, demobilize them
- When doing performance evaluations, the Facilities Unit Leader may use ICS Form 225, Incident Personnel Performance Rating
 - Typically, you will do a performance evaluation for work that is above standard, below standard, or for trainees, but this may vary by jurisdiction

Topic Ordering Materials and Supplies

Ordering Materials and Supplies

- **Order materials and supplies using procedures established by the Logistics Section Chief**
- **Maintain quantities of forms, supplies, and materials at a level to prevent shortage of essential items**



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Visual 9-6

Key Points

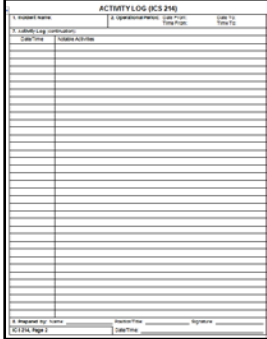
The Facilities Unit Leader will need to order materials and supplies to keep the Unit running, including communications equipment, ICS forms, office supplies, or other necessary items. Periodically inventory all forms, supplies, and materials to ensure that adequate stock is maintained. Anticipate changing needs and order additional materials and supplies as appropriate.

Use ICS Form 213, General Message Form, to place orders through the Supply Unit's Ordering Manager (ORDM). All orders are to be reviewed by the Logistics Section Chief or the Support Branch Director. The Facilities Unit Leader should follow up on the status of the order.

Topic Activity Log (ICS Form 214)

Activity Log (ICS Form 214)

- **Purpose:** The Activity Log is used to record the details of the Unit's activity
- See Handout 9-1



The image shows a thumbnail of the ICS Form 214 Activity Log. The form is titled 'ACTIVITY LOG (ICS 214)' and contains several sections for recording information. It includes fields for '1. Incident Name', '2. Incident Location', '3. Incident Date', '4. Incident Time', '5. Incident Type', and '6. Incident Cause'. Below these are several rows of tables for recording activities, with columns for 'Activity', 'Time', and 'Personnel'. At the bottom, there are fields for '7. Prepared by Name', '8. Prepared by Title', '9. Signature', and '10. Date'.

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Visual 9-7

Key Points

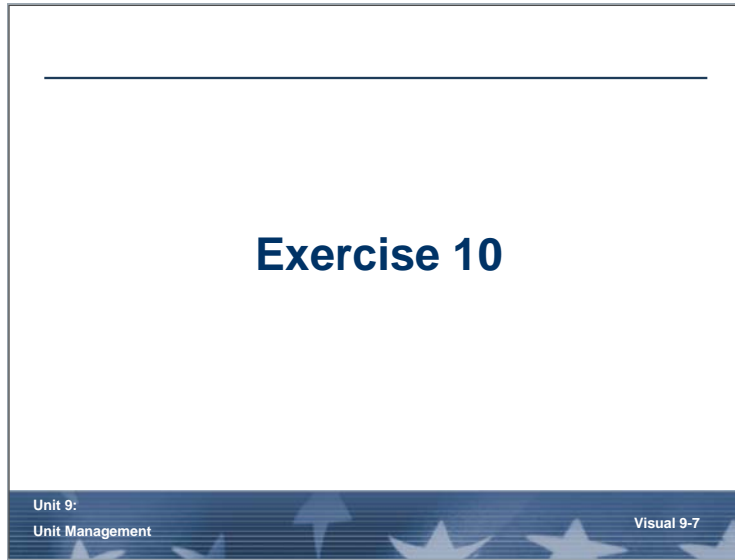
The Activity Log (ICS Form 214) is used to record the details of the Unit's activities.

Handout 9-1, ICS Form 214

ICS Form 214 should document the three A's: **A**ctions, **A**ccidents, and **A**greements. Writing on the back of the form is permitted.

An Activity Log is initiated and maintained by Command Staff members, Division and Group Supervisors, Air Operations Groups, Strike Teams and Task Force Leaders, and Unit Leaders. Completed logs are forwarded to Supervisors who provide copies to the Documentation Unit.

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. These logs provide a basic reference from which to extract information for inclusion in any After-Action Reports.



Key Points

Objectives Review

1. *What incident factors may affect staffing levels in the Facilities Unit?*
2. *What are the FACL's supervisory duties?*
3. *What should the FACL consider when ordering materials and supplies for the Unit?*
4. *What is the purpose of the Activity Log (ICS Form 214)?*

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Visual 9-9

Key Points

Unit Terminal Objective

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Unit Enabling Objectives

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